

E-ISSN: 3108-4192

APSSHS

Academic Publications of Social Sciences and Humanities Studies

2025, Volume 5, Page No: 36-46

Available online at: <https://apsshs.com/>

Asian Journal of Individual and Organizational Behavior

## Examining the Impact of Organizational Citizenship Behavior on Counterproductive Work Behavior through a Moderated Mediation Framework

Qing Miao<sup>1\*</sup>, Jun Zhou<sup>1</sup>

1. Center of Social Welfare and Governance, Academy of Social Governance, Zhejiang University, Hangzhou 310058, China.

### Abstract

This study examines how employees' organizational citizenship behavior (OCBO) influences their counterproductive work behavior (CWBO), with a focus on the roles of moral credits and moral credentials, as framed by moral licensing theory. It also examines the moderating effect of collective identity orientation (CIO). Data from 336 Saudi employees were analyzed using Hayes' PROCESS macro models in SPSS and AMOS. The results indicate that both moral credits and moral credentials serve as mediators in the negative relationship between OCBO and CWBO, with moral credentials showing a particularly strong negative indirect effect. Furthermore, the CIO was found to significantly moderate the relationship between OCBO and both moral credits and moral credentials. This study enhances existing research by revealing how employees' positive behaviors can lead to psychological justifications for engaging in unethical counterproductive behaviors in the workplace. It also provides insights for HR practitioners and managers, while suggesting avenues for further research and theoretical exploration.

**Keywords:** Moral licensing, Counterproductive work behavior (CWB), Organizational citizenship behavior (OCB), Collective identity orientation, Moderated mediation model

**How to cite this article:** Miao Q, Zhou J. Examining the Impact of Organizational Citizenship Behavior on Counterproductive Work Behavior through a Moderated Mediation Framework. Asian J Indiv Organ Behav. 2025;5:35-46. <https://doi.org/10.51847/pdlPrBquF5>

**Received:** 15 December 2024; **Revised:** 18 March 2025; **Accepted:** 20 March 2025

**Corresponding author:** Qing Miao

**E-mail** ✉ [miaoqing0702@126.com](mailto:miaoqing0702@126.com)

### Introduction

In the context of today's volatile global economy, organizations across all industries require prosocial, voluntary behaviors from employees to stay competitive and thrive. These behaviors, which enhance and support the psychological and social work environment, are known as organizational citizenship behaviors (OCB) [1-4]. Recently, there has been a rising interest in applying the concept of moral licensing [5, 6], to examine the role of moral credits and moral credentials in the relationship between OCB and Counterproductive Work Behavior (CWB), defined as actions that intentionally harm the organization or its stakeholders [7]. According to moral licensing theory, when employees engage in morally positive behaviors like OCB, they may later feel justified in engaging in immoral or unethical behaviors such as CWB [8]. This notion has been validated by various theoretical [9-11], empirical [12-15], and experimental studies [16, 17].

To deepen the understanding of moral licensing and its relationship with the enactment of OCBs, the inclusion of self-concept orientations is crucial [10, 18-20]. This study builds upon existing research by incorporating collective identity orientation as a moderator, thus offering a more nuanced view of recognition processes in organizational contexts [21]. The research specifically addresses the need for further investigation into how such identity orientations could affect the relationship between OCB, moral licensing, and CWB, as called for by Griep *et al.* [15]. Prior studies underscore the importance of an



© 2025 The Author(s).

Copyright CC BY-NC-SA 4.0

individual's self-concept when assessing their moral actions and behaviors [6], and the role of identity orientation is particularly pertinent for understanding its effects on organizational exchange relationships [22, 23] and its impact on OCB [24] and CWB [25, 26].

This research makes a meaningful contribution to the field of organizational behavior by offering new theoretical insights into how collective identity orientation can influence moral licensing, subsequently affecting the OCB-CWB relationship. To the best of the author's knowledge, no prior study has explored this specific interaction. Moreover, while much research has been done on OCB and CWB, there is a significant gap in studies focused on developing Arab nations, particularly Saudi Arabia. The research begins by reviewing the relevant literature and proposing a hypothesis that connects OCB-O with CWB-O via moral licensing, while also exploring how employees' collective identity orientation moderates this relationship. The remaining sections cover the research methodology, data analysis, results, implications for theory and practice, suggestions for future research, and concluding thoughts.

### *Literature review and hypothesis formulation*

#### *Organizational citizenship behavior (OCB)*

The concept of Organizational Citizenship Behavior (OCB) has garnered significant attention in recent literature due to its critical role in enhancing organizational performance and maintaining a competitive advantage in the business landscape [27]. OCB refers to voluntary actions by employees that fall outside their formal job requirements and are not directly rewarded, yet they contribute to the overall effectiveness of the organization [28]. These behaviors go beyond the baseline expectations of an employee's job description [29].

Organ [28] identified five distinct types of OCB: (1) Altruism, which involves voluntarily helping others with their work at some personal cost [30]; (2) Conscientiousness, relating to careful management of time and adherence to organizational rules [31]; (3) Civic Virtue, which reflects an employee's genuine interest in supporting the organization's initiatives [32]; (4) Sportsmanship, demonstrating patience with imperfect organizational conditions without complaint [33]; and (5) Courtesy, which involves proactively assisting colleagues with their work-related challenges [34].

#### *Counterproductive work behavior (CWB-O) and its connection to OCB-O*

Counterproductive Work Behavior (CWB) has been explored through multiple theoretical lenses, including antisocial behavior [35], deviance [36], organizational aggression [37], and retaliation [38]. CWB can be categorized into two types by its target: (1) CWB-I, directed at individuals, and (2) CWB-O, aimed at the organization as a whole [39].

In recent years, research has increasingly focused on the relationship between OCB and CWB, often examining how these behaviors interact [7, 40-42]. Most studies indicate a strong inverse connection between OCB and CWB, suggesting that individuals who engage in one behavior are unlikely to engage in the other. However, Dalal [40] argued that this negative correlation could be influenced by the methods used in these studies. After adjusting for methodological limitations, some studies have reported a small positive relationship between CWB and OCB [43]. Additionally, research by Venkataramani and Dalal [44] in non-work contexts found that helping behaviors and harmful actions can sometimes be positively related. Building on these findings, Sypniewska [45] suggested incorporating mediation and moderation variables to deepen our understanding of the connection between OCB and CWB. In response to this, the current study posits the following hypothesis:

*Hypothesis 1:* There is an important negative direct relationship between OCB-O and CWB-O.

#### *The mediating role of moral licensing*

Moral licensing theory [6] posits that an employee's past engagement in ethically positive behaviors, such as organizational citizenship behavior (OCB-O), can pave the way for future immoral actions, like counterproductive work behavior (CWB-O), without the employee feeling a loss in moral integrity [8]. The theory distinguishes between two models of moral licensing: moral credits and moral credentials. The concept of moral credits, derived from Nisan's [46, 47] moral balance theory, suggests that an employee's moral self-concept fluctuates around a central balance point. When an employee engages in ethical actions, their self-concept improves, but unethical behavior can cause it to decline [48, 59]. Employees strive to maintain a moral equilibrium; if their self-concept drops below the equilibrium, they will seek to perform positive actions to restore balance [50], while they feel more justified in acting immorally when their self-concept is above the balance point [51]. This dynamic can be likened to a moral "bank account," where good deeds are credits and bad deeds are withdrawals [13].

The moral credentials model, on the other hand, is rooted in the theory of causal attribution [52]. Miller and Effron [6] argue that prior ethical actions alter the way employees interpret their subsequent ethically questionable behaviors. Positive past actions provide a lens through which employees justify later immoral actions, as the previous ethical behavior lessens the moral weight of current misdeeds [5, 53].

The notion of moral licensing has become increasingly relevant in organizational research, with several empirical and experimental studies supporting its mechanisms. For example, Lin *et al.* [12] found that ethical leadership could unintentionally foster abusive behavior due to the accumulation of moral credits from prior ethical actions. Yam *et al.* [13] demonstrated that employees who engage in OCB may develop a sense of entitlement, leading to justification of organizational or interpersonal deviance. Similarly, Liu *et al.* [54] found that OCB can promote prosocial rule-breaking, mediated by employees' self-image. Nguyen [55] showed that moral self-concept mediates the relationship between organizational deviance and OCB, suggesting that employees justify deviant behavior when they feel morally justified. Griep *et al.* argued that OCB leads employees to gain moral credits and credentials, making them more likely to engage in CWB.

Based on these findings, the following hypotheses are proposed:

*Hypothesis 2:* Moral credits mediate the relationship between OCB-O and CWB-O; as moral credits increase, employees are more likely to engage in CWB-O.

*Hypothesis 3:* Moral credentials mediate the relationship between OCB-O and CWB-O; as moral credentials increase, employees are more likely to engage in CWB-O.

### *The moderating influence of collective identity orientation (CIO)*

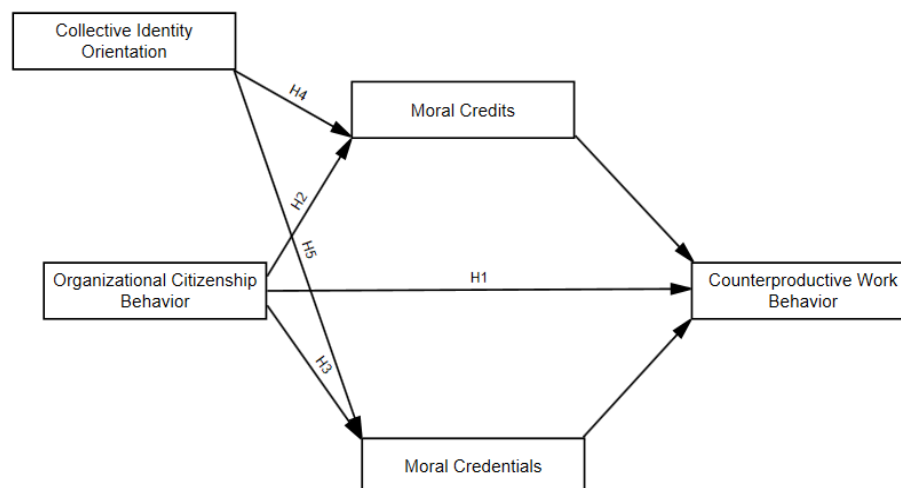
Self-concept involves an individual's understanding of their behaviors, abilities, and characteristics [56, 57]. Brewer and Gardner [58] identify three types of self-concept: relational, personal, and collective identity orientations. Individuals with a relational identity orientation perceive themselves as followers, whose actions are driven by a desire to satisfy and support their leaders. Those with a personal identity orientation view themselves as independent individuals, focusing on self-interest and the maximization of personal benefit. In contrast, individuals with a collective identity orientation see themselves as members of a team, with their actions primarily motivated by the organization's goals and norms, aiming to enhance overall organizational performance [23].

Referring to cognitive dissonance theory [59], it can be argued that employees are unlikely to justify engaging in CWB when performing OCB that aligns with their identity orientation, as it would cause cognitive discomfort when their actions conflict with their self-concept. According to Klotz and Bolino [10], when employees with a strong collective identity orientation engage in OCB, the relationship between moral licensing and CWB is likely diminished or nonexistent. Based on this idea, the researcher proposes the following hypotheses:

*Hypothesis 4:* The Collective Identity Orientation (CIO) moderates the relationship between OCB-O and moral credits, with a higher CIO weakening this relationship, and a lower CIO strengthening it.

*Hypothesis 5:* The CIO moderates the connection between OCB-O and moral credentials, with a higher CIO weakening this link, and a lower CIO enhancing it.

This theoretical framework is represented in the research model shown in **Figure 1**.



**Figure 1.** The conceptual model framework

## Materials and Methods

### *Participants and data collection*

The study targeted Saudi employees aged 18 years and above, selected randomly from various organizations in Jeddah, Saudi Arabia. Participants voluntarily engaged in an anonymous online survey that lasted approximately 10 minutes, ensuring complete confidentiality of their responses. Invitations were sent via email, and all participants provided written informed consent before filling out the survey. A total of 336 completed surveys were collected, representing a response rate of 87.3%. Among the respondents, 57.1% were male, 94% had completed a college degree, and 44% had over a decade of work experience.

### Measurement instruments

To ensure the accuracy of the translations, a double-blind back-translation process was used to convert the original English survey scales into Arabic [40]. Responses were recorded on a 5-point Likert scale, where 1 indicated strong disagreement and 5 indicated strong agreement. The survey's overall reliability was measured using Cronbach's alpha, which was 0.764, denoting acceptable internal consistency [60].

**Organizational Citizenship Behavior-Organization (OCB-O) Scale:** A five-item subset was used from the original six-item scale developed by Dalal *et al.* [61]. For example, "During the past week, I chose to work rather than take a break." This scale had a Cronbach's alpha of 0.667, demonstrating adequate reliability [60].

**Counterproductive Work Behavior-Organization (CWB-O) Scale:** A five-item version of the scale by Dalal *et al.* [61] was used. A sample item is, "During the past week, I criticized organizational policies." The Cronbach's alpha for this scale was 0.629, which is acceptable for reliability [60].

**Moral Credits Scale:** This was measured using five items from Lin *et al.* [12], such as "Each good deed I performed added to my moral credit." The reliability of this scale was strong, with a Cronbach's alpha of 0.856 [60].

**Moral Credentials Scale:** This scale was evaluated using five items from Lin *et al.* [12], such as, "I feel it is important to have characteristics like compassion, fairness, and honesty." The Cronbach's alpha here was 0.891, indicating excellent reliability [62].

**Collective Identity Orientation (CIO) Scale:** This scale was assessed using five items from Johnson *et al.*, with an example item being, "When I'm part of a team, I care about the group's overall well-being rather than individual relationships." The Cronbach's alpha for this measure was 0.753, showing good internal consistency [60].

### Control variables

Demographic factors such as age, gender, educational level, and work experience were included as control variables, as these factors are relevant to OCB [28, 63].

### Data analysis approach

The moderated mediation model was tested following the procedures outlined by Baron and Kenny [64] and Muller *et al.* [65]. The analysis examined: (1) the impact of OCB-O on CWB-O, (2) the mediating role of moral credits and moral credentials, and (3) the moderating influence of CIO on the relationship between OCB-O and the two moral factors. Preliminary analyses were conducted to ensure the data met the assumptions for further analysis [66, 67].

For model validation, confirmatory factor analysis (CFA) was performed using Amos 28.0. The moderated mediation model was tested using SPSS and the PROCESS macro, specifically models six (with parallel mediators) and seven [68]. To assess the significance of indirect effects, bootstrapping methods were used [69, 70]. Unstandardized regression coefficients (b) were reported in the results, as recommended by Hayes [68].

## Results and Discussion

### Correlations and descriptive analysis

The descriptive statistics and correlation coefficients for the study variables are summarized in **Table 1**. All variables in the analysis show positive relationships, except for CWB-O, which displays negative correlations with the other variables. This suggests that while most variables are positively interrelated, counterproductive work behaviors (CWB-O) appear to have an inverse relationship with the other factors under investigation.

**Table 1.** Correlation matrix and descriptive statistics for study variables

Variables	M	SD	1	2	3	4
1) OCBO	3.66	0.73				
2) CWBO	2.44	0.68	-0.488**			
3) Moral credits	4.15	0.73	0.291**	-0.311**		
4) Moral credentials	4.21	0.81	0.305**	-0.475**	0.661**	

5) CIO	4.21	0.66	0.493**	-0.581**	0.479**	0.583**
--------	------	------	---------	----------	---------	---------

Note: N = 336. OCBO = organizational citizenship behaviors directed at the organization; CWBO= counterproductive work behaviors directed at the organization; CIO = collective identity orientation; \*\*: correlation is significant at the 0.01 level (2-tailed)

### Confirmatory factor analysis

To assess the distinctiveness of the key variables used in this study, the researcher performed confirmatory factor analyses. The analysis was carried out using Amos 28.0. As reported in **Table 2**, the default model of the research demonstrates an acceptable fit, with the inter-variable reliability exceeding 50%, indicating stronger relationships compared to the independent model [71].

**Table 2.** Confirmatory factor analysis

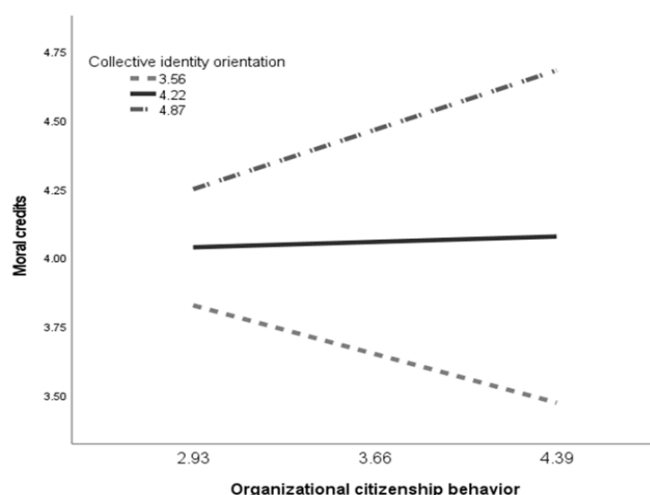
Model	CFI	GFI	RMR	RMSEA
Default model	0.625	0.663	0.120	0.155
Saturated model <sup>a</sup>	1.000	1.000	0.000	0.000
Independence model <sup>b</sup>	0.000	0.261	0.302	0.238

Note: CFI = comparative fit index; GFI = goodness of fit index; RMR = root-mean-square residual; RMSEA = absolute fit index; <sup>a</sup> a model that fits the data perfectly; <sup>b</sup> a model in which variables are independent of one another.

### Hypothesis evaluation

**Table 3** displays the results from the regression-based path analysis used to test the mediated moderation model. In the first step, PROCESS macro model six was employed to analyze the direct and indirect relationships between CWBO and OCBO, considering the mediating variables. The findings show a significant negative relationship between OCBO and CWBO ( $\beta = -0.356$ ,  $P < .001$ ), which supports hypothesis 1. Furthermore, the study found no significant indirect effect of moral credits in mediating the OCBO-CWBO relationship ( $\beta = 0.018$ , BootSE = 0.013, Boot 95% CI = [-0.0046, 0.0468]), thus hypothesis 2 is not supported. In contrast, moral credentials did mediate the negative association between OCBO and CWBO ( $\beta = -0.0456$ , BootSE = 0.0157, Boot 95% CI = [-0.0746, -0.0126]), confirming Hypothesis 3. Additionally, when both moral credits and moral credentials were considered together, they showed a significant negative impact on the OCBO-CWBO relationship ( $\beta = -0.0679$ , BootSE = 0.0189, Boot 95% CI = [-0.1094, -0.0353]).

In the subsequent analysis, PROCESS macro model 7 was used to assess how CIO moderates the links between OCBO and both moral credits and moral credentials. The results indicated significant interactions between OCBO and moral credits ( $\beta = 0.409$ ;  $P < 0.01$ ) as well as OCBO and moral credentials ( $\beta = 0.418$ ;  $P < 0.01$ ), as illustrated in **Figures 2 and 3**. However, no significant moderating effect was found for CIOs when analyzing the influence of moral credits on CWBO ( $\beta = 0.025$ , BootSE = 0.019, Boot 95% CI = [-0.006, 0.0692]). A significant interaction was, however, found between CIO and moral credits in predicting the enactment of CWBO ( $\beta = -0.142$ , BootSE = 0.043, Boot 95% CI = [-0.228, -0.062]), which supports hypotheses 4 and 5. A summary of these hypothesis testing results is presented in **Table 4**.



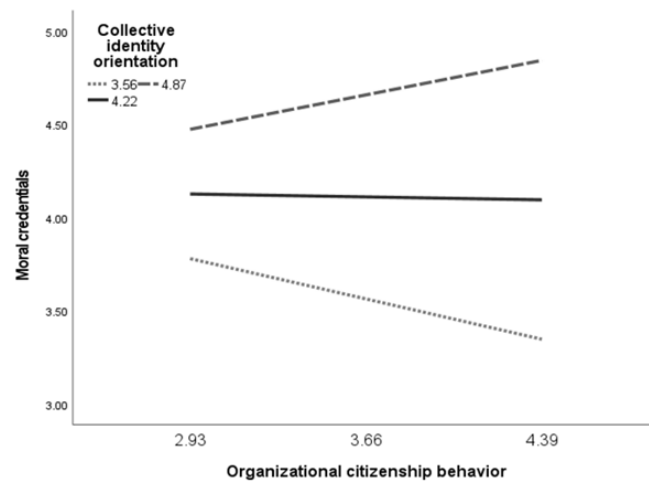
**Figure 2.** Conditional effects of the moral credits on OCBO at values of CIO

**Table 3.** Regression-based path analysis for the mediated moderation model

Variable	CWBO	Moral credit		Moral credentials		CWBO	
	$\beta$	$\beta$	t	$\beta$	t	$\beta$	t

OCBO	-.488**	0.2893**	5.56	0.1346**	2.8811	-.356**	-8.266
Moral credit	-.311**			0.6934	14.747	0.621	1.127
Moral credentials	-.475**					-.339**	-0.677
CIO	-.581**	-.877**	-3.76	-0.66**	-2.894		
OCBO × CIO		.409**	6.065	.418**	6.018		
				$\beta$	Boot SE	LL 95% CI	UL 95% CI
The direct effect of OCBO on CWBO				-0.356**		-0.441	-0.272
OCBO → moral credit → CWBO (mediation only)				0.0180	0.0130	-0.0046	0.0468
OCBO → moral credentials → CWBO (mediation only)				-0.0456**	0.0157	-0.0746	-0.0126
OCBO → moral credit → moral credentials → CWBO (2- mediation only)				-0.0679**	0.0189	-0.1094	-0.0353
OCBO → moral credit → CWBO (moderated CIO mediation effect)				0.025	0.019	-0.006	0.069
OCBO → moral credentials → CWBO (moderated CIO mediation effect)				-0.142**	0.043	-0.228	-0.062

Note: OCBO = organizational citizenship behavior; CWBO = counterproductive work behavior; CIO = collective identity orientation; N = 336; bootstrap sample size = 5000; LL = lower limit; CI = confidence interval; UL = upper limit; \*P < 0.05 level; \*\*P < 0.01 level



**Figure 3.** Conditional effects of the moral credentials on OCBO at values of CIO

**Table 4.** Hypothesis constructs analysis

Hypothesis	Relation	$\beta$	Decision
H1	OCBO → CWBO	-0.356**	Supported
H2	OCBO → moral credits → CWB	0.0180	Rejected
H3	OCBO → moral credentials → CWB	-0.456**	Supported
H4	OCBO → moral credits (moderated by CIO)	0.025	Rejected
H5	OCBO → moral credentials (moderated by CIO)	0.418**	Supported

Note:  $\beta$  = coefficient; OCBO = organizational citizenship behavior; CWBO = counterproductive work behavior; CIO = collective identity orientation; \*\*P < 0.01 level.

The objective of this study was to provide a deeper understanding of the role collective identity orientation (CIO) plays in the relationship between employees' OCBO, moral licensing, and CWBO. Prior research has mainly explored the OCBO-CWBO connection via moral licensing with a focus on other motivational aspects, giving less attention to the impact of identity orientation on these behaviors [15]. Based on moral licensing theory [6] and social identity theory [72], the study aimed to assess how CIO influences the links between OCBO and both moral credentials and moral credits, and whether these influence CWBO. The central goal was to investigate whether the CIO has a significant effect on Saudi employees' moral credits and moral credentials, as anticipated, or if an alternate effect might be observed.

To begin, the direct correlation between CWBO and OCBO was tested, revealing a notable negative association. This indicates that employees' citizenship behavior at one moment (time 1) is not predictive of CWBO at a later time (time 2).

Next, the study explored moral credentials as a potential mediator, finding that OCBO at time 1 was positively linked to moral credentials, which in turn weakened the negative correlation with CWBO at time 2. This highlights the role of moral credentials in shaping CWBOs. In contrast, although moral credits showed a positive relationship with OCBO, no significant effect on CWBO was observed.



Third, the moderating role of the CIO in the relationship between OCBO and moral credits and credentials was assessed. The analysis revealed that the CIO moderated the link between OCBO and moral credentials and that the indirect effect of OCBO on CWBO via moral credentials was also influenced by the CIO, thus supporting the moderated mediation model.

### *Contributions to theory*

The study advances the use of moral licensing theory in understanding employees' engagement in prosocial behavior (OCBO) and unethical actions (CWBO) [12–17]. It adds to the literature by investigating the mechanisms through which OCBO affects CWBO, suggesting that moral credentials are activated when employees demonstrate positive behaviors, providing a moral justification for subsequent CWBO to balance their self-perception. Previous work has examined various moderating factors influencing CWBO [10, 11, 15], but, to the best of the researcher's knowledge, no study has empirically examined the influence of collective identity orientation within the framework of moral licensing theory. This study addresses that gap, enhancing the application of moral licensing theory in this context. Moreover, this research responds to Griep *et al.*'s [15] call for an investigation into the moderating role of motives in the relationship between OCBO and CWBO through moral credits and credentials.

Additionally, this study revealed that employees' moral justification for engaging in CWBO is linked to moral credentials, but not to moral credits, aligning with prior findings [6, 15]. In contrast, other studies (e.g., Lin *et al.* [12]) suggest that moral credits alone mediate the link between OCBO and CWBO. These inconsistencies may be attributed to the varying temporal spans within which moral credits and moral credentials exert their effects [6, 73]. Therefore, this research contributes to a more nuanced understanding of the different forms of moral justification employees may invoke and how they operate over time. For instance, this study's survey questions were phrased to refer to "the past week," corresponding more with the less volatile nature of moral credentials than moral credits.

Lastly, this study extends the examination of indirect relationships between OCBO and CWBO by considering the unique context of Saudi, Arabic, and Islamic cultures. As Simbrunner and Schlegelmilch [74] highlighted in their meta-analysis, much of the existing research on moral licensing mechanisms has been conducted in Western contexts, pointing to the need for further cross-cultural studies.

### *Practical implications*

In the current volatile global work environment, organizations must implement effective managerial strategies to optimize employee performance and behavior, ultimately driving a competitive edge. The findings of this research offer several insights and practical recommendations for managers and human resource professionals. First, as globalization accelerates, organizations increasingly hire employees from diverse cultural backgrounds with varying self-concept orientations. While employees with a collective identity orientation (CIO) are generally more inclined to engage in OCBO and avoid CWBO, the strength of these relationships can differ across cultures. Therefore, managers and HR professionals must recognize and embrace this diversity within their workforce, as it enhances understanding of employees' unique values and norms that influence their self-concept. For example, employees from collectivistic cultures (e.g., Saudi Arabia) may differ significantly from those in individualistic cultures (e.g., the USA) in how they shape their identity orientation. Consequently, it is recommended that managers focus on hiring individuals with a strong CIO and provide training programs, workshops, and awareness sessions for employees with lower CIO levels.

Second, managers and HR professionals should be proactive in managing the factors that contribute to the development of moral credentials in employees, as these credentials play a key role in justifying morally questionable CWBO. To this end, regular self-management and self-control training should be implemented to help employees manage and balance their behaviors effectively. Moreover, creating an ethical work environment that fosters and rewards OCBO will encourage employees to internalize such behaviors, making them habitual and reducing the likelihood of justifying CWBO later on.

### *Limitations and suggestions for future research*

Like all studies, this research has its limitations. First, the sample size used in this study was relatively small, which could introduce a second-order sampling error in the results. Researchers should interpret the moderated mediation analysis with caution to minimize such errors [75]. Additionally, data for all variables were gathered from a single survey, which may lead to common method variance [76, 77]. Future studies should aim for larger sample sizes and consider using time-lagged, multisource data collection methods to test hypotheses more robustly.

Second, this study was conducted in Saudi Arabia, a country known for its strong collectivist culture, which could limit the generalizability of the results. Therefore, future cross-cultural studies are encouraged to replicate these findings in other cultural contexts. Third, this research focused on a single boundary condition—CIO—when examining the relationship between OCBO and moral credits/credentials. Future research should explore additional moderators, such as employees' mental health conditions. For instance, employees experiencing high levels of work-related depression may rely more heavily

on their moral credits and moral credentials from past OCBO enactments, which could increase their propensity for engaging in CWBO in the future [78].

## Conclusion

The motivation behind employees' engagement in counterproductive work behavior was explored through the lens of moral licensing theory, with a moderated mediation methodology. The results highlight that moral credentials and moral credits act as mediators in the negative correlation between organizational citizenship behavior and counterproductive work behavior. Additionally, the study shows that employees exhibiting higher collective identity orientation are less likely to engage in counterproductive behavior. This research enhances our understanding of the factors contributing to counterproductive behavior in organizational contexts, offering valuable insights both theoretically and practically.

**Acknowledgments:** None

**Conflict of interest:** None

**Financial support:** None

**Ethics statement:** None

## References

1. Organ DW. Organizational citizenship behavior: it's constructed clean-up time. *Hum Perform.* 1997;10(2):85-97. doi:10.1207/s15327043hup1002\_2
2. LePine JA, Erez A, Johnson DE. The nature and dimensionality of organizational citizenship behavior: a critical review and meta-analysis. *J Appl Psychol.* 2002;87(1):52-6. doi:10.1037/0021-9010.87.1.52
3. Bourdage JS, Goupal A, Neilson T, Lukacik ER, Lee N. Personality, equity sensitivity, and discretionary workplace behavior. *Pers Individ Differ.* 2018;120:144-50. doi:10.1016/J.PAID.2017.08.018
4. Sumarsi S, Rizal A. The effect of competence and quality of work life on organizational citizenship behavior (OCB) with organizational commitment mediation. *Int J Soc Manag Stu.* 2022;2(6):69-88.
5. Merritt AC, Effron DA, Monin BB. Moral self-licensing: when being good frees us to be bad. *Soc Personal Psychol Compass.* 2010; 4(5): 344-57. doi:10.1111/J.1751-9004.2010.00263.X
6. Miller DT, Effron DA. Psychological license: when it is needed and how it functions. *Adv Exp Soc Psychol.* 2010;43(C):115-55. doi:10.1016/S0065-2601(10)43003-8
7. Spector PE, Fox S. An emotion-centered model of voluntary work behavior: some parallels between counterproductive work behavior and organizational citizenship behavior. *Hum Resour Manag Rev.* 2002;12(2):269-92. doi:10.1016/S1053-4822(02)00049-9
8. Lasarov W, Hoffmann S. Social moral licensing. *J Bus Ethics.* 2020;165(1):45-66. doi:10.1007/S10551-018-4083-Z
9. Spector PE, Fox S. Theorizing about the deviant citizen: an attributional explanation of the interplay of organizational citizenship and counterproductive work behavior. *Hum Resour Manag Rev.* 2010;20(2):132-43. doi:10.1016/J.HRMR.2009.06.002
10. Klotz AC, Bolino MC. Citizenship and counterproductive work behavior: a moral licensing view. *Acad Manag Rev.* 2013a;38(2):292-306. doi:10.5465/AMR.2011.0109
11. Bolino MC, Klotz AC. The paradox of the unethical organizational citizen: the link between organizational citizenship behavior and unethical behavior at work. *Curr Opin Psychol.* 2015;6:45-9. doi:10.1016/J.COPSYC.2015.03.026
12. Lin SHJ, Ma J, Johnson RE. When ethical leader behavior breaks bad: How ethical leader behavior can turn abusive via ego depletion and moral licensing. *J Appl Psychol.* 2016;101(6):815-30. doi:10.1037/apl0000098
13. Yam KC, Klotz AC, He W, Reynolds SJ. From good soldiers to psychologically entitled: examining when and why citizenship behavior leads to deviance. *Acad Manag J.* 2017;60(1):373-96. doi:10.5465/AMJ.2014.0234
14. Loi TI, Kuhn KM, Sahaym A, Butterfield KD, Tripp TM. From helping hands to harmful acts: when and how employee volunteering promotes workplace deviance. *J Appl Psychol.* 2020;105(9):944-58. doi:10.1037/APL0000477
15. Griep Y, Germeys L, Kraak JM. Unpacking the relationship between organizational citizenship behavior and counterproductive work behavior: moral licensing and temporal focus. *Group Organ Manag.* 2021;46(5):819-56. doi:10.1177/1059601121995366
16. Kouchaki M. Vicarious moral licensing: the influence of others' past moral actions on moral behavior. *J Pers Soc Psychol.* 2011;101(4):702-15. doi:10.1037/A0024552



17. Vincent LC, Emich KJ, Goncalo JA. Stretching the moral gray zone: positive affect, moral disengagement, and dishonesty. *Psychol Sci.* 2013;24(4):595-9. doi:10.1177/0956797612458806
18. Aquino K, Reed AI. The self-importance of moral identity. *J Pers Soc Psychol.* 2002;83(6):1423-40. doi:10.1037//0022-3514.83.6.1423
19. Aquino K, McFerran B, Laven M. Moral identity and the experience of moral elevation in response to acts of uncommon goodness. *J Pers Soc Psychol.* 2011;100(4):703-18. doi:10.1037/A0022540
20. Marstand AF, Epitropaki O, van Knippenberg D, Martin R. Leader and organizational identification and organizational citizenship behaviors: examining cross-lagged relationships and the moderating role of collective identity orientation. *Hum Relat.* 2021;74(10):1716-45. doi:10.1177/0018726720938118
21. Cooper D, Thatcher SMB. Identification in organizations: The role of self-concept orientations and identification motives. *Acad Manag Rev.* 2017a;35(4):516-38. doi:10.5465/AMR.35.4.ZOK516
22. Flynn FJ. Identity orientations and forms of social exchange in organizations. *Acad Manag Rev.* 2005;30(4):737-50. doi:10.2307/20159165
23. Chang W, Kim K. Appropriate service robots in exchange and communal relationships. *J Bus Res.* 2022;141:462-74.
24. Johnson RE, Selenta C, Lord RG. When organizational justice and the self-concept meet: consequences for the organization and its members. *Organ Behav Hum Decis Process.* 2006;99(2):175-201. doi:10.1016/J.OBHDP.2005.07.005
25. Kelloway EK, Francis L, Prosser M, Cameron JE. Counterproductive work behavior as a protest. *Hum Resour Manag Rev.* 2010;20(1):18-25. doi:10.1016/J.HRMR.2009.03.014
26. Enns JR, Rotundo M. When competition turns ugly: collective injustice, workgroup identification, and counterproductive work behavior. *Hum Perform.* 2012;25(1):26-51. doi:10.1080/08959285.2011.631646
27. Ali Alhashedi AA, Bardai B, Mahyoub Al-Dubai MM, Alaghbari MA. Organizational citizenship behavior role in mediating the effect of transformational leadership on organizational performance in gold industry of Saudi Arabia. *Bus: Theory Pract.* 2021;22(1):39-54. doi:10.0.15.6/btp.2021.12774
28. Organ DW. Organizational citizenship behavior: the good soldier syndrome. In *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books/D. C. Heath and Com; 1988.
29. Smith CA, Organ DW, Near JP. Organizational citizenship behavior: its nature and antecedents. *J Appl Psychol.* 1983;68(4):653-63. doi:10.1037/0021-9010.68.4.653
30. Lo MC, Ramayah T. The dimensionality of organizational citizenship behavior (OCB) in a multicultural society: the case of Malaysia. *Int Bus Res.* 2009;2(1):48-55. doi:10.5539/IBR.V2N1P48
31. Notanubun Z. The effect of organizational citizenship behavior and leadership effectiveness on public sectors organizational performance: study in the department of education, youth and sports in maluku province, Indonesia. *Public Organ Rev.* 2021;21(1):1-18. doi:10.1007/S11115-020-00475-4
32. Law SK, Wong CS, Chen XZ. The construct of organizational citizenship behavior: should we analyze it after we have conceptualized it? *Handbook of Organizational Citizenship Behavior*; 2005. p. 47-65.
33. Organ DW. Personality and organizational citizenship behavior. *J Manag.* 1994;20(2):465-78. doi:10.1177/014920639402000208
34. Damghanian H, Ghaleroudkhani FG. Discretionary workplace behaviors: the effect of communication satisfaction on workplace deviance and OCB with the mediation role of justice sensitivity. *Iran J Manag Stud.* 2022;15(1):155-68. Available from: <http://sdl.edu.sa/middleware/Default.aspx?USESDL=true&PublisherID=AllPublishers&BookURL=https://sdl.idm.oclc.org/login?url=https://search.ebscohost.com/login.aspx?direct=true&db=bsu&AN=154991861&site=eds-live>
35. Giacalone RA, Greenberg J. *Antisocial behavior in organizations*. Sage; 1997. Available from: [https://books.google.com/books/about/Antisocial\\_Behavior\\_in\\_Organizations.html?id=nW7FB\\_2oe8kC](https://books.google.com/books/about/Antisocial_Behavior_in_Organizations.html?id=nW7FB_2oe8kC).
36. Hollinger RC. Acts against the workplace: social bonding and employee deviance. *Deviant Behav.* 1986; 7. Available from: <https://heinonline.org/HOL/Page?handle=hein.journals/devbh7&id=53&div=&collection=>
37. Neuman JH, Baron RA. Workplace violence and workplace aggression: evidence concerning specific forms, potential causes, and preferred targets. *J Manag.* 1998;24(3):391-419. doi:10.1016/S0149-2063(99)80066-X
38. Skarlicki DP, Folger R. Retaliation in the workplace: the roles of distributive, procedural, and interactional justice. *J Appl Psychol.* 1997;82(3):434-43. doi:10.1037/0021-9010.82.3.434
39. Robinson SL, Bennett RJ. A typology of deviant workplace behaviors: a multidimensional scaling study. *Acad Manag J.* 1995;38(2):555-72. doi:10.2307/256693
40. Dalal RS. A meta-analysis of the relationship between organizational citizenship behavior and counterproductive work behavior. *J Appl Psychol.* 2005;90(6):1241-55. doi:10.1037/0021-9010.90.6.1241

41. Dineen BR, Lewicki RJ, Tomlinson EC. Supervisory guidance and behavioral integrity: relationships with employee citizenship and deviant behavior. *J Appl Psychol.* 2006;91(3):622-35. doi:10.1037/0021-9010.91.3.622
42. Judge TA, LePine JA, Rich BL. Loving yourself abundantly: relationship of the narcissistic personality to self and other perceptions of workplace deviance, leadership, and task and contextual performance. *J Appl Psychol.* 2006;91(4):762-76. doi:10.1037/0021-9010.91.4.762
43. Fox S, Spector P, Bruursema K, Kessler S, Goh A. Necessity is the mother of behavior: organizational constraints, CWB, and OCB; 2007.
44. Venkataramani V, Dalal RS. Who helps and harms whom? Relational antecedents of interpersonal helping and harming in organizations. *J Appl Psychol.* 2007;92(4):952-66. doi:10.1037/0021-9010.92.4.952
45. Sypniewska B. Counterproductive work behavior and organizational citizenship behavior. *Adv Cogn Psychol.* 2020;16(4):321-8. doi:10.5709/acp-0306-9
46. Nisan M. Moral balance: a model of how people arrive at moral decisions; 1990.
47. Nisan M. The moral balance model: theory and research extending our understanding of moral choice and deviation. *Handbook of Moral Behavior and Development Application*; 1991. p. 213-49.
48. Zhong CB, Ku G, Lount RB, Murnighan JK. Compensatory ethics. *J Bus Ethics.* 2010;92(3):323-39. <http://www.jstor.org/stable/25621567>
49. Ryoo Y. Moral credentials versus moral credits: two paths to consumers' licensing of brand transgressions. *J Bus Res.* 2022;146:13-31.
50. Tetlock PE, Kristel OV, Elson SB, Green MC, Lerner JS. The psychology of the unthinkable: taboo trade-offs, forbidden base rates, and heretical counterfactuals. *J Pers Soc Psychol.* 2000;78(5):853-70. doi:10.1037//0022-3514.78.5.853
51. Monin B, Miller DT. Moral credentials and the expression of prejudice. *J Pers Soc Psychol.* 2001;81(1):33. doi:10.1037/0022-3514.81.1.33
52. Kelley HH. The processes of causal attribution. *Am Psychol.* 1973;28(2):107-28. doi:10.1037/h0034225
53. Buhaliqah AA, Alotaibi MA, Alsaeidi RM, Alabdali HH, Alghamdi AMA, Alqurashi YF, et al. Diagnostic and management approach of diabetic ketoacidosis in emergency department, review article. *World J Environ Biosci.* 2021;10(4):23-6. doi:10.51847/ZnhnsEd5m6
54. Liu C, Liu T, Zhou E. Influence of organizational citizenship behavior on prosocial rule-breaking: moral licensing perspective. *Soc Behav Person.* 2019;47(6):1-9. doi:10.2224/SBP.8079
55. Nguyen CM. The effect of other in-group members' organizational citizenship behavior on employees' organizational deviance: a moral licensing perspective. *J Asian Bus Econ Stud.* 2021;28(3):177-90. doi:10.1108/JABES-08-2020-0099
56. Lord RG, Brown DJ. Leadership processes and follower self-identity. In *Leadership processes and follower self-identity*. Lawrence Erlbaum Associates Publishers; 2004.
57. Van Knippenberg D, van Knippenberg B, De Cremer D, Hogg MA. Leadership, self, and identity: a review and research agenda. *Leadersh Q.* 2004;15(6):825-56. doi:10.1016/J.LEAQUA.2004.09.002
58. Brewer MB, Gardner W. Who is this "We"? Levels of collective identity and self-representation. *J Pers Soc Psychol.* 1996;71(1):83-93. doi:10.1037/0022-3514.71.1.83
59. Festinger L. A theory of cognitive dissonance. In *A theory of cognitive dissonance*. Stanford University Press; 1957.
60. Hulin C, Netemeyer R, Cudeck R. Can a reliability coefficient be too high? *J Consum Psychol.* 2001;10(1/2):55-8.
61. Dalal R, Lam H, Weiss H, Welch E, Hulin C. A within-person approach to work behavior and performance: concurrent and lagged citizenship-counterproductivity associations, and dynamic relationships with effect and overall job performance. *Acad Manag J.* 2009;52(5):1051-66. doi:10.5465/AMJ.2009.44636148
62. Brislin RW. Cross-cultural research methods. *Environ Cult.* 1980;47-82. doi:10.1007/978-1-4899-0451-5\_3
63. Van Dyne L, LePine JA. Helping and voice extra-role behaviors: evidence of construct and predictive validity. *Acad Manag J.* 1998;41(1):108-19. doi:10.2307/256902
64. Baron RM, Kenny DA. The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *J Pers Soc Psychol.* 1986;51(6):1173-82. doi:10.1037//0022-3514.51.6.1173
65. Muller D, Judd CM, Yzerbyt VY. When moderation is mediated, and mediation is moderated. *J Pers Soc Psychol.* 2005;89(6):852-63. doi:10.1037/0022-3514.89.6.852
66. Tabachnick BG, Fidell LS. Using multivariate statistics, 5th ed. In *Using multivariate statistics*. Allyn & Bacon/Pearson Education; 2007.
67. Remizova AA, Sakaeva ZU, Dzgoeva ZG, Rayushkin II, Tingaeva YI, Povetkin SN, et al. The role of oral hygiene in the effectiveness of prosthetics on dental implants. *Ann Dent Spec.* 2021;9(1):39-46. doi:10.51847/HuTuWdD0mB
68. Hayes AF. Introduction to mediation, moderation, and conditional process analysis: a regression-based approach. An Introduction to mediation, moderation, and conditional process analysis: a regression-based approach. Guilford Press; 2013.

69. Edwards JR, Lambert LS. Methods for integrating moderation and mediation: a general analytical framework using moderated path analysis. *Psychol Methods*. 2007;12(1):1-22. doi:10.1037/1082-989X.12.1.1
70. Hayes AF. Beyond baron and kenny: statistical mediation analysis in the new millennium. *commun Monogr*. 2009;76(4):408-20. doi:10.1080/03637750903310360
71. Hair JF, Sarstedt M, Hopkins L, Kuppelwieser VG. Partial least squares structural equation modeling (PLS-SEM): an emerging tool in business research. *Eur Bus Rev*. 2014;26(2):106-21. doi:10.1108/EBR-10-2013-0128
72. Tajfel H. Human groups and social categories: studies in social psychology. Cambridge: Cambridge University Press; 1981.
73. Zhang Y, Du S. Moral cleansing or moral licensing? A study of unethical pro-organizational behavior's differentiating Effects. *Asia Pac J Manag*. 2022: 1-18. doi:10.1007/s10490-022-09807-y
74. Simbrunner P, Schlegelmilch BB. Moral licensing: a culture-moderated meta-analysis. *Manag Rev Q*. 2017;67(4):201-25. doi:10.1007/S11301-017-0128-0/TABLES/3
75. Simon MN, Marroig G, Arnold SJ. Detecting patterns of correlational selection with sampling error: a simulation study. *Evolution*. 2022;76(2):207-24. doi:10.1111/EVO.14412
76. Podsakoff PM, MacKenzie SB, Podsakoff NP. Sources of method bias in social science research and recommendations on how to control it. *Annu Rev Psychol*. 2012;63(1):539-69. doi:10.1146/ANNUREV-PSYCH-120710-100452
77. Bozionelos N, Simmering MJ. Methodological threat or myth? Evaluating the current state of evidence on common method variance in human resource management research. *Hum Resour Manag J*. 2022;32(1):194-215.
78. Jeong J, Lee JH. Customer mistreatment, employee depression, and organizational citizenship behavior: emotional intelligence as a moderator. *Soc Behav Person: Int J*. 2022;50(3):90-8. doi:10.2224/SBP.11167