IMPACT OF COMPULSORY CITIZENSHIP BEHAVIOR ON EMPLOYEE SILENCE MEDIATING ROLE OF PSYCHOLOGICAL DISTRESS AND MODERATING ROLE OF ORGANIZATIONAL IDENTIFICATION

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ABSTRACT

Stressors at work have been found to have a significant impact on employee silence. However, little is known about how and when stress produced by involuntary citizenship conduct [i.e., compulsory citizenship behavior (CCB)] affects employee silence. To close this gap in knowledge, the current work first designs a moderated mediation model to analyze the CCB–employee silence correlation, as well as the underlying mechanism and context of this relationship. Using conservation of resources theory and social identity theory, we first investigated the psychological mechanism underlying the relationship between CCB and employee silence as a critical workplace deviant behavior, developing a moderated mediation model in which CCB predicted subordinates' silence behavior through psychological distress, with organizational identification. Results from data collected from various hospital employees support the hypothesized model. Analysis was done using SPSS software. Organizational identity diminished the connection between CCB and psychological distress, and organizational identification weakened the indirect effect of CCB on employee silence via emotional weariness. Several possibilities for future research are covered, as well as related studies, ramifications, and several avenues for future research.

Kywords: *CCB: Compulsory Citizenship Behavior,* ***OS:*** *Organizational Silence,* ***OI:*** *Organizational Identification,* ***ES:*** *Employee Silence,* ***PD:*** *Psychological Distress,* ***OCB:*** *Organizational Citizenship Behavior*

1. INTRODUCTION

1.1. Background

The effectiveness of any organization depends upon the involvement of employees in the tasks, activities that are beyond the description of the position and promise to stay with the company (Katz, 1964). As the competition is very high in this time due to which organizational effectiveness becomes very important and there is a high need of employee successfulness that is called as in role behavior and extra-role activity is non-described. (Morrison, 1994)

Compulsory citizenship behavior refers to sole citizenship conduct that are unrestricted, not immediately or formally conceded by the formal incentive structure, and that collectively improve the organization's productive work (Organ, 1988). The majority of CCB research published in recent decades has emphasized the constructive aspects of the "good soldier syndrome," highlighting the benefits and advantages of selfless acts of kindness, pro-social behavior, and extra-curricular activities. Compulsory Citizenship Behavior (CCB) involves all the extra-role behaviors that are above the tasks that are performed above the orders such as friendliness, cooperativeness, carefulness, helpfulness, and selflessness etc. (Organ,1988). For example, the findings of research done by Tepper et al. (2004) have already revealed possible harmful impact of CBs. They claim that CBs are not mandatory for all employees on their own volition. They discovered that employees are regularly subjected to high levels of social and management pressure, notably from their bosses or organizational conditions. As a result, a large percentage of employees use OCBs as a means of achieving

personal benefit, like a sky-high staging grade or more advantageous work-related assets.

A three-dimensional model regarding the Organizational Behavior was proposed by the Allen and Mayer in 1991 and according to this paradigm, it is a combination of Emotive Devotion (want to hold on), Prolongation Devotion (need to hold on), and Unstandardized Devotion (a requirement to hold on). The "psychological state that connects the individual to the organization" is known as OC (Allen & Meyer, 1990). OCB and Organizational commitment are very important for the organization's effectiveness (Katz ,1964).

The intentional withholding of any type of discussion or expression about possible organizational problems with the authorities that have the ability to change or affect the problems or any concern in the organization is known as Employee Silence. Organizational Silence (OS) has a negative impact on the effectiveness of organization and it prevents the employees to report against the unlawful, unethical scenarios in the organization that will refutes the effectiveness of organization (Vakola & Bouradas, 2005; Morrison & Milliken, 2000).

As creativeness and adaptableness become more and more vital in a very perpetually dynamic business setting, firms square measure relying additional upon workers World Health Organization voluntarily contribute to the achievement of organization's objectives. Organization citizenship behavior (OCB), which can be elaborated as workers willingly playing extra ordinary part, is particularly important in the research of organizational sustainability (Organ et al., 2006; Paillé , 2015; Podsakoff , 2000; Sun et al., 2007). OCB contributes to organizational performance and flexibility by encouraging them. Furthermore, OCB is a long-term workplace habit for employees since it contributes to a variety of favorable results regarding work, for example seeking help from other individuals and receiving higher performance appraisals. (Whiting et al., 2008) along with worker eudemonia, as a result of providing gratification to others, it diverts focus away from one's unpleasant mood. (Chin et al., 2019). As a result, understanding OCB organization backgrounds is critical to understanding organization property. Offensive supervision as a dark aspect of leadership that influences OCB has recently piqued

the interest of researchers (Molino et al., 2019). Such behavior lead to psychological distress of employee which is defines as 'The condition of emotional suffering that is related to stressors and difficult-to-cope needs in life". Conflict with supervisors has long been the leading cause of worker personality disorder and a key source of turnover in the geographic area. Over the last few decades, scholars have been trying to figure out what kinds of leadership behaviors are damaging, such as abusive supervising. Martinko et al. (2013) found that insulting charge had bleak implications on juniors, fluctuating from mental discomfort to worksite misbehavior, poor job outlook, work–family dispute, diminished structure dedication, and even downside, after reviewing data from 2008 to 2013. Employee morale may suffer as a result, and they may doubt their ability to contribute to the organization's success. In a competitive environment, good human resource management is essential, and as a result of abusive supervision, could cause a true threat for semi-permanent organization property. Through that abusive overseeing supervising structure performance, there has been decent development in comprehending the process. In order to explain the whole scenario underpinning social exchange theory is used. Framework of social exchange theory can be used to understand the relationship between individual and their organization. According to it, , employee offers service to the organization and expects a good return in the future from the organization.

Employees' encounters with justice and its implications were the focus of early research. (Zhang et al.,2019). When an Associate in Nursing worker attempts to remedy unfair treatment from a supervisor, for instance, the adverse effects of offensive supervision arise (Tepper, 2007). Because abusive supervision may cause employees to lose trust, they will be hesitant to devote their time and effort to organization performance. The study of abusive supervision has recently expanded to include the resource drain caused by staff expertise. The resulting tension reduces psychological capital for workers who are subjected to abusive supervision. (Thau et.al.,2010), hinders engagement at work (Kacmar et al., 2016; Shoss et al., 2013; Orpen,1996), and will force people to leave the

group. These kinds of factors give rise to organizational identification which is stated "as set of statements that are perceived by the employees to be central, distinctive and will endure their organization". All the same this gain, it is considered that research has not taken into account the effect of abusive command on critical environmental behavior, which could lead to low OCB. It is often claim that worker silence is a form of employment demand that stifles proactive environmental attitudes such as cooperative association and OCB, which can lead to organizational adaptation and innovation. Furthermore, it has a tendency to believe that networking behavior, such as OCB, serves as a job resource for relative performance.

Research Questions
The questions used in this research ae as follows:
i. What effect does the CCB have on ES?
ii. What effect does CCB have on PD?
iii. What effect does CCB have on OI?
iv. What effect does ES have on OI?
v. How do CCB and ES relate to one other?
vi. What is the relation between ES and PD?
vii. What is the effect of PD on the OI?

1.4. Significance of Study
Numerous studies have been conducted on this same study line and many of the researchers such as He, Peng, Zhao, & Estay, 2017; Pinder & Harlos, 2001; Whiteside & Barclay, 2013, Wu, Liu, & Hui, (2010) Bizumic, Reynolds, Turner, Bromhead, & Subasic, 2009)] find out the link between the variables of current study, but all variables used in current study are not previously collectively used. Many studies prove the negative effect of CCB and organizational identification. According to various studies, organizational identification acts as a negative influence on the employees. Present study will be a new addition in this filed and will make the results clearer. It will make the association and relationship between these variables clearer and understandable. It will surely be a new insight with different framework. There are few studies that employ the same collection of factors but not all factors are described in previous studies as in ours, thus it will be a significant contribution to the field.

1.5. Research Objectives
1. To determine how CCB affects ES.
2. To find the effect of CCB on PD
3. To determine the effect of CCB on OI
4. What effect does ES have on OI?
5. To determine the relationship between the CCB and the ES
6. To discover the link between ES and PD?
7. To determine the impact of PD on OI?

Chapter 2: LITERATURE REVIEW
2.1. Compulsory Citizenship Behavior:
All the organizations together with associated teaching organizations, try to view in now a day's difficult dynamics to fulfill their goals of recruiting workers to figure on the far side. Organizational Citizenship Behavior (OCB) involves all the extra-role behaviors that are above the tasks that are performed above the orders such as friendliness, cooperativeness, carefulness, helpfulness, and selflessness etc. (Organ,1988). For example, the findings of research done by Tepper et al. (2004) have already revealed possible harmful impact of CBs. They claim that CBs are not mandatory for all employees on their own volition. They discovered that employees are regularly subjected to high levels of social and management pressure, notably from their bosses or organizational conditions. As a result, a large percentage of employees use OCBs as a means of achieving personal benefit, like a sky-high staging grade or more advantageous work-related assets. Day by day increment of employee's contribution to generate value in a powerful common market has driven to alter in the look of administrators to workers from a one source of manufacture to an industrial citizen. (Jafari & Majidi Moghadam, 2013). organization citizenship behavior (OCB) contains worker deliberate behaviors that don't seem to be a part of their formal obligations and are not straightforwardly considered by the formal organizational remunerate system the formal structure reward system, however it enhances the overall efficiency of the organization (Organ, 1988). This term was preliminary used by Organ in 1988As part of this phenomenon, the World Health Organization identified five aspects: (i) selflessness (ii) honesties (behaviors that direct

someone to fulfil their jobs above and beyond what is required of them, such as promptness in completing assignments); (iii) equity (tolerating complications and unavoidable issues of labor while not objecting); (iv) civic virtue (responsible participation in civic life); (v) civic virtue (Bachrach, 2000).

OCB contributes to organizational performance and flexibility by encouraging them. Furthermore, OCB is a long-term workplace habit for employees since it contributes to a variety of favorable results regarding work, for example seeking help from other individuals and receiving higher performance appraisals. (Whiting et al., 2008) along with worker eudemonia, as a result of providing gratification to others, it diverts focus away from one's unpleasant mood. (Chin et al., 2019). As a result, understanding OCB organization backgrounds is critical to understanding organization property.

2.2. Employee Silence:

It is defined by Pinder and Harlos (2001) as a worker's "Retaining of any kind of reliable remark about the person's behavioral, analytic, and intuitive assessments of individual's industrial condition to individuals who are seemed to be proficient of implementing change. Passive-aggressive action prompted by resignation can be related to; Quiescent quiet is a fear-induced self-protective behavior. The collaboration drive motivates pro-social silence, which is an others-oriented conduct. and opportunistic silence, which is when someone withholds information for their own profit.

Chou and Chang (2017) classified the antecedents of silence into three categories that are based on the above given multidimensional constructs. These traits are given below:

1.   Individual traits are the personality traits of individuals that affect the discretionary behavior in workplace and these traits also influence other individuals in the organization in social contexts (Crant, Kim, & Wang, 2011; LePine & Van Dyne, 2001).

2. Interpersonal perspective is about the vision of the employees which they have about their position and rights in the organization. When the individuals perceive that they are equally treated in the company than there are less chances of adopting any type of

silence (Pinder & Harlos, 2001; Tangirala & Ramanujam, 2008; Whiteside & Barclay, 2013). If the individual feel opposite to this than there are higher chances of adopting pro-social silence (Wang & Jiang, 2015).

3. Employees often value more highly to stay silent concerning vital problems at work. Their silence covers a wide range of subjects, including coworkers, dissatisfaction with organizational commitments, individual awareness of possible flaws in work procedures, hot-button issues, and personal criticisms (Morrison & Milliken, 2000). According to latest research, more than 85% of administrators and specialists asked agreed to keeping quiet about at least some of their job concerns (Milliken, Morrison, & Hewlin, 2003). Worker quiet can aid in reducing supervisory information over burden. reducing personal disagreements, and increasing coworker's confidentiality (Van force unit, Ang, & Botero, 2003).

4. Employee silence hinders such concerns from being addressed and reduces workplace creativity (Argyris & Schon, 1978). Worker quiet has an indirect impact on productivity by influencing worker success. Staff at the United Nations, for example, endure greater anxiety and stress as a result of purposely suppressing critical communication (Morrison & Milliken, 2000). They have less involved in hard work regarding organizational revolution and have a less time to adapt organizational changes. (Ryan & Oestreich, 1991).

2.3. Psychological Distress:

Psychological discomfort has been identified as a serious current work-related health issues, by a large expanding trend affecting many different types of workers around the world (Lua et al., 2018; Enshassi et al., 2018). distress, apprehension, despair, attention deficit hyperactivity disorder (ADHD), and bipolar disorders are all common psychological distresses faced by employees in varied workplaces (Fordjour, 2019; Martin et al., 2016). Insomnia, weariness, irritability, forgetfulness, difficulty concentrating, and physical issues are all indications of psychological distress (Enshassi et al., 2018). These symptoms, on the other hand, tend to present

themselves at the job in a different way than they do at home or in other settings (Johari & Omar, 2016).

In the society, psychological distress (PD) is a prevalent mental health issue (WHO, 2001). PD is a type of emotional distress characterized by sadness and anxiety symptoms (Doran, 2011; Ridner, 2004). These symptoms frequently overlap and co-occur with a variety of typical somatic complaints and chronic diseases, as well as medically unexplained disorders (Fagring et al., 2008). Stress-related and sociodemographic factors, as well as a lack of internal and external resources, are all risk factors.

Previous studies have documented the impact of employee psychological discomfort on their varied businesses, as well as the associated direct and indirect expenses (Quick, & Henderson, 2016). The consequences could be quantified in terms of lost production and days away from work (Hassard ,Teoh & Visockaite, 2018). Previous research has tabulated how much organizations pay on medical bills for workers mental well-being to report the financial effects of psychological discomfort (Schultz, 2015)

Employee psychological distress is influenced by a variety of factors that extend outside the workplace (Johari & Omar, 2016). According to earlier studies, further exogenic procedures and elements that couldn't discovered in the physical environment of the work setting can effect workers' mental distress and related actions. (Bowen et al., 2014). These elements can come from a variety of places, including environmental factors, cultural influences, family background, relationship obligations, work-related expectations, and non-work-related events (Martin et al., 2016). Endogenous elements such as an employee's personality, basic beliefs, or perception may potentially trigger situations that expose them to the dangers of psychiatric illness.

Employees' psychological strain might result in symptoms such as weariness, persistent tension, sleep issues, and visible diseases (Polak, & Miller, 2011). Physical, emotional, behavioral, and cognitive symptoms are all indicators of psychological discomfort (Enshassi et al., 2018). According to previous studies, around 450 million people worldwide suffer from mental distress for example stress, despair, and apprehension disorders at any given moment, resulting in various types of impairment and ill-health (Schultz, 2016). The current figures are almost certain to have risen. This is why mental health disorders must be treated with extreme caution.

Organizational Identification:

Every person's definition of identification may be different. Identification, on the other hand, in broad terms includes a sense of belonging, loyalty, or common qualities. These concepts of identity are so intertwined that they can't be studied separately.

Alternatively, the individual may believe that his or her role in the organization is critical to meeting his or her requirements. The concept of identification as shared attributes suggests that the individual and others in the organization have comparable qualities. OI is a complex phenomenon that is tough to pass via the different intertwined phenomena outlined above. OI is thought to be the extent to which an individual's wide personal affiliation with the organization. Previous research has found a link between scientists' OI and their perceived dual-prestige. Dual-prestige, on the other hand, is just one of several factors that influence and are influenced by OI. March and Simon's theoretical model of group identification, for instance, lists any five basic characteristics that influence the level of identity: (1) the group's perceived status (possibly including dual-prestige), (2) the number of individual requirements met in the group, (3) the rate of engagement, and (4) the level of comparison in the group. The process through which an organization's and an individual's goals become increasingly integrated or aligned is known as organizational identification (Tolman, 1943; Simon, 1957; March and Simon, 1958:65; McGregor, 1967:145). This, together with task commitment, attachments to occupational title, and social standing, was described by Becker and Carper (1956) as four general characteristics of occupational identity. Incorporating the ideals and aims of his company into one's identity is an important way of perceiving oneself as integrated into an organization.

Brown (1969) presented empirical research on organizational identity as a conception, the assumption that identification includes an association among the worker and the industry, and that this association describes the person's self-image, is critical in this case. It also suggests that the organization has the power to sway a person's ideas in some way. Brown proposed that when operationalizing the concept of OI, a measure "must include four aspects of involvement: attraction to the organization, consistency of organizational and individual goals, loyalty, and reference of self to organizational membership," understanding on the concept's possible complication. These are the fundamental elements of organizational identification. With the exception of some of the most recent interpretations, this is one of the most comprehensive conceptualizations of the concept. The type of identification can be improved by incorporating basic components such as loyalty, attraction, goal congruence, and self-reference to organizational membership.

In this regard, two further definitions of OI offered by Hall et al. (1970) and Schneider et al. (1971) are worth highlighting. The person admits the industry's beliefs and aims to the degree where these morals and aims turn out to their own, according to their two definitions. This admitting of the industry's aims and morals, as well as their incorporation in person's private moral and aim system, appears to lead to an emotional commitment to the industry. Their technique differs from that of other writers at the time because of their use of emotional commitment. In summary, four independent conceptualizations were introduced around the same time that appear to be essentially similar, yet when taken together, they cover an enormously large spectrum of psychological concepts.

The basic tenet of the social identity theory is that it assumes that a person's self-image consists of two parts: an individual identity and a quantity of public identities. Supporters of the theory argue that humans essential to categorize others into clusters (e.g., gender, race, ethnicity, etc.) to shorten the social world, and that person designate himself (or are assigned by others) to a specific set or class. Individuals with OI, according to Ashforth and Mael (1989), effectively categorize themselves into a social category, which is the industry their working place. As a result, OI is a distinct type of "social identity." They stated in their major piece that identification requires an individual to have "seen himself or herself as psychologically intertwined with the group's fate."

Rousseau has a to some extent diverse take on OI, one that is lesser rooted in social identity theory (1998). She suggests that 'identification refers to a cognitive state...' as part of her explanation of what the notion entails. Identification is a self-awareness of one's place in the organization.

2.4. Compulsory Citizenship Behavior and Employee Silence:

A person usually adopts retaliatory measures when he/she gets disturb with behavior of others for the purpose of avoiding any sort of psychological distress. When employees face any sort of stress such as strong or oppressive behavior of supervisors in the organization than as a result, they try to get a psychological balance by any way that includes drop off at job or let the managers or industry to suffer the consequence of their behavior. According to Spector and Fox (2010) once workers have no option instead of to involve themselves in CBs due to multiple reasons such as incompetence of a colleague, constraint from the organization, request from a supervisor or any other reasons. Employees started feeling frustrated due to these reasons or if they didn't receive any reward of their CBs than this will lead towards the negative workplace behaviors of employees. These CBs can lead the employees to make them engage in subsequent CWBs and feel justified about it (Yam, Klotz, He, and Reynolds, 2017). According to Bolino, Turnley, Gilstrap, and Suazo (2010), the CBs that are performed at any condition have high chances to be engaged in CWBs. Bolino and Klotz (2015) also said that an worker that acts as a "good soldier" in CBs can also become a "bad apple" by engaging himself in CWBs due to the pressure of citizenship behavior. From this study it can be concluded that the CWB can be triggered by CCB. Employee Silence is also one of the most self-protective workshop behaviors (Ashforth & Lee, 1990). It is concluded that the workers can choose silence behaviors against any defensive stance in the organization to deal with the CCBs performances.

From the literature it is seen that the abusive behavior of supervisor causes the CCB behavior among the employees (Zhao et al., (2013). So, there is an abusive supervision is present behind the (Xu et al., 2015).

Silence among employees could be a four-dimensional construct (Pinder and Harlos, 2001; Van force unit et al., 2003). Concerning the reason(s) for withholding information, it can be divided into three categories: compliant quietness (a detached behavior encouraged through letter of resignation), defensive silence (a self-protective behavior persuaded via terror), and liberal silence (social behavior prompted by the cooperation goal). Organizations suffer from compliant and defensive silence, which obstructs structure amendment (Morrison and Milliken, 2000; Ryan and Oestreich, 1991) and prevents the introduction of organizational job. (Tangirala and Ramanujam, 2008; Van force unit et al., 2003).

Since organizational citizenship behavior is required by the organizations for higher performance and integrity, there's a risk rising for the organizations referred to as structure silence. it's been ascertained that silence prevailing within the climate would generate negative structure outcomes (Aylsworth, 2008). The collective-level incidence, during which very little voice raise is enclosed in response to the presence of a difficulty attributable to expected negative reactions. Hence, through silence, structure members hold down fears regarding problematic personnel and structure problems together with, awkwardness, absence of moral responsibility, bated likelihood for raising voice. Researchers have prompt that silence will work against desired structure outcomes (Nielsen, 2003; Aylsworth, 2008).

Hypotheses are formulated based on above Literature and theoretical backgrounds:

H1: Compulsory citizenship behavior is in positive relationship with the employee silence.

2.5. Psychological Distress and CCB:

2.6.1. Theoretical background and hypothesis:

Vigoda-Gadot (2007) outlined required citizenship behavior in their seminal empirical work as "employees' engagement in extra-role, however not necessary voluntary, behaviors that area unit conducted below force and not as a result of the self-driven smart can of the individual himself/herself" (Vigoda-Gadot, 2007, p.378) to present, even once they don't seem to be willing. The negative aspect of structure citizenship behavior (OCB), which is an individual's discretionary extra-role behavior, is compulsory citizenship behavior. The condition is also known as "good soldier syndrome." (Organ, 1988; Smith, Organ, & Near, 1983). However, it is willingly undertaken, whereas obligatory citizenship conduct is involuntary. Required citizenship behavior is linked to but distinct from another comparable term, citizenship pressure, which is defined as "a specific workplace demand within which an employee feels pressured to conduct OCB" by an associate degreed (Bolino, Turnley, Gilstrap, & Suazo, 2010, p.836). Internal (e.g., dispositional) or external (e.g., cluster norms, role perceptions, desire for development, structure atmosphere, management vogue, peer work habits) forces are suggested as possible sources of this sensation. (Bolino et al., 2010). For example, in firms that reward OCB in both formal and informal ways, workers are pressured to be ancillary, to take on additional duties, and to sustain various types of OCB (Bolino et al., 2010). This is frequently indirect pressure that employees experience when they are not being forced to be "good soldiers." Theories of social power assert that society provides bound people with more power in the form of societal expectations, norms, social and political coalitions, and resource access (e.g., Carli, 1999; French & Raven, 1959). Powerful people (for example, bosses) may perceive the pressures as more manageable and should interact in a downside-centered approach. Low-power individuals (e.g., clerical staff) experience learned helplessness or have a perception of a lack of control over their environment. They're frequently ineffective in changing work environments (Kuenzi & Schminke, 2009) and fear harsh retaliation from managers (Restubog, Scott, & Zagenczyk, 2011) just in case of any paying back. To deal with an agent, they must rely on covert normal procedures that are hidden from the powerful (Scott, 1985). Because required citizenship behavior appears to be a result of coercion, unfair treatment, a lack of appreciation, and abusive management (Zhao et al., 2013), it appears feasible to include

psychological withdrawal as a brick behavior for a target population of clerical workers working in lower levels of hierarchy with low power. As a result of withdrawal as a coping technique for perceived pressure, it is seen to be reasonably safe and unquestionable (He et al., 2017). Psychological withdrawal as a covert brick behavior might enable workers to at the same time take revenge from vital others while not being noticed and emanation of inner frustration still.

A hypothesis can be made based on the above details and findings:

H2: Compulsory Citizenship behavior can significantly leads to psychological distress

2.7 Psychological Distress and Employee Silence:
2.7.1. Underpinning the Psychological Contract - Social Exchange Theory:

Framework of social exchange theory can be used to understand the relationship between individual and their organization because it is a conceptual paradigm that is used in multiple social science disciplines that includes anthropology, management or psychology (Cropanzano, Anthony, Daniels, & Hall, 2017). In this relationship, employee offers service to the organization and expects a good return in the future from the organization [future (Chaudhry & Tekleab, 2013; Coyle- Shapiro & Conway, 2005). If this exchange becomes successful than it will lead towards an ongoing relationship, that will have multiple exchanges and it will strengthen this relationship (J. A.-M. Coyle-Shapiro & Conway, 2005). These interactions, according to social exchange theory, will result in loyal and trustworthy commitments. (Cropanzano & Mitchell, 2005; Molm, Takahashi, & Peterson, 2000). Three most important aspects of social exchange theory includes process used for the exchange, content of the exchange, and the parties involved in the exchange (Chaudhry & Tekleab, 2013; J. A.-M. Coyle-Shapiro & Conway, 2005). Process used for exchange involves the rules and norms that are guidelines used for exchange process (Cropanzano & Mitchell, 2005). The rules used for exchange process have different types such as altruism, rationality, negotiated rules and reciprocity exchange that have three major types (Cropanzano and Mitchell 2015).

The behavioral patterns, effective bonds or multiple successful exchanges results in the commitment (Cropanzano & Mitchell, 2005; Molm et al., 2000).These social exchange aspects act as a foundation of the psychological contract. Together, these aspects of the social exchange between parties are the foundation of a psychological contract hence places it within the scope of social exchange theory. Thus, hypothesis can be formulated as:

H3: _Psychological distress is in positive relationship with employee silence_

2.8. **Mediating role of Psychological Distress:**
As a primary source of workplace anxiety, CCB will result in the loss of valuable resources for subordinates. Subordinates will acquire psychological distress, if there is a a disparity between the amount of money coming in and going out, since they'll feel vulnerable, and they won't have the emotive, physical, or public resources to do the further work that administrators or supervisor's demand. As a result, CCBs may have a large favorable influence on psychological distress among employees.

The preservation of resources hypothesis (Hobfoll, 1989) is a stress and human motivation theory based on resources. It lays us a thorough theoretical foundation to understand the stress reaction and predicting how people will react to it. Individuals "strive to retain, defend, and grow resources," such as work tools, personal traits like self-confidence, conditions like managerial support, and energy, according to Hobbfoll (1989).

When they are not under stress, people actively endeavor to acquire greater resources by investing and accumulating surplus resources in preparation for future adversity (Hobfoll, 2001). When faced with enduring stress, people having resource-depletion, on the other hand, attempt to minimize more resource damage or reduction. They frequently pick a defensive posture over active coping measures to isolate oneself from stimuli and maintain their remaining resources (Hobfoll, 2001).

As a result, subordinates who are experiencing psychological distress will develop a desire to reduce the negative impacts of stresses. They may not take risk of losing further capitals while trying to improve the existing condition of the business or assist in

improving the present work condition. (Feldman, 2012). They are susceptible to to do things like this in order to conserve their limited resources "dropping their morale, reducing their commitment to the organization, and decreasing their performance efforts" (Wright & Hobfoll, 2004). Subordinates will choose prevaricate or submissive retributive behavior to reduce psychological pain connected with the threatening stressor, according to Tepper (2007).

When an individual is in a condition of psychological distress, his or her level of psychological/emotional withdrawal increases dramatically, according to Bolton et al., (2012), and individual will defend the performance of CWB to themselves. When employees' emotional resources are drained, staying silence at the factory is a usual response and a comparatively safe method for people to preserve capitals and relieve mental stress. (Xu et al., 2015).

A preposition can be written as follows:

H4: ***The positive association among compulsory citizenship behavior and silent behavior will be mediated by psychological distress***

2.9. Moderating role Organizational Identification:

Multiple analyses proved the potential interaction among the CCB, silence behavior, and emotional distress. Workplace stresses and silence behavior does not always the psychiatric distress and silence behavior (Xu et al., 2015). The extent of psychiatric distress from engaging in CBs forcefully is still unknown. So to find out the influence of CCBs is very important and significant. According to the social identity theory, there is a considerable influence of social identity is present on the emotive experiences of individuals in a society. According to the Chinese and other countries experimental finding, a negative relation is find out between the identification of people with their organizations and their psychiatric distress (Bizumic, Reynolds, Turner, Bromhead, & Subasic, 2009).

Employees feel "a significant pressure to engage in what we normally identify as OCB," according to the CCB paradigm (Vigoda-Gadot, 2007). As a result, it's not difficult to conclude that there's a relation among CCB and PD (Vigoda-Gadot, 2006). Experimenters proposed a various theory for why

there is a negative CCB–OCB association (Vigoda-Gadot, 2006; Peng & Zhao, 2012). Workers' attitudes are predicted to be unfavorable when they are compelled to do more energy into causal work responsibilities "beyond those stipulated by their job definition and for which they earn no official benefits" (Vigoda-Gadot, 2006).

Employees' perceptions of CCB may become more favorable as their affiliation with the organization grows stronger, causing them to regard CCB as a stressful stressor. Due to these reasons, the employees started feelings and emotional reactions in a positive way and started adopting problem-oriented strategies when they are under the CCB stress to cope with the stress. If the employees have a weak relationship with their organization, then they'll acquire a passive cognitive frisk and regard it as a source of obstacle stress. They try to elucidate the CCB as the difficulties created by their managers and supervisors. To deal with these conditions the employees adopt emotion-centric strategies. The employees which have strong relationship with the organization then they will have a strong mission sense and long-term direction. Their attitude will be positive with their colleagues irrespective of the encouragement received from authorities for their hard work and sacrifices that describe their initiative for the facilitation of their collective achievements (Wu, Liu, & Hui, 2010). One of the most common CCBs is the is to work forcefully on the orders of their supervisors, assist them and to help the coworkers. The sense of responsibility is high in the individuals have strong organizational identification and duty towards their supervisors and their colleagues. These employees will have a positive and strong attachment with their organizations. This will act as an energy resource for the employees and the organizations that will compensate the emotional resources loss (Zhang and Niu, 2015). When the workers face the loss in resources then they will face the need to perform CCBs and positive organizational identity will act as a protecting resource that will assist them to manage with all the stressful conditions. It will effectively reduce the job burnout.

From this study, we can propose that:

H5: *Organizational identification will act as a moderate for CCB and psychiatric distress in such a way that it will weaken the relationship.*

Chapter 3: Research Methodology
3.1.   Design of Research
3.1.1.   Study Type
It is a casual in which the association between four variables that are compulsory citizenship behavior, Employee Silence, Psychiatric distress and Organization identification

3.1.2. Horizontal Time
A cross-sectional research design was used. And Data was collected during the span of the study.

3.1.3 Study Setting
The study is a field related because all the respondents are connected with their job and educational institutes and they will fill questionnaires.

3.1.4 Analysis Unit:
Employees in different hospital settings assist as the study thesis's unit of analysis.

3.2. Population and Sampling
3.3.1   Population of study
The participants in this study were Hospital employees of Islamabad and Rawalpindi.

3.3.2   Sample Size
Sample size was 300 employees from various hospitals. Questions were distributed among 360 individuals out of which 300 responded. Thus, response rate was 83%

CHAPTER4: RESULTS & ANALYSIS
4.1. Sample Demographics
4.1.1 Gender of respondents
Table 1: Responder's Gender

3.3.3   Sampling approach
Due of time constraints, the investigation relies on convenient sampling. The data will be collected from Hospital employees, with the justification that collecting data from this demographic is simple and convenient

3.4   Scales & Measures
Likert scale was used, and scale rated from 1=SD, 2= D, 3=N, 4= A, 5=SA.

3.4.1   Compulsory Citizenship Behavior:
The five-item scale created by the Vigoda-Gadot group(2007) was used to assess CCB. Reliability of scale was 0.92

3.4.2   Psychological Distress
The Maslach and Jackson (1981) nine-item scale was used to assess psychological distress. Reliability of scale was 0.84

3.4.3   Employee Silence
Tangirala and Ramanujam (2008) utilized a five-item scale to assess employee silence. Reliability of scale was 0.79

3.4.4   Organizational Identification
The five-item scale created by Smidts, Pruyn, and Van Riel (2001) was used to assess organizational identity. Reliability of scale was 0.85

3.5   Tool for Data analysis
The SPSS software was used to analyzed the data. The Mediation analysis is done by using The Preacher and Hayez approach. To find out the results, analysis such as reliability, validity, correlation, regression, mediation and moderation was executed.

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Female	105	35.0	35.0	35.0
Male	195	65.0	65.0	100.0
Total	300	100.0	100.0	

From a total sample size of 300 participants, 65% were males and 35% were females, according to the analysis. This result is coherent to the data observed during the data collection stage.

4.1.2 Education of respondents
Table 2:Responder's Education

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
High School	16	5.3	5.3	5.7
College	57	19.3	19.0	24.7
Graduate	91	30.3	30.3	55.0
Masters	135	45.0	45.0	100.0
Total	300	100	100	

For all of the instances in the study, the frequency distribution of education is verified. According to the study, 5.3 percent of people only have a high school diploma, 19.3 percent only have a junior college diploma, 30.3 % had a bachelor's degree, and 45 % had a master's degree or higher education. The majority of the samples used in the study had higher education and work at the CMH Hospital.

4.1.3 Age of respondents
Table 3: Responder's Age

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Less than 20years	32	10.7	10.7	11.0
20-29 years	87	29.0	29.0	40.0
30-39 years	72	24.0	24.0	64.0
40-49 years	87	29.0	29.0	93.0
50 and above	21	7.0	7.0	100.0
Total	300	100.0	100.0	

The age distribution of those who took part in the study is examined. According to this data, just 10.7% of people are under the age of 20, 29% are between the ages of 20 and 29, 24% are between the ages of 30-39, 29% are between the ages of 40 and 49, and 7% are 50 years old or above.

4.1.4 Marital status of respondents

Table 4: Responder's Marital Status

Variable	Frequency	Percent	Valid Percent	Cumulative Percent
Married	154	51.3	51.3	51.3
Unmarried/Divorced/Separated	146	48.7	48.7	100.0
Total	300	100.0	100.0	

The frequency distribution of marital status was examined, and it was shown that 51.3 percent of people are married, while 48.7% are single, divorced, or separated.

4.2.   Reliability Analysis

The scales of variables present in the model are included in the reliability analysis results. Where CCB scale having .862 Cronbach alpha reliability, psychological distress shows .754, Emotional silence having .947 and Organizational identification having .892 Cronbach alpha reliability.

Table 5: Reliability Analysis

Variable.	Cronbach Alpha
CCB	0.862
Psychiatric Distress	0.754
Emotional Silence	0.947
Organizational Identification	0.892

CCB-compulsory citizenship behavior

4.3.   Analyzing Correlation

Correlation analysis was used to check whether the variables are statistically significantly associated. The results are listed in the table below.

Table 6: Correlation table

Variables.	CCB	PD	ES	OI
1. CCB	1			
2. PD	.995**	1		
3. ES	.895*	.794 *	1	
4. OI	.712*	.754 *	.122	1

N=300, *p<0.05, **p<0.01.

 [CCB- compulsory citizenship behavior, PD-Psychological distress ES-Employee silence, OI-Organizational identification]

The results of correlation among factors evaluated in this study, such as the ones listed above, are shown in the table above; Compulsory citizen behavior (CCB), psychological distress (PD), emotional silence (ES) and organizational identification (OI). Organizational identification is significantly positively correlated with Compulsory citizen behavior at **.712*,** Psychological distress at **.754**** and emotional silence at **.122**. Emotional silence is positively correlated with CCB at **.895*** and also with psychological distress at **.794***. CCB is significantly positively correlated with psychological distress at **.**995. At the 0.01 and 0.05 levels, all variables are strongly associated, which is consistent with the expected model.

4.4 Analysis of Regression

To determine the link between the suggested model and the data, regression analysis is utilized. The results of the regression analysis is shown in the tables below.

Table 7: Linear Regression Results for CCB and Employee Silence

Predictor	Employee Silence		
	B	R-square	Sig
CCB	0.862**	0.859	0.00

N=300, **p<0.01

[CCB- compulsory citizenship behavior]

The regression findings for the independent variable, CCB, and the dependent variable, Employee Silence, are shown in the table above. linear regression is performed to obtain results. According to findings, a one-unit increase in CCB will .862-unit increase in Employee Silence. p value is.01, that indicates the association among variables is statistically significantly positive. On the bases of regression analysis results, the hypothesis is accepted.

Table 8: Multiple regression analysis for determinants of Employee Silence

Predictors	Employee silence		
	B	R^2	Sig
Step 1			
Control Variables		.012	
Step 2			
CCB	.862***		
Psychological distress	.942**	.789	.000

[CCB- compulsory citizenship behavior]

Demographic characteristics were controlled in the first step. Step two of the regression analysis reveals that a.362-unit change in CCB results in a.862-unit change in employee silence. The link is statistically significant positive at p.001, and the idea that mandatory citizen behavior is associated with employee silence is accepted.

Furthermore, according to the regression analysis results in the above table, a one-unit change in psychological distress corresponds to a.942 unit rise in employee silence. Because the link among the variables is significantly positive at p.01, the hypothesis that psychological distress is positively associated with employee quiet is accepted.

Table 9: Mediated Regression Analysis

	B	SE	T	p
CCB ⟶ Psychological Distress	1.0960	0.0146	72.4585	.000
Psychological Distress ⟶ Employee Silence	0.9426	0.5221	42.3956	.010
CCB ⟶ Employee Silence	0.8627	0.1316	77.7076	.000
CCB ⟶ Psychological Distress ⟶ Employee Silence	0.8965	0.5681	16.4065	.000

The indirect effect's bootstrap results	Effect	LLCI	ULCI
	0.8427	0.4061	1.0649

Notes: Regression coefficients that are not standardised are presented. The sample size for the bootstrap is 1000.

[CCB- compulsory citizenship behavior]

The table above shows the regression analysis results using the Preacher and Hayes technique. In the first phase, step-by-step mediation is used to investigate the direct effect of CCB on psychological discomfort. The results suggest a substantial relationship with a p.000 at a beta value of 1.096. In the second stage, the impact of psychological distress on the dependent variable Employee Silence is investigated, revealing a significant relationship with a beta value of 0.942 at p.010. In the third stage, the effect of CCB on ES is investigated, with a beta value of 0.896 at p.000. In the final step of controlling mediation, the influence of CCB is still significant

Table 10: Conditional Direct effect

with a p value of.000. The indirect effect is 0.824, which ranges from .4061 to 1.0649, and both the LLCI and the ULCI have a positive sign, indicating that the results are significant. Psychological distress strongly mediates the relationship between CCB and ES, according to this finding.

The indirect effect is 0.824, with a range of .4061 to 1.0649, and the LLCI and ULCI both have a positive sign, that indicates the findings are significant. According to this result, psychological discomfort strongly mediates the link between CCB and ES.

4.4. Moderated Regression Analysis

Mean OI	Effect	LLCI	ULCI
1.0000	0.8265	0.6828	0.9701
2.3904	0.5125	0.3980	0.6870
4.0230	0.2407	0.5712	0.4243

[OI-Organizational identification]

HAYES (2013) PROCESS regression was used to test the effect of OI as a moderator between CCB and PD. The link between variables was checked using Model#7. The conditional direct effect and indirect

effect through mediator reveal statistically significant findings in the analysis.

The conditional direct effect of organizational identification (OI) on PD in the first stage is 0.8265, with lower and higher limits of 0.6828 and 0.9701. Because the signs with both LLCI and ULCI is positive, the effect is said to be considerable. Next, as the moderator value increases the effect is reduced from 0.8265 to 0.5125, with positive values for ULCI and LLCI. The effect is further reduced in the final phase as the moderator value increase. Because the effect value lies between the LLCI and ULCI. And LLCI &ULCI both have similar the signs, the results are seems to be significant.

The data confirm the prediction that OI moderates the influence of service quality on PD and that OI moderates the influence of CCB on PD in such a way that the link is weakened. It has been established that the higher the value of OI, the weaker the link between CCB and PD will be.

CHAPTER 5: DISCUSSION & CONCLUSION
5.1.   Discussion

Though various studies have been conducted on Compulsory Citizenship behavior, Employee Silence, Psychological distress and Organizational Identification in literature. However, mediating role of psychological distress and the moderating role of organizational identification (OI), the present study investigates the impact of Compulsory citizenship behavior (CCB) on Employee Silence (ES) among employees in hospitals. The information was gathered from employees working in different hospitals. By using SPSS, the statistical analysis was conducted on collected data and the results are will be discussed in the next part.

The findings of correlation and regression indicates the direct effect of CCB on Employee Silence. And the results show that Employee Silence is significantly positively affected by CCB (H1). This hypothesis is proved because when the employees choose to remain silent on their organizational issues that is affected due the compulsory citizenship behavior. Silence behavior, when compared to other forms of passive CWBs, poses a greater threat to current companies due to its extensive detrimental influence on industries entirely. (Morrison, 2014). Organizations unable to solve possible catastrophic issues and receive suggestions for ongoing development without important and timely information from lower-level personnel (Milliken & Morrison, 2003; Morrison & Milliken, 2000). Employee silence practices are tremendously destructive to the organization and difficult to identify and anticipate in practice, as evidenced by a string of organizational tragedies (Xu et al., 2015).

It is also discovered that psychological distress is the most important mediator of CCB's effect on employees' silent behavior. It's revealed that CCB exacerbates workers' emotional tiredness, and that an increase in emotional resources will cause variations in workers' mood and behavior at work. Workers who unable to talk about issues or deliver ideas and recommendations are, in the end, attempting to preserve their present resources and avoid the damage of upcoming resources. In the previous theoretical studies, Investigators explored the association among CCB and consequent workplace behavior, but experimental studies on the transmission mechanisms determining this relationship is lacking (Wang, 2018). In current study, partially exposed the change of non-voluntary CB into implicit CWB according to the theory of resource preservation, thereby bringing novel facts in this domain.

Finally, organizational identification was found to have a moderating effect on the correlations among workers' CCB, psychological distress, and quiet behavior in the study. After being forced to participate in CCBs, workers having strong organizational identity were capable to recover, gather, and produce positive energy rapidly as compare to worker having weak organizational identity, allowing them to manage efficiently with the adverse effect of CCBs on their emotions.

According to hypothesis 5, Organizational identification will act as a moderate for CCB and psychiatric distress. This statement is proved by the evidence the whenever there are higher levels of organizational identification that lead towards the higher levels of CCB. So due to this if something bad happens in the workplace than the employees choose the silence and will not express their true feelings with the higher authorities. This will be fine till a certain limit for the employees but after that these things will become disturbing for the employees and

will affect them psychologically. This will certainly cause a psychiatric distress in the employees. From the multiple analyses, it is observed that the CCB is one of the major causes of stress in the workplace so the negative moderating effect of organizational identification will have a negative relationship with the CCB and psychiatric exhaustion. There is a deep influence of organizational identification on the cognitive assessment, emotional experiences and work stressors of employees. This will lead towards the different levels of psychological distress at different organizational identification level. CCB will become positive if the organizational identification is strong in employees due to which CCB will become more challenging stressor.

5.2.   Conclusion

Conclusions are drawn below on the bases of research problem, objectives, theoretical background, hypotheses and test results:

- Compulsory citizenship behavior will influence the employee silence in positive and significant way because CCB is required by businesses for improved performance and integrity, a risk known as structure silence is posing a threat to the organizations.
- Compulsory citizenship behavior can significantly lead to psychological distress. Workers under CCBs are aware that their hard work will be payoff, that increases their powerlessness at job and generates psychological suffering.
- Psychological distress is positively and significantly related to employee silence. Because distress motivates employees to reduce the negative impacts of stressors. Even if it improves their working conditions, they will not spend their remaining resources to disrupt the status quo
- Psychological distress mediates the relationship among CCB and employee silence, when a person is in a state of psychological distress, his level of psychological retreat rises substantially, and he will rationalize CCB to oneself.
- The mediating effect of their emotional tiredness on the relationship between CCB and silence behavior will be moderated by organizational identification, so the mediating effect will be weaker for workers having strong organizational identity as

compare to workers with weak organizational identity.

5.3.   Implications
5.3.1 Theoretical Implications:
There are multiple theoretical implications of this study. It includes that this study provides a nuanced understanding of the ways through which the workers adopt with the compulsory citizenship behavior and this point limits the research. Some other studies provide other behaviors that can be used as coping behaviors that are adopted by the employees in response to compulsory citizenship behavior (e.g., He et al., 2017; Vigoda-Gadot, 2007; Zhao et al., 2014). Though, no link has been demonstrated among compulsory citizenship behavior and mental distress as an emotion-focused coping behavior. We have therefore responded to Vigoda-Gadot (2007)'s plea highlighted this stressor by experimentally correlating compulsory civic behavior to mental distress. Our findings are consistent with earlier research that has linked obligatory citizenship to a sort of emotion-focused coping behavior (He et al., 2017).

5.3.2 Practical Implications:
The findings of present study have various administrative implications, such as how to handle worker pressure, emotional distress, and employee silence to increase employee innovation performance.
Our study says that it should be viewed as a crucial warning for comprehending the double-edged sword because mandatory citizenship activity allows employees to accept psychological anguish. It's also the result of mandatory citizenship conduct (Bolino, Hsiung, Harvey, LePine, 2015). The management should implement some preventative measures and create a zero-tolerance policy for mandatory citizenship conduct. It's critical to detect the victims of forced citizenship who are more inclined to use employee quiet and, as a result, incur psychological discomfort. (Boswell & Olson-Buchanan, 2004). Additionally, instead of utilizing maladaptive techniques, firms should establish interventions and training programs to assist workers in acquiring appropriate tactics that they may apply in situations where obligatory citizenship behavior is required.

5.4.   Recommendations:

• It is expected that Future study will expand the scope of its objective.

• It is also expected that Future studies will acquire data from larger samples.

• The data included in this study is only taken from the workers of the hospital. Yet for future more generalized data should be collected and focus should be other level employees and occupations and as well provide the generalization to results.

• Future studies should consider differences in the way of individuals react to compulsory citizenship behavior.

• Longitudinal studies can be performed instead of cross-sectional studies

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