

A Lack of Clarity, a Lack of OCB: The Detrimental Effects of Role Ambiguity, Through Procedural Injustice, and the Mitigating Roles of Relational Resources

Dirk De Clercq & Renato Pereira

To cite this article: Dirk De Clercq & Renato Pereira (01 Apr 2024): A Lack of Clarity, a Lack of OCB: The Detrimental Effects of Role Ambiguity, Through Procedural Injustice, and the Mitigating Roles of Relational Resources, Journal of African Business, DOI: [10.1080/15228916.2024.2337336](https://doi.org/10.1080/15228916.2024.2337336)

To link to this article: <https://doi.org/10.1080/15228916.2024.2337336>



Published online: 01 Apr 2024.



Submit your article to this journal [↗](#)



Article views: 160




View related articles [↗](#)



View Crossmark data [↗](#)



A Lack of Clarity, a Lack of OCB: The Detrimental Effects of Role Ambiguity, Through Procedural Injustice, and the Mitigating Roles of Relational Resources

Dirk De Clercq ^a and Renato Pereira^{b,c}

^aGoodman School of Business, Brock University, Ontario, Canada; ^bBusiness Research Unit, ISCTE Instituto Universitário de Lisboa, Avenida das Forças Armadas, Lisbon, Portugal; ^cEmerging Markets Research Center, ISCIM, Maputo, Mozambique

ABSTRACT

If employees lack information about their job responsibilities, do they halt their voluntary work efforts, and if so, why and when? To answer these questions, this study attempts to unpack the relationship between employees' role ambiguity and organizational citizenship behavior (OCB) and proposes both a mediating role of procedural injustice and a moderating role of relational resources (i.e. social interaction and goodwill trust). Survey data collected from employees who work for a services organization in Mozambique indicate that a critical reason that unclear role descriptions diminish extra-role work activities is that employees criticize their organization for maintaining unfair decision-making processes. The informality and trustworthiness of their peer relationships mitigate this detrimental effect. For employees who feel stressed by insufficient information about job responsibilities, this study indicates a risk that their organizational standing might become compromised because they respond by refraining from work-related voluntarism. Organizations need to encourage high-quality interpersonal exchanges to help reduce this risk.

KEYWORDS

Role ambiguity; procedural injustice; organizational citizenship behavior; relational resources; Mozambique

Introduction

Employees willing to go beyond their formal job duties can generate positive outcomes for both their employer and themselves. First, a motivated workforce that engages in extra-role work behaviors increases organizational success rates and competitive advantages (Bachrach et al., 2006; Jain et al., 2011). Second, employees who display such behaviors likely enhance their reputation among colleagues and leaders (Korsgaard et al., 2010; Podsakoff et al., 2009) and experience a sense of personal accomplishment (Borman & Motowidlo, 1993; Lemoine et al., 2015). But there also are disadvantages associated with such organizational citizenship behaviors (OCB), which tend to be time-consuming and distracting and potentially prevent employees from meeting their formal job duties (Bolino et al., 2015; Koopman et al., 2016). Taking on extra responsibilities that are not formally rewarded even can frustrate employees, who might feel as if they are the

only ones stepping up to volunteer (Bergeron, 2007); colleagues also might accuse them of self-promotion (Klotz et al., 2018).

In light of these pertinent challenges, resource-draining organizational conditions might function as additional barriers to voluntary work efforts. For example, employees are less likely to undertake OCB, for which they are not compensated, when they experience workplace incivility (Liu et al., 2019), psychological contract breaches (Restubog et al., 2010), dysfunctional organizational politics (N. A. Khan et al., 2019), abusive supervision (Rafferty & Restubog, 2011), or interpersonal disagreements with colleagues (Pooja et al., 2016). A common denominator binds these adverse work circumstances: They threaten the quality of employees' day-to-day professional functioning, which hampers their motivation to be a "good soldier" for the employer (Organ, 1988; Podsakoff et al., 2018). Yet another threatening source of workplace adversity is role ambiguity, or the extent to which employees receive vague or insufficient information about their work roles (De Clercq et al., 2019; Fried & Tiegs, 1995). Extant studies indicate a negative relationship between role ambiguity and OCB (Eatough et al., 2011; Kang & Jang, 2019), though without specifying how this detrimental process unfolds. This oversight is striking. It prevents organizations from having a complete understanding of *why* or *when* resource depletion, due to confusion about job roles (Zhou et al., 2016), might backfire and dampen work-related voluntarism by their ranks. With this study, we aim to explicate pertinent factors that explain or influence the escalation of role ambiguity into diminished OCB.

First, the escalation may emerge as employees undergo a process through which they come to a realization that organizational decision-making is unfair and lacks transparency, evoking perceptions of procedural injustice (Acquaah & Padhye, 2015; Colquitt et al., 2001). Following the logic of conservation of resources (COR) theory (Hobfoll et al., 2018), their sense that their organization fails to explain its expectations may lead employees to halt voluntary work activities, because they criticize its limited decision-making openness, as a way to protect their self-esteem resources (Bowling et al., 2010; Pierce & Gardner, 2004). Second, and also consistent with COR theory, we propose that employees' access to valuable relational resources embedded in peer connections – such as social interactions and goodwill trust (De Clercq, 2020) – buffer against self-damaging thoughts that stem from unclear job roles (Bowling et al., 2010), so their convictions about the presence of procedural injustice, and then the likelihood that they curtail their OCB, both diminish. Social interaction captures informal peer relationships (Pooja et al., 2016); goodwill trust reflects the extent to which employees are confident peers will not take advantage of them, even if given the opportunity (Rousseau et al., 1998).

With these considerations, we make several contributions to extant research. First, we predict and empirically show how role ambiguity, as a significant threat to professional well-being (Bennett et al., 2016; Teh et al., 2014), diminishes the probability that employees go out of their way to contribute to their organization's success voluntarily, as explained by their beliefs about unfair decision-making policies (Schilpzand et al., 2013). When they receive inadequate information about their work roles, employees likely avoid OCB, reflecting their criticisms of the employer for its biased decisions (De Clercq et al., 2019; Eatough et al., 2011). Our focus on the mediating role of procedural injustice – instead of distributive or interactional injustice (Colquitt et al., 2001) – highlights the *process*-related uncertainty created by employees' confusion about job

tasks (Schmidt et al., 2014; Zhou et al., 2016). It also complements research into how depersonalization mediates the relationship between role ambiguity and OCB (Kang & Jang, 2019). The conviction that the organization is to blame for unfair decision-making is an overlooked but important conduit through which role ambiguity may prompt employees to halt their work-related voluntarism.

Second, following calls to apply contingency approaches to study the harmful outcomes of role ambiguity (e.g. Chênevert et al., 2019; Y. Zhang et al., 2019), we provide expanded insights into how the diminished probability of OCB, in response to role ambiguity and corresponding beliefs about procedural injustice, might be subdued by employees' access to peer-based relational resources (Hobfoll et al., 2018). The negative consequences of role ambiguity do not materialize automatically, and various conditions can give employees means to deal with the associated hardships, such as collegial support (Chênevert et al., 2019) or information-seeking behavior (Showail et al., 2013). To extend this research stream, we investigate how two complementary forms of intra-organizational social capital – social interaction and goodwill trust (Prieto-Pastor et al., 2018; Tsai & Ghoshal, 1998) – can mitigate the mediating role of procedural injustice in connecting role ambiguity with thwarted OCB. These aspects do not necessarily co-exist; some employees may know one another on a formal basis but still trust others' goodwill, and low trust levels can exist in informal relationships (De Clercq, 2020). By considering both of them, we offer organizations an encompassing view of why some employees may be better positioned than others to shield themselves from the hardships of unclear role descriptions. Figure 1 contains a depiction of the proposed theoretical framework.

The empirical setting of this research is Mozambique, thereby addressing the need for more investigations of employees' engagement in specific work behaviors in African

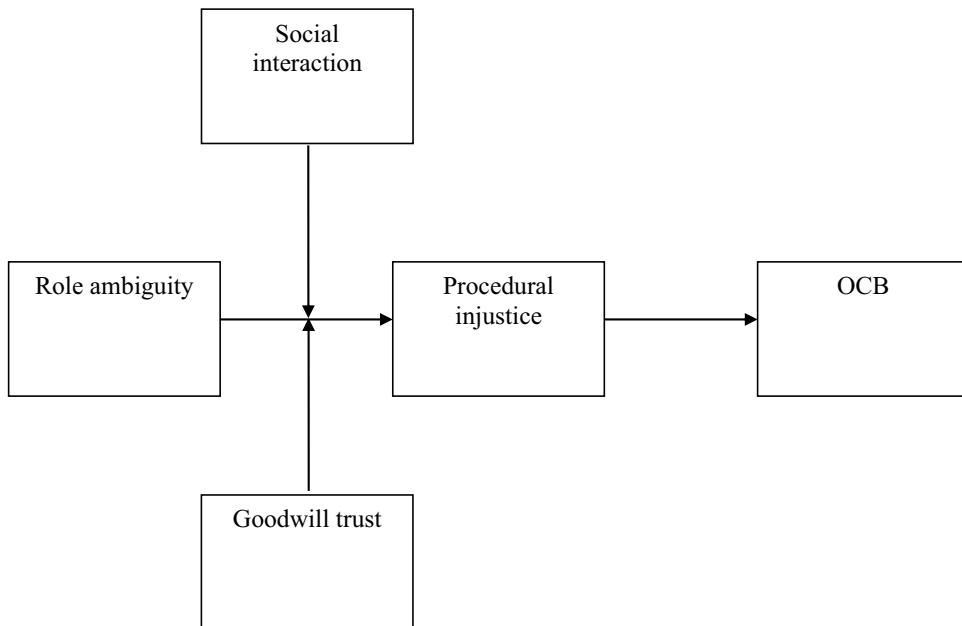


Figure 1. Conceptual model.

countries; such investigations are rare (Kura et al., 2019). This country context is compelling with regard to two contrasting dynamics of its cultural fabric too. On the one hand, its high uncertainty avoidance scores (Hofstede et al., 2010) imply that employees likely experience unclear job descriptions as highly upsetting, which should spur their perceived need to complain about how the organization makes decisions and reduce their desire to engage in work-related voluntarism. On the other hand, its significant collectivism and associated preoccupations with the welfare of the organizational collective (Hofstede et al., 2010) may leave employees hesitant to react to negative work conditions in ways that threaten this collective. These opposing forces create an interesting context, and the study results accordingly should have great practical relevance for any company active in risk-avoiding, collectivist cultural environments, in Africa or elsewhere.

Empirical organization studies that focus on Mozambique are particularly scarce though. In some qualitative research among Mozambican employees working for multinational corporations, one study underscores their frustration when they lack clear job titles, an issue that could reflect role ambiguity (Sartorius et al., 2011), and another cites the usefulness of social relationships for effective knowledge transfers between subsidiaries and headquarters (Martins, 2016). In addition, more recent quantitative work shows how high-quality intra-firm relationships are relevant in shaping various work behaviors of Mozambican employees, such that employees' ability to share positive and negative emotions with organizational colleagues helps them prevent family incivility from escalating into diminished voice behavior (De Clercq et al., 2022); the presence of informal peer relationships – similar to our focus on social interaction – makes it less likely that employees develop plans to leave their company in response to perceptions of organizational politics (De Clercq & Pereira, 2022b); and informal relationships allow employees to leverage their proactive personality into enhanced championing behavior (De Clercq & Pereira, 2023b). Our investigation of the roles of social interaction and goodwill trust in mitigating the indirect link between role ambiguity and OCB, through procedural injustice, provides a meaningful extension of this burgeoning research stream.

The remainder of this article is structured as follows: We elaborate on the theoretical grounding of the study and develop the research hypotheses next, after which we explain the research methodology. The results of the statistical analyzes inform our discussion of theoretical implications, limitations and research directions, and practical implications.

Theory and hypotheses

Conservation of resources theory

The theoretical arguments that underpin the proposed relationships – including a mediating role of procedural injustice and moderating role of relational resources in the link between role ambiguity and OCB – are grounded in COR theory. In his groundbreaking work, Hobfoll (1988, 1989) coined this theory as a useful framework to predict how people handle stressful circumstances by applying resources. In particular, “when confronted with stress, individuals are predicted . . . to strive to minimize net loss of resources” (Hobfoll, 1989, p. 517). In later work, Hobfoll (2001) elaborated on his

initial thoughts by detailing two principles that substantiate COR theory: (1) The motivation to avoid resource losses is relatively more important than the motivation to achieve resource gains, and (2) people invest resources to protect themselves against resource losses, bounce back from the losses, and obtain additional resources. These two principles, in turn, inform four corollaries: (1) People who hold more resources are less vulnerable to resource losses and better positioned to orchestrate resource gains, (2) initial resource losses can lead to future losses (i.e. produce resource loss spirals), (3) initial resource gains can lead to future gains (i.e. produce generate resource gain spirals), but loss spirals are more powerful than gain spirals, and (4) people who experience drained resources seek self-protective strategies to conserve their remaining resources (Hobfoll, 2001).

For the purposes of this study, we leverage two premises, guided by some of these corollaries and applied in recent research that also relies on COR theory. First, in line with the fourth corollary, the threat of resource depletion evoked by uncertainty-creating work circumstances should steer employees toward thoughts and activities that allow them to *cope* with such depletion (Deng et al., 2018; Hobfoll, 2001). Previous research has drawn from COR theory to illustrate how employees' sense of value incongruence (Doblhofer et al., 2019) or destructive leadership (Pandey et al., 2021) steers them toward self-defensive reactions, as a way to deal with the adversity that they experience. Second, and consistent with the first corollary, employees' access to relevant resources (including those embedded in relationships with others) *subdues* or buffers self-protective reactions to resource-depleting work conditions, by rendering it less likely that challenges deplete their resource bases (Gardner et al., 2019; Hobfoll, 2001). As prior applications of COR theory show, employees' self-protective responses to resource-draining intra-role work conflict (Kang & Jang, 2019) or negative interference of family with work (De Clercq, 2020) are mitigated by their access to high-quality peer relationships.

Another element we leverage from COR theory is the broad definition of resources as “those objects, personal characteristics, conditions, or energies that are valued in their own right, or that are valued because they act as conduits to the achievement or protection of valued resources” (Hobfoll, 2001, p. 339). In turn, we emphasize the important function of *self-esteem* resources, which employees guard forcefully, according to Hobfoll (1989, 2001). Employees' responses to difficult situations, such as despotic leadership (Haq et al., 2021) or workplace ostracism (Bedi, 2021), are informed by the threats to their sense of self-worth that these situations generate. Similarly, if they perceive their employer is depriving them of detailed information about their job roles, they may sense a threat to their self-esteem, because ambiguity limits their ability to achieve superior performance (Bowling et al., 2010; Zhou et al., 2016).

In line with the first premise of COR theory, we postulate that employees who experience unclear job role descriptions may seek to cope with the threat to their positive self-image by developing convictions about procedural injustice and a subsequent reluctance to undertake extra-role work activities. That is, beliefs that organizational decision-making is unfair, and the resultant refusal to undertake extra-role work efforts, are pertinent reactions that allow employees to avoid further depletion to their sense of self-worth, if they lack information about their job responsibilities (Hobfoll, 2001). At their core, these reactions serve as coping tactics for employees to unleash their frustrations about the experienced uncertainties (De Clercq et al., 2019; Pandey et al., 2021).

The second COR premise predicts that this coping dynamic is not as salient if employees can rely on relational resources that render negative reactions less necessary (Hobfoll et al., 2018). For our study context, we propose that they likely feel less compelled to express disappointments with an employer that does not care to explain their job responsibilities to the extent that they enjoy informal or trust-based relationships with their colleagues (Tsai & Ghoshal, 1998). In particular, employees' social interactions and goodwill trust may safeguard them against self-deprecating ruminations about how their performance might suffer due to insufficient information in their job descriptions (Bowling et al., 2010; Graham & Messner, 1998), which then generates less pessimistic views about organizational decision-making and ultimately encourages them to maintain a certain level of work-related voluntarism. In summary, we predict that the two relational resources diminish the danger that perceptions of role ambiguity translate into reduced OCB through procedural injustice.

Mediating role of procedural injustice

Employees' perceptions of unclear job roles likely relate closely to their beliefs about procedural injustice. Consistent with COR theory (Hobfoll et al., 2018), uncertainty due to significant job role ambiguity may compromise employees' self-esteem resources to such an extent that they seek to hold the organization responsible. That is, to overcome this unpleasant situation, employees look for a culprit: the employer that fails to provide transparency (De Clercq et al., 2019; Pierce & Gardner, 2004). If they are unsure which aspects of their jobs are most important to their employer, employees likely worry they will be unable to comply with organizational priorities (Showail et al., 2013). But rather than criticize themselves for this inability, they might call out their organization for its unfair procedures. As predicted by COR theory (Hobfoll & Shirom, 2000), this coping mechanism helps employees release frustration and protect their self-image. They experience role ambiguity as less intrusive and upsetting in this scenario, because they can transfer responsibility for the experienced uncertainty from themselves to their employer (De Clercq et al., 2019; Hobfoll et al., 2018).

Similarly, employees who have insufficient information about what is expected may interpret this adverse work condition as evidence of a lack of appreciation for their efforts (R.-P. Zhang et al., 2013). As postulated by COR theory, an organization that is willing to damage employees' self-esteem resources may appear *deserving* of accusations about a lack of openness (De Clercq et al., 2019; Hobfoll et al., 2018). The challenge of figuring out job task expectations also might look like a purposeful organizational tactic to undermine their autonomy and leave them dependent on organizational directions (Bennett et al., 2016). This type of hardship again may lead employees to criticize their employer as unfair in its operations, as a means to cope (Deng et al., 2018). Conversely, clear job descriptions should give employees more favorable impressions, namely, that the organization cares for their professional well-being (Elanain, 2013; Mukherjee & Malhotra, 2006), so they experience less need to accuse their employer of a lack of fairness in its decision-making (Hobfoll et al., 2018). Employees also are less likely to experience self-damaging thoughts about their work situation in this scenario (Bowling et al., 2010), which diminishes their beliefs about procedural injustice. We therefore hypothesize:

Hypothesis 1: There is a positive relationship between employees' perceptions of role ambiguity and their beliefs about procedural injustice.

When employees hold negative beliefs about organizational decision-making, they also might reject OCB, in an attempt to cause damage to, or at least not enhance, the well-being of their employer (Jain et al., 2011; Podsakoff et al., 2009). In line with COR theory, refusing to undertake OCB helps people preserve their self-esteem resources and feel better about themselves in the presence of procedural injustice (Hobfoll et al., 2018). That is, self-deprecating convictions about procedural injustice (Schroth & Shah, 2000) may escalate into a reduced willingness to undertake voluntary behaviors, as a means to cope and express disappointment about a lack of decision-making transparency (Schilpzand et al., 2013). In addition to shielding their self-image, a reluctance to engage in OCB may generate personal satisfaction, which constitutes a resource *gain* in COR terms (Hobfoll & Shirom, 2000). To the extent that the organization does not seem to make decisions fairly, employees may secretly enjoy the chance to refuse to offer OCB (Heslin & VandeWalle, 2011; Ryan & Deci, 2000).

In a related sense, employees who are convinced that organizational decision-making is unfair likely have little interest in whether their organization meets its own performance goals (Kim & Mauborgne, 1996; Minibas-Poussard et al., 2017), which often requires some voluntary behaviors (Podsakoff et al., 2009). Extant research shows that negative views of organizational decision-making generate unfavorable work attitudes, such as diminished organizational commitment (Mamman et al., 2012). According to COR theory, these negative attitudes leave employees relatively less concerned about their employer and its outcomes if they perform only those activities for which they receive explicit compensation, in response to resource-draining procedural injustice (Jahanzeb et al., 2021). Conversely, COR theory predicts that employees with *favorable* beliefs about organizational decision-making are motivated to leverage them into productive work behaviors, seeking additional resource gains by demonstrating helpful, dedicated efforts (De Clercq et al., 2021). In particular, OCB can enhance employees' organizational standing (Korsgaard et al., 2010; Podsakoff et al., 2018). Finally, convictions that organizational decisions are fair should leave employees less concerned about possible reprimands if their voluntary work behaviors were to undermine their ability to meet their formal job duties (Bolino et al., 2015), so these behaviors may increase in such cases (Schilpzand et al., 2013). We predict:

Hypothesis 2: There is a negative relationship between employees' beliefs about procedural injustice and their organizational citizenship behavior.

The combination of these arguments indicates an important mediating role of beliefs about procedural injustice. Unclear role descriptions increase the probability that employees curtail their OCB, *because* they feel compelled and justified to criticize their employer for a lack of openness in its decisions (A. K. Khan et al., 2013). If they have insufficient information about their job responsibilities, employees are unlikely to expend personal energy to perform activities for which they are not formally compensated, reflecting their beliefs that their employer maintains unfair policies – which, according to COR theory, serves as a means to protect their self-worth and avoid a further depletion of their self-esteem resources (De Clercq et al., 2019). Prior studies

show that limited procedural justice functions as a mediator between other threatening job situations, such as abusive supervision (Ramdeo & Singh, 2019) or job insecurity (López Bohle et al., 2021), and negative work outcomes. We add to this conversation by predicting:

Hypothesis 3: Employees' beliefs about procedural injustice mediate the relationship between their perceptions of role ambiguity and organizational citizenship behavior.

Moderating role of social interaction

The tenets of COR theory suggest that the resource-depleting effect of difficult work conditions tends to be subdued if employees can counter the resource depletion with access to relevant relational resources (Hobfoll & Shirom, 2000). For example, the risk that employees' role ambiguity translates into enhanced beliefs about procedural injustice should be subdued if they know their colleagues personally (Pooja et al., 2016). The informal character of relationships with colleagues enhances the quality of knowledge exchanges (De Clercq et al., 2015; Nahapiet & Ghoshal, 1998), so they likely receive valuable feedback about how to cope with the uncertainties created by unclear job descriptions. As COR theory suggests, employees with close social relationships are less likely to suffer depleted self-esteem resources, even if they lack organizational guidance about their job roles (Kang & Jang, 2019), because they can turn to colleagues who may have experienced the same challenges and can offer valuable advice (Chênevert et al., 2019). Employees who can draw from insights provided by close peers also might be better placed to put their suffering into perspective – that is, they may realize that others are going through the same ordeal and that there are probably worse things in the workplace – which further diminishes self-deprecating ruminations due to role uncertainty (De Clercq et al., 2019; Pierce & Gardner, 2004). Consistent with COR theory, the need to protect their self-esteem resources by criticizing their employer for adopting unfair decision-making procedures accordingly should decrease (De Clercq & Pereira, 2022b).

These arguments, in tandem with the predicted mediating role of procedural injustice, indicate a dynamic of moderated mediation (Hayes & Rockwood, 2020). Social interaction as a relational resource is a contingency factor in the negative indirect relationship between role ambiguity and OCB, through employees' beliefs that their employer lacks transparency in its decision-making. As predicted by COR theory, for employees who feel supported by close social relationships with colleagues, the conviction that their organization exhibits procedural injustice, as a means to shield their self-esteem resources (De Clercq et al., 2019), is a less powerful channel through which role ambiguity translates into a reluctance to take on voluntary work activities. Peer interactions counter the self-damaging thoughts that unclear job roles provoke (Bowling et al., 2010), which then decreases the probability that employees halt their voluntary work activities because of their critical view of how their organization makes decisions.

Hypothesis 4: The indirect negative relationship between employees' perceptions of role ambiguity and organizational citizenship behavior through their beliefs about procedural injustice is moderated by their social interaction, such that this indirect relationship is weaker at higher levels of social interaction.

Mitigating role of goodwill trust

Finally, the logic of COR theory (Hobfoll, 2001) predicts a diminished probability that employees accuse their organization of maintaining unfair decision-making processes, as a means to cope with self-damaging thoughts about unclear roles, if they can count on the goodwill trust of their peers (Wu & Lee, 2016). A critical manifestation of goodwill trust is that employees feel comfortable admitting their weaknesses, particularly in difficult work situations (Rousseau et al., 1998). Such vulnerability may encourage colleagues to be forthcoming about their own uncertainties, as well as recommend possible remedies (De Clercq & Belausteguigoitia, 2017). High levels of goodwill trust also might render employees more receptive to guidance from colleagues in terms of how to cope with information deficiencies, without fearing that these colleagues will seek to exploit them or pursue their own interests (Teirlinck, 2018; Tsai & Ghoshal, 1998). Furthermore, in the presence of trust-based peer relationships, employees tend to hold more favorable perceptions about their employer in general, because the work situation does not feature self-centered or threatening exhibits by other members (Curado & Vieira, 2019; Nahapiet & Ghoshal, 1998). In line with COR theory, these positive perceptions might counter depleted self-esteem resources in the presence of insufficient job-related information, with positive consequences for how employees judge their organization's decision-making (De Clercq et al., 2019; Hobfoll & Shirom, 2000).

Similar to our predictions for social interaction, these arguments indicate a moderated mediation process (Hayes & Rockwood, 2020). Goodwill trust is another contingency of the indirect negative connection between employees' role ambiguity and OCB, through procedural injustice. Following COR theory, if employees can count on the truthfulness of their colleagues, they do not necessarily use unclear job descriptions as a reason to reject OCB, based on their beliefs about unfair decision-making processes and as a means to protect their sense of self-worth (Hobfoll, 2001). This relational resource buffers the hardships associated with insufficient information about work roles (De Clercq & Belausteguigoitia, 2017), so it diminishes the probability that employees stay away from work-related voluntarism in response to their beliefs about procedural injustice (Daly et al., 2014). But if employees cannot draw on trust-based peer relationships, their convictions about unfair organizational decision-making should provide a more prominent explanation for how their suffering from role ambiguity escalates into diminished work-related voluntarism.

Hypothesis 5: The indirect negative relationship between employees' perceptions of role ambiguity and organizational citizenship behavior through their beliefs about procedural injustice is moderated by their goodwill trust, such that this indirect relationship is weaker at higher levels of goodwill trust.

Research method

Data collection and sample

We applied a deductive, quantitative approach (Burns & Burns, 2008) to test the research hypotheses, anchored in the well-recognized COR theory, empirically

(Hobfoll, 1988; Hobfoll et al., 2018). For these empirical tests of the hypotheses that we derived conceptually in the preceding sections, we relied on a quantitative survey instrument, administered among employees in a Mozambican organization competing in the services sector. This reliance on quantitative survey data to assess employees' perceptions about their organizational functioning is consistent with other recent, theory-driven research that examines how employees respond to adverse work situations in African contexts, including Guinea-Bissau (De Clercq & Pereira, 2021b), Angola (De Clercq & Pereira, 2023a), and Mozambique (De Clercq & Pereira, 2024).

The organization, located in the capital city of Maputo, employs more than 300 employees and specializes in various business-to-business services, such as cleaning, security, accountancy, and office administration. Our focus on a single organization is purposeful and informed by our goal to diminish the possible impact of pertinent but unobserved differences in the ways that organizations function internally – such as the workloads that employees encounter (Kumar et al., 2021) or the extent to which the organizational climate supports voluntary work efforts (Bolino et al., 2010) – that likely influence OCB but do not interfere with the focal results in the case of a single-organization investigation (Hair et al., 2019). Moreover, examining one organization avoids the potential biases caused by unobserved differences in the competitive market dynamics an organization faces (e.g. significant market competition, shifting customer preferences, customer bankruptcies; Sharma & Christie, 2010) that affect the feasibility or desirability of employees devoting substantial time to extra-role work efforts (Hodson, 2002). Another rationale refers specifically to the organization we study: It was implementing major changes in the distribution of work across departments and the assignments of employees within departments. These changes enhanced the chances that employees experienced uncertainty about their job roles. Finally, single-organization studies of employees' OCB are not uncommon and appear in various country contexts, including Mexico (De Clercq & Belausteguigoitia, 2021a), Portugal (De Clercq & Pereira, 2022a), and Angola (De Clercq & Pereira, 2021c).

We applied a translation – back-translation procedure (Brislin, 1986) in developing the survey. The original English version was converted into Portuguese by a first translator, then back-translated into English by a second translator. After addressing some minor issues, a pilot version, in Portuguese, was pretested with a small group of five employees who did not partake in the actual data collection effort. Their feedback and suggestions led to some additional minor changes to enhance readability. The sample frame included the complete roster of the organization's employees, provided by the human resources department. From this roster, we made a random selection of 250 employees, using a random digit generator that eliminates selection bias. The survey was distributed electronically by leveraging an institutional license of the Microsoft Forms software owned by the academic institution of a member of the research team. The employees of the participating organization were familiar with this survey tool and considered it easy to navigate. The survey tool adheres to ethical standards in terms of data confidentiality and storage.

We adopted a rigorously prepared design to avoid any bias-related challenges that might arise with survey-based data collection efforts. First, to mitigate the risk of

expectancy bias – that is, a scenario in which participants figure out the theorized relationships and adjust their responses accordingly – we referred to the study’s objectives in very general terms in a statement that preceded the survey, without revealing any specific research questions; we also did not mention the construct names in the survey itself (Malhotra, 2010). Second, we applied various measures to reduce the likelihood of social desirability and acquiescence biases. In particular, the opening statement underscored the voluntary nature of employees’ participation and the complete confidentiality of their answers. The employees also were informed that their employer would have no knowledge about who took part in the survey or not, that any research reports coming out of the study would include only broadband patterns based on aggregate data, and that they could withdraw at any point in time (Burns & Burns, 2008). Finally, to reduce framing bias, the survey instructions indicated that there were no right or wrong answers, that it was normal that different participants would provide varying responses to particular questions, and that it was critical for the validity of the study that all participants shared their truthful opinions about their individual work situation (Burns & Burns, 2008; Malhotra, 2010).

Among the 250 employees we contacted, 188 returned complete surveys. Among these participants, 47% were women, 47% were younger than 40 years, 66% had a university degree, and 92% had worked for the organization for less than five years, reflecting pandemic-related, high turnover rates.

Measures

The measures of the focal constructs came from prior research and featured seven-point Likert anchors, ranging between 1 (“strongly disagree”) and 7 (“strongly agree”). The individual measurement items – as well as the results of a confirmatory factor analysis (CFA) performed on a five-factor measurement model, as reported hereafter – are listed in Table 1.

Role ambiguity

To measure the extent to which employees suffer from information deficiencies with respect to their role descriptions, we applied a reverse-coded, six-item scale of role clarity, based on Fried and Tiegs (1995). For example, the respondents assessed whether “I know what my responsibilities are” and “Clear, planned goals and objectives exist for my job” (Cronbach’s $\alpha = .82$).

Procedural injustice

We assessed the extent to which employees believe that organizational decision-making processes are unfair with a reverse-coded, five-item scale of procedural justice (Masterson, 2001). Measuring procedural injustice with statements that actually reflect high levels of fairness is consistent with prior research (A. K. Khan et al., 2013; Reb et al., 2006). Two sample items were, “My organization’s procedures allow for requests for clarification or additional information about a decision” and “My organization’s procedures generate standards so that decisions can be made with consistency” (Cronbach’s $\alpha = .94$).

Table 1. Constructs and measurement items.

	Factor Loading	t-Value
Role ambiguity (reversed coded) (CR = .82; AVE = .43)		
I know what my responsibilities are.	.553	6.488***
Clear, planned goals and objectives exist for my job.	.645 ^a	–
I know exactly what is expected of me.	.560	6.554***
I know that I have divided my time properly.	.663	7.544***
Explanation is clear of what has to be done.	.773	8.408***
I feel certain about how much authority I have.	.729	8.016***
Procedural injustice (reverse coded) (CR = .92; AVE = .70)		
My organization's procedures allow for requests for clarification or additional information about a decision.	.766	10.377***
My organization's procedures generate standards so that decisions can be made with consistency.	.825 ^a	–
My organization's procedures provide opportunities to appeal or challenge a decision.	.825	11.233***
My organization's procedures are constructed to hear the concerns of all those who are affected by a decision.	.834	13.334***
My organization's procedures allow people to collect accurate information for making decisions.	.853	17.617***
Organizational citizenship behavior (CR = .86; AVE = .61)		
I undertake voluntary action to protect the organization from potential problems.	.745 ^a	–
If necessary, I am prepared to work overtime.	.760	9.625***
I have a cooperative relationship with my boss and others in the organization.	.823	13.258***
I develop the necessary skills and knowledge that are of benefit to my organization.	.796	10.028***
Social interaction (CR = .90; AVE = .68)		
My colleagues and I maintain close social relationships with one another.	.729	8.311***
My colleagues and I know each other on a personal level.	.843	7.160***
My colleagues and I spend significant time together in social situations.	.836 ^a	–
My relationship with colleagues is very informal.	.889	6.582***
Goodwill trust (CR = .87; AVE = .57)		
My colleagues would not take advantage of me, even if the opportunity arose.	.759	10.039***
My colleagues are perfectly honest and truthful with me.	.703	9.192***
My colleagues can always be trusted to do what is right for the organization.	.788 ^a	–
My colleagues always keep the promises they make.	.770	12.147***
My colleagues are truly sincere in their promises.	.758	10.024***

^aInitial loading was fixed to 1 to set the scale of the construct.

Notes: CR = composite reliability; AVE = average variance extracted.

Organizational citizenship behavior

We measured employees' voluntary work activities with a four-item scale drawn from prior research (De Cremer et al., 2009). Two example items were "I undertake voluntary action to protect the company from potential problems" and "If necessary, I am prepared to work overtime" (Cronbach's alpha = .87). Our reliance on self-assessments is consistent with the logic that employees are better placed to provide precise and comprehensive evaluations of their own extra-role activities, compared with other assessors (e.g. colleagues, supervisors) who have less detailed insight into how much energy employees actually allocate to such activities (Chan, 2009). For example, employees might direct their discretionary efforts toward specific organizational members, but not others, so other people's ratings likely do not capture the entire range of their OCB (Organ et al., 2006).

Social interaction

The extent to which employees maintain informal relationships with their peers was assessed with a four-item scale of social interaction (Pooja et al., 2016). Participants

indicated their agreement with statements such as “My colleagues and I maintain close social relationships with one another” and “My colleagues and I know each other on a personal level” (Cronbach’s alpha = .95).

Goodwill trust

To assess the extent to which employees can count on the honesty of their peers, we relied on five-item scale of goodwill trust (De Clercq & Belausteguigoitia, 2017). Two sample statements were “My colleagues would not take advantage of me, even if the opportunity arose,” and “My colleagues are perfectly honest and truthful with me” (Cronbach’s alpha = .94).

Control variables

The statistical models accounted for the effects of employees’ *gender* (0 = male, 1 = female) and *organizational tenure* (1 = 5 years or less, 2 = 6–10 years, 3 = 11–15 years, 4 = 16–20 years, 5 = more than 20 years). Women tend to exhibit enhanced propensities to help others on a voluntary basis (Belansky & Boggiano, 1994), and employees who have served their organization for a longer period may feel a certain loyalty to their employer and thus want to give back to it (Ng & Feldman, 2011).

Construct validity

We assessed the validity of the five central constructs through both exploratory factor analyzes (EFA) and CFA. First, an EFA that relied on a varimax rotation produced a clean factor structure: Each measurement item loaded highly on its corresponding construct (factor loadings between .53 and .94), and none of them showed factor loadings greater than .50 on constructs that they were not designed to measure. The five extracted factors, with eigenvalues greater than 1, explained 76% of the total data variance. These results provide preliminary evidence of convergent validity (Hair et al., 2019). Second, a CFA undertaken on a five-factor measurement model generated an acceptable fit: $\chi^2(222) = 547.15$, confirmatory fit index = .92, incremental fit index = .92, Tucker-Lewis index = .90, and root mean square error of approximation = .08. The presence of convergent validity was affirmed by the strongly significant loadings for all items on their associated constructs ($p < .001$, Table 1; Hair et al., 2019). The average variance extracted (AVE) values also were higher than the benchmark of .50, except for role ambiguity (= .43), which is acceptable in underresearched country settings (De Clercq & Belausteguigoitia, 2021b; Kashif et al., 2017), including African contexts (De Clercq & Pereira, 2020, 2021). Finally, the presence of discriminant validity was evident, because each AVE value was higher than the squared values of the correlations between associated construct pairs, and the fit of the models that included constrained construct pairs (i.e. correlation between two constructs fixed to equal 1) was significantly worse ($\Delta\chi^2_{(1)} > 3.84$) than the fit of the corresponding unconstrained models (i.e. correlation between the two constructs could vary freely) for the ten possible construct pairs (Hair et al., 2019).

Statistical procedure

The research hypotheses were tested with the Process macro, developed for SPSS (Hayes et al., 2017). The benefit of this procedure – in comparison with piecemeal regression analyzes – is that it allows for an evaluation of individual paths (i.e. Hypotheses 1 and 2), together with an encompassing evaluation of mediation and moderated mediation effects (i.e. Hypotheses 3–5). It has been extensively applied in previous studies that theorize and test conceptual frameworks of moderated mediation effects (e.g. Skiba & Wildman, 2019; Q. Wang et al., 2018). The Process macro procedure also is preferred over the traditional Sobel approach, because it does not make the assumption that the estimated indirect and conditionally indirect effects follow a normal distribution. Rather, its bootstrapping feature formally acknowledges that the sampling distributions of these effects may be skewed (Hayes, 2018).

To assess the presence of mediation, we estimated the indirect relationship between role ambiguity and OCB through procedural injustice, together with the corresponding confidence interval (CI) generated from the Model 4 template in the Process macro (Hayes, 2018). In this first stage, we also assessed the sign and significance levels of the direct paths between role ambiguity and procedural injustice and between procedural injustice and OCB. To evaluate the presence of moderated mediation, we calculated the conditional indirect effects of role ambiguity and the corresponding CIs at three distinct values of the two focal relational resources (social interaction and goodwill trust): one standard deviation (SD) below their mean, at their mean, and one SD above their mean. Consistent with the nature of the proposed theoretical framework, we relied on the Model 7 template in the Process macro (Hayes, 2018) to calculate, in separate estimations, the moderating effects of both relational resources on the connection between role ambiguity and procedural injustice, but *not* between procedural injustice and OCB.¹

Results

Table 2 reports the zero-order correlation coefficients and descriptive statistics, and Table 3 reports the mediation results generated with the Process macro. Role ambiguity is positively related to procedural injustice ($\beta = .483$, $p < .001$, Hypothesis 1), which is negatively related to OCB ($\beta = -.221$, $p < .01$, Hypothesis 2). The formal evaluation for mediation, based on Process Model 4, indicates an effect size of $-.107$ for the indirect relationship between role ambiguity and OCB through procedural injustice; its CI does not include 0 $[-.210, -.028]$, indicating the presence of mediation (Hypothesis 3).

Table 2. Correlation table and descriptive statistics.

	1	2	3	4	5	6	7
1. Role ambiguity							
2. Procedural injustice	.568**						
3. OCB	-.543**	-.500**					
4. Social interaction	-.017	-.215**	.075				
5. Goodwill trust	-.569**	-.493**	.604**	.267**			
6. Gender (1 = female)	-.030	-.045	.052	.132	.056		
7. Organizational tenure	.021	.055	-.017	-.211**	-.270**	-.061	
Mean	2.322	2.372	5.625	4.225	5.297	.473	1.101
Standard deviation	.699	.752	.845	1.345	.987	.501	.351

Notes: $n = 188$.

* $p < .05$; ** $p < .01$.

Table 3. Mediation results (Process Macro Model 4).

	Procedural injustice	OCB
Gender (1 = female)	.001	.043
Organizational tenure	-.104	.275
Role ambiguity	.483***	-.213*
Social interaction	-.091**	-.046
Goodwill trust	-.157**	.388***
Procedural injustice		-.221**
R ²	.389	.462

	Effect Size	Bootstrap SE	LLCI	ULCI
Indirect effect	-.107	.046	-.210	-.028

Notes: n = 188; SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.

⁺p < .10; *p < .05; **p < .01; ***p < .001.

The Process Model 7 results for the moderation by social interaction in Table 4 indicate a negative, significant effect of the role ambiguity × social interaction product term ($\beta = -.206, p < .001$) for predicting procedural injustice. That is, the positive relationship between role ambiguity and procedural injustice becomes weaker at higher levels of social interaction (.653 at one SD below the mean, .447 at the mean, and .087 at one SD above the mean). The formal evaluation of moderated mediation compares the strength of the conditional *indirect* relationship between role ambiguity and OCB through procedural injustice at different levels of social interaction. Table 3 indicates diminishing effect sizes at increasing levels of the moderator: from -.145 at one SD below the mean, to -.099 at the mean, to -.019 at one SD above the mean. The CI does not include 0 at the two lowest values of the moderator ([-.282; -.042] and [-.199; -.028], respectively), but it spans 0 at the highest level ([-.096; .038]). Furthermore, the index of moderated mediation equals .046, and its CI does not include 0 [.011, .097], in support of Hypothesis 4.

Table 4. Moderated mediation results: moderation by social interaction (Process Macro Model 7).

	Procedural injustice	OCB
Gender (1 = female)	.057	.043
Organizational tenure	-.165	.275
Role ambiguity	.402***	-.213*
Social interaction	-.107**	-.046
Goodwill trust	-.115*	.388***
Role ambiguity × Social interaction	-.206***	
Procedural injustice		-.221**
R ²	.439	.462

	Effect size	Bootstrap SE	LLCI	ULCI
Conditional <i>direct</i> relationship between role ambiguity and procedural injustice				
-1 SD	.653	.086	.483	.823
Mean	.447	.076	.298	.596
+1SD	.087	.125	-.159	.333
Conditional <i>indirect</i> relationship between role ambiguity and OCB				
-1 SD	-.145	.061	-.282	-.042
Mean	-.099	.044	-.199	-.028
+1SD	-.019	.033	-.096	.038
Index of moderation	.046	.022	.011	.097

Notes: n = 188; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; ULCI = upper limit confidence interval.

⁺p < .10; *p < .05; **p < .01; ***p < .001.

Table 5 reports the moderating effect of goodwill trust, again based on Process Model 7. We find a negative, significant effect of the role ambiguity \times goodwill trust product term ($\beta = -.150$, $p < .01$) in predicting procedural injustice. The positive relationship between role ambiguity and procedural injustice is subdued at higher levels of goodwill trust (.616 at one SD below the mean, .437 at the mean, and .317 at one SD above the mean). According to the moderated mediation assessment, lower effect sizes of the indirect effect of role ambiguity occur at higher levels of the moderator: from $-.136$ at one SD below the mean, to $-.097$ at the mean, to $-.070$ at one SD above the mean. The CIs do not include 0 at the two lower values ($[-.255; -.037]$ and $[-.194; -.025]$, respectively) but do at its most elevated level $[-.167; .010]$. The index of moderated mediation is .033; its corresponding CI does not include 0 $[.002, .075]$, in support of Hypothesis 5.

Discussion

Theoretical implications

With this study, we extend previous scholarship by investigating the relationship between employees' experience of role ambiguity and their propensity to undertake extra-role work activities, with specific attention to key factors that explain or affect this process. To complement research on how employees' worries about information shortages direct them away from discretionary work behaviors (Z. Chen et al., 2013; Kang & Jang, 2019), we explicate *why* role ambiguity may reduce employees' willingness to be a "good soldier" and which relational circumstances counteract this harmful effect. With a conceptual basis in COR theory (Hobfoll et al., 2018), we establish that the likelihood of diminished OCB, due to resource-draining role ambiguity, increases when employees criticize their

Table 5. Moderated mediation results: moderation by goodwill trust (Process Macro Model 7).

	Procedural injustice		OCB	
Gender (1 = female)		.017		.043
Organizational tenure		-.135		.275 ⁺
Role ambiguity		.451***		-.213*
Social interaction		-.061 ⁺		-.046
Goodwill trust		-.167**		.388***
Role ambiguity \times Goodwill trust		-.150**		
Procedural injustice				-.221**
R ²		.413		.462
		Effect size		Bootstrap SE
Conditional <i>direct</i> relationship between role ambiguity and procedural injustice				
-1 SD	.616	.091	.437	.795
Mean	.437	.079	.281	.592
+1SD	.317	.098	.123	.510
Conditional <i>indirect</i> relationship between role ambiguity and OCB				
-1 SD	-.136	.056	-.255	-.037
Mean	-.097	.044	-.194	-.025
+1SD	-.070	.041	-.167	.010
Index of moderation	.033	.019	.002	.075

Notes: $n = 188$; SD = standard deviation; SE = standard error; LLCI = lower limit confidence interval; UCLI = upper limit confidence interval.

⁺ $p < .10$; * $p < .05$; ** $p < .01$; *** $p < .001$.

organization for its unfair decision-making procedures. We also determine that the relational resources of social interaction and goodwill trust mitigate this process. The empirical findings offer support for the theoretical predictions.

As a first theoretical insight, we learn that employees' frustration, prompted when they do not know what is expected of them, leads them to decide *not* to help their organization with voluntary activities, because they hold it accountable for a lack of openness (Colquitt et al., 2001). Consistent with the logic of COR theory, employees likely respond to this resource-depleting work situation with negative thoughts and activities, in their attempt to avoid self-depreciating ruminations (Bowling et al., 2010; Hobfoll & Shirom, 2000). These reactions seem justified because of the hardships that the situation creates for their day-to-day work functioning (Kawai & Mohr, 2015). This study accordingly points to the possibility of a *downward* spiral for employees: Information shortages pertaining to their work roles lead to diminished work-related voluntarism, a complacent behavioral response that may produce negative impressions among organizational leaders (Podsakoff et al., 2018), so employees might experience even more hardship at work.

This negative dynamic is *less* likely in the presence of pertinent resources, embedded in peer relationships (Chênevert et al., 2019). As we predicted, beliefs about procedural injustice function as less powerful channels for the escalation of resource-draining role ambiguity into diminished OCB when employees (1) know their colleagues on a personal level and (2) are convinced their colleagues are honest and sincere (De Clercq, 2020). Consistent with the premises of COR theory, self-damaging contemplations due to unclear job specifications should be mitigated by employees' access to relational resources that help them cope (Hobfoll & Shirom, 2000). The likelihood that employees suffering from role ambiguity criticize their organization for unfair procedures, and refuse to accept work tasks voluntarily, decreases if employees can draw from the guidance of like-minded peers, who might have gone through similar ordeals (Eatough et al., 2011). Informality and trustworthiness in peer interactions enable employees, upset about insufficient job information, to avoid feeling compelled to criticize organizational decision-making, because the support they receive grants them pertinent insights into how to resolve the uncertainties.

Taken together, these insights contribute to OCB research by revealing the advantages of supportive peer relationships in shielding employees against the hardships that arise from work ambiguity. Notably, the findings extend previous examinations of the *direct* beneficial effect of intra-organizational social capital on employees' extra-role work activities (Mostafa & Bottomley, 2020; H. Zhang et al., 2020). We offer the complementary insight that the harmful effect of beliefs about procedural injustice, in response to perceived role ambiguity, can be mitigated by peer relationships marked by informality and trust. These two relational boundary conditions reduce the danger of a double whammy, in which perceived role ambiguity begets tarnished voluntarism in the workplace.

Limitations and future research directions

As with any research, this study has some limitations, which set the stage for further investigations. First, our conceptual arguments are anchored in the well-established COR framework – according to which resource-depleting work conditions spur the

development of thoughts and behaviors to undo the resource losses (Hobfoll et al., 2018) – but the possibility of reverse causality remains. Employees who perform OCB may experience personal satisfaction (Lemoine et al., 2015) that evokes positive impressions about their work setting. Measures of each focal construct, at different points in time, in longitudinal designs could provide a formal test of causality and cross-lagged effects. The COR logic also emphasizes employees' motivation to protect their sense of self-worth in the presence of unclear work roles and subsequent beliefs about how their organization is unfair in its decision-making (Hobfoll, 2001), but it would be helpful to measure the levels of and changes in employees' self-esteem resources over time.

Second, we prioritize social interaction and goodwill trust as pertinent boundary conditions, informed by prior research on the importance of high-quality peer relationships for helping people cope with difficult conditions (Frank et al., 2014). Other contextual factors may serve as buffers too, such as person – organization fit (P. Chen et al., 2016) or effective leadership (Abebe et al., 2020). Furthermore, resource-boosting *personal* resources may shield employees from the danger that their role ambiguity escalates into convictions about procedural injustice and then diminished OCB, such as their creative self-efficacy (S. Wang et al., 2018) or emotion regulation skills (Buruck et al., 2016). It would be interesting to compare the relative potency of each factor in mitigating the hardships linked to role ambiguity, as well as test whether the effects of social interaction and goodwill trust hold, after accounting for their roles.

Third, and as mentioned in the Data collection and sample subsection, this study purposefully examines one specific organization that operates in one specific industry, to avoid the challenge of unobserved organization- or industry-related factors that are not included in the proposed conceptual framework but that might influence employees' propensities to engage in OCB. Alternative research designs could include multiple organizations and multiple industries and thereby assess the generalizability of the results across a wider set of contexts. In a related vein, the conceptual arguments we advance are country-neutral, and the empirical results should hold across a broad range of countries, in Africa and beyond, but the strength of the hypothesized relationships might vary somewhat. In cultural settings similar to Mozambique, characterized by high uncertainty avoidance and collectivism, employees may experience role ambiguity as especially intrusive, and thus form negative reactions, but also worry about organizational harmony, such that they reject the process by which they form beliefs about procedural injustice and diminished OCB. The empirical results imply the former dynamic might be stronger, but this interpretation is purely speculative. Cross-country studies could explicitly test the generalizability of the reported results and examine the influences of different cultural values, along with their corresponding personal versions, such as employees' own risk aversion (Loi & Ngo, 2010) or collectivistic orientation (Triandis, 2001).

Practical implications

This study offers pertinent implications for practice. Organizations should be aware that an important and unpleasant source of uncertainty for employees is their perception that their employer does not offer detailed information about their job responsibilities. These perceptions can be detrimental for both employees and their employer, because employees likely hold the organization responsible and may refuse to step up with extra-role

work activities (Schilpzand et al., 2013). A key caveat here is that employees might be unwilling to admit confusion about unclear job descriptions, to avoid any appearance of incompetence (Y. Zhang et al., 2019). Organizational decision makers accordingly need to provide specific details about job responsibilities; if they cannot, they should explain *why* and encourage employee feedback about the problem. Organizational knowledge sharing and feedback seeking can take place through company-wide discussion forums or one-on-one with human resource representatives or department heads (S. Wang & Noe, 2010).

Another option for organizations that cannot provide detailed information about job responsibilities – due to extreme volatility in hypercompetitive markets, for example (Fournier et al., 2013) – is to put barriers in place to ensure employees do not fall victim to a counterproductive spiral, in which self-damaging ruminations and beliefs about dysfunctional organizational decision-making escalate into reduced OCB, from which the firm otherwise could benefit. As this study points out, initiatives to stimulate informal relationship building and goodwill trust in interpersonal interactions could avoid this detrimental process (Jiang & Liu, 2015). By honing and leveraging these relational resources, organizations can enhance the chances that employees keep undertaking productive behaviors for which they are not formally rewarded, even if they feel upset by unclear work roles. Ultimately, to the extent that employees benefit from the guidance of and solidarity with colleagues, who may receive incomplete information about their job responsibilities too, they likely perceive information shortages as less upsetting, with beneficial outcomes for how they think about their organization and their motivation to keep seeking ways to enhance its success.

Conclusion

This study adds to previous research by examining the roles of procedural injustice and relational resources in the process by which role ambiguity escalates into thwarted OCB. Beliefs about unfair organizational decision-making explain how unclear role descriptions leave employees unwilling to add to their organization's success voluntarily. Yet this detrimental dynamic is attenuated among employees who can draw from supportive peer relationships. We hope these findings encourage enhanced organizational efforts to inform, help, and protect employees, as well as further research into how a lack of detailed job descriptions can be overcome with valuable resources embedded in employee ranks.

Note

- 1 A robustness check confirmed that the right-hand path of the theoretical framework was not significantly moderated by social interaction or goodwill trust.

Disclosure statement

No potential conflict of interest was reported by the author(s).

ORCID

Dirk De Clercq  <http://orcid.org/0000-0003-1476-2965>

References

- Abebe, M. A., Tekleab, A. G., & Lado, A. A. (2020). Multilevel perspectives on leadership in the African context. *Africa Journal of Management*, 6(3), 145–160. <https://doi.org/10.1080/23322373.2020.1779575>
- Acquaah, M., & Padhye, G. K. (2015). The direct and indirect effects of organizational justice on the human factor through mutual commitment in Ghana and India: A comparative analysis. *Journal of African Business*, 16(1–2), 16–47. <https://doi.org/10.1080/15228916.2015.1059155>
- Bachrach, D. G., Powell, B. C., Collins, B. J., & Richey, R. G. (2006). Effects of task interdependence on the relationship between helping behavior and group performance. *Journal of Applied Psychology*, 91(6), 1396–1405. <https://doi.org/10.1037/0021-9010.91.6.1396>
- Bedi, A. (2021). No herd for black sheep: A meta-analytic review of the predictors and outcomes of workplace ostracism. *Applied Psychology*, 70(2), 861–904. <https://doi.org/10.1111/apps.12238>
- Belansky, E. S., & Boggiano, A. K. (1994). Predicting helping behaviors: The role of gender and instrumental/expressive self schemata. *Sex Roles*, 30(9–10), 647–661. <https://doi.org/10.1007/BF01544668>
- Bennett, A. A., Gabriel, A. S., Calderwood, C., Dahling, J. J., & Trougakos, J. P. (2016). Better together? Examining profiles of employee recovery experiences. *Journal of Applied Psychology*, 101(12), 1635–1654. <https://doi.org/10.1037/apl0000157>
- Bergeron, D. M. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost? *Academy of Management*, 32(4), 1078–1095. <https://doi.org/10.5465/amr.2007.26585791>
- Bolino, M. C., Hsiung, H.-H., Harvey, J., & LePine, J. A. (2015). “Well, I’m tired of tryin!” Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*, 100(1), 56–74. <https://doi.org/10.1037/a0037583>
- Bolino, M. C., Turnley, W. H., Gilstrap, J. B., & Suazo, M. M. (2010). Citizenship under pressure: What’s a “good soldier” to do? *Journal of Organizational Behavior*, 31(6), 835–855. <https://doi.org/10.1002/job.635>
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71–98). Jossey-Bass.
- Bowling, N. A., Eschleman, K. J., Wang, Q., Kirkendall, C., & Alarcon, G. (2010). A meta-analysis of the predictors and consequences of organization-based self-esteem. *Journal of Occupational and Organizational Psychology*, 83(3), 601–626. <https://doi.org/10.1348/096317909X454382>
- Brislin, R. W. (1986). The wording and translation of research instruments. In W. J. Lonner & J. W. Berry (Eds.), *Field methods in cross-cultural research* (pp. 137–164). Sage.
- Burns, R. P., & Burns, R. A. (2008). *Business Research Methods and Statistics Using SPSS*. Sage Publications.
- Buruck, G., Dörfel, D., Kugler, J., & Brom, S. S. (2016). Enhancing well-being at work: The role of emotion regulation skills as personal resources. *Journal of Occupational Health Psychology*, 21(4), 480–493. <https://doi.org/10.1037/ocp0000023>
- Chan, D. (2009). So why ask me? Are self-report data really that bad? In C. E. Lance & R. J. Vandenberg (Eds.), *Statistical and methodological myths and urban legends: Doctrine, verity and fable in the organizational and social sciences*, pp. 309–336. Routledge.
- Chênevert, D., Kilroy, S., & Bosak, J. (2019). The role of change readiness and colleague support in the role stressors and withdrawal behaviors relationship among health care employees. *Journal of Organizational Change Management*, 32(2), 208–223. <https://doi.org/10.1108/JOCM-06-2018-0148>

- Chen, P., Sparrow, P., & Cooper, C. (2016). The relationship between person-organization fit and job satisfaction. *Journal of Managerial Psychology*, 31(5), 946–959. <https://doi.org/10.1108/JMP-08-2014-0236>
- Chen, Z., Takeuchi, R., & Shum, C. (2013). A social information processing perspective of coworker influence on a focal employee. *Organization Science*, 24(6), 1618–1639. <https://doi.org/10.1287/orsc.2013.0820>
- Colquitt, J. A., Conlon, D. E., Wesson, M. J., Porter, C. O. L. H., & Ng, K. Y. (2001). Justice at the millennium: A meta-analytic review of 25 years of organizational justice research. *Journal of Applied Psychology*, 86(3), 425–445. <https://doi.org/10.1037/0021-9010.86.3.425>
- Curado, C., & Vieira, S. (2019). Trust, knowledge sharing and organizational commitment in SMEs. *Personnel Review*, 48(6), 1449–1468. <https://doi.org/10.1108/PR-03-2018-0094>
- Daly, P. S., Owyar-Hosseini, M., & Alloughani, M. E. (2014). Antecedents of citizenship behavior in Arab employees in Kuwait. *International Journal of Cross Cultural Management*, 14(2), 239–260. <https://doi.org/10.1177/1470595814522772>
- De Clercq, D. (2020). “I can’t help at work! My family is driving me crazy!” How family-to-work conflict diminishes change-oriented citizenship behaviors and how key resources disrupt this link. *The Journal of Applied Behavioral Science*, 56(2), 166–194. <https://doi.org/10.1177/0021886320910558>
- De Clercq, D., & Belausteguigoitia, I. (2017). Reducing the harmful effect of role ambiguity on turnover intentions: The roles of innovation propensity, goodwill trust, and procedural justice. *Personnel Review*, 46(6), 1046–1069. <https://doi.org/10.1108/PR-08-2015-0221>
- De Clercq, D., & Belausteguigoitia, I. (2021a). Disappointed but still dedicated: When and why career dissatisfied employees might still go beyond the call of duty. *Personnel Review*, 50(5), 1336–1355. <https://doi.org/10.1108/PR-05-2020-0365>
- De Clercq, D., & Belausteguigoitia, I. (2021b). The links among interpersonal conflict, personal and contextual resources, and creative behaviour. *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l’Administration*, 38(2), 135–149. <https://doi.org/10.1002/cjas.1591>
- De Clercq, D., Dimov, D., & Thongpapanl, N. (2015). Structural and relational interdependence and entrepreneurial orientation in small and medium-sized enterprises: The mediating role of internal knowledge-sharing. *International Small Business Journal*, 33(5), 514–536. <https://doi.org/10.1177/0266242613502801>
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2019). Role ambiguity and perceptions of unfair performance appraisals: Mitigating roles of personal resources. *Asia Pacific Journal of Human Resources*, 57(2), 150–173. <https://doi.org/10.1111/1744-7941.12178>
- De Clercq, D., Haq, I. U., & Azeem, M. U. (2021). Unpacking the relationship between procedural justice and job performance. *Management Decision*, 59(9), 2183–2199. <https://doi.org/10.1108/MD-09-2019-1211>
- De Clercq, D., & Pereira, R. (2020). Knowledge-sharing efforts and employee creative behavior: The invigorating roles of passion for work, time sufficiency, and procedural justice. *Journal of Knowledge Management*, 24(5), 1131–1155. <https://doi.org/10.1108/JKM-06-2019-0274>
- De Clercq, D., & Pereira, R. (2021b). Sleepy but creative? How affective commitment, knowledge sharing and organizational forgiveness mitigate the dysfunctional effect of insomnia on creative behaviors. *Personnel Review*, 50(1), 108–128. <https://doi.org/10.1108/PR-12-2018-0484>
- De Clercq, D., & Pereira, R. (2021c). So tired, I can’t even help you: How work-induced sleep deprivation evokes dehumanization of organizational leaders and less organizational citizenship behavior. *Journal of Management and Organization*, 1–20. <https://doi.org/10.1017/jmo.2021.65>
- De Clercq, D., & Pereira, R. (2022). Family, work, collegial, and emotional influences on problem-focused voice behaviors. *The Journal of Applied Behavioral Science*, 58(3), 393–416. <https://doi.org/10.1177/00218863211059185>
- De Clercq, D., & Pereira, R. (2022a). Pandemic fears, family interference with work, and organizational citizenship behavior: Buffering role of work-related goal congruence. *European Management Review*, 19(3), 508–523. <https://doi.org/10.1111/emre.12502>

- De Clercq, D., & Pereira, R. (2022b). Perceived organizational politics and quitting plans: An examination of the buffering roles of relational and organizational resources. *Management Decision*, 60(1), 4–26. <https://doi.org/10.1108/MD-07-2020-0900>
- De Clercq, D., & Pereira, R. (2023a). I'm betrayed and I'm gone – unless organizational leaders convince me otherwise: Perceived contract breaches, quitting intentions, and leader-related resources. *Africa Journal of Management*, 9(3), 232–258. <https://doi.org/10.1080/23322373.2023.2232131>
- De Clercq, D., & Pereira, R. (2023b). Proactive champions: How personal and organizational resources enable proactive personalities to become idea champions. *The Journal of Social Psychology*, 163(5), 583–604. <https://doi.org/10.1080/00224545.2021.1973945>
- De Clercq, D., & Pereira, R. (2024). Perceived organizational politics, organizational disidentification and counterproductive work behaviour: Moderating role of external crisis threats to work. *International Journal of Organizational Analysis*, 32(1), 183–205. <https://doi.org/10.1108/IJOA-10-2022-3442>
- De Cremer, D., Mayer, D., van Dijke, M., Schouten, B., & Bardes, M. (2009). When does self-sacrificial leadership motivate prosocial behavior? It depends on followers' prevention focus. *Journal of Applied Psychology*, 94(4), 887–899. <https://doi.org/10.1037/a0014782>
- Deng, H., Coyle-Shapiro, J., & Yang, Q. (2018). Beyond reciprocity: A conservation of resources view on the effects of psychological contract violation on third parties. *Journal of Applied Psychology*, 103(5), 561–577. <https://doi.org/10.1037/apl0000272>
- Dobhofer, D. S., Hauser, A., Kuonath, A., Haas, K., Agthe, M., & Frey, D. (2019). Make the best out of the bad: Coping with value incongruence through displaying facades of conformity, positive reframing, and self-disclosure. *European Journal of Work and Organizational Psychology*, 28(5), 572–593. <https://doi.org/10.1080/1359432X.2019.1567579>
- Eatough, E. M., Chang, C. H., Miloslavic, S. A., & Johnson, R. E. (2011). Relationships of role stressors with organizational citizenship behavior: A meta-analysis. *Journal of Applied Psychology*, 96(3), 619–632. <https://doi.org/10.1037/a0021887>
- Elanain, H. M. A. (2013). Examining the relationship between leader-member exchange and subordinate outcomes: The mediating effects of role clarity. A study from an Arabic cultural context. *Journal of Applied Management and Entrepreneurship*, 18(1), 76–96. <https://doi.org/10.9774/GLEAF.3709.2013.ja.00006>
- Fournier, C., Weeks, W. A., Blocker, C. P., & Chonko, L. B. (2013). Polychronicity and scheduling's role in reducing role stress and enhancing sales performance. *Journal of Personal Selling & Sales Management*, 33(2), 197–209. <https://doi.org/10.2753/PSS0885-3134330204>
- Frank, C., Davis, C. G., & Elgar, F. J. (2014). Financial strain, social capital, and perceived health during economic recession: A longitudinal survey in rural Canada. *Anxiety, Stress, and Coping*, 27(4), 422–438. <https://doi.org/10.1080/10615806.2013.864389>
- Fried, Y., & Tieg, R. (1995). Supervisors' role conflict and role ambiguity differential relations with performance ratings of subordinates and the moderating effect of screening ability. *Journal of Applied Psychology*, 80(2), 282–291. <https://doi.org/10.1037/0021-9010.80.2.282>
- Gardner, R. G., Bednar, J. S., Stewart, B. W., Oldroyd, J. B., & Moore, J. (2019). “I must have slipped through the cracks somehow”: An examination of coping with perceived impostorism and the role of social support. *Journal of Vocational Behavior*, 115, 103337. <https://doi.org/10.1016/j.jvb.2019.103337>
- Graham, M. W., & Messner, P. E. (1998). Principals and job satisfaction. *International Journal of Educational Management*, 12(5), 196–202. <https://doi.org/10.1108/09513549810225925>
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Pearson Prentice Hall.
- Haq, M. A. U., Ahmed, M. A., Shabeer, S., & Khalid, S. (2021). Effect of despotic leadership on counterproductive behavior: The role of reduced organization-based self-esteem and emotional stability. *Revista Brasileira de Gestão de Negócios*, 2(3), 454–469. <https://doi.org/10.7819/rbgn.v23i3.4116>
- Hayes, A. F. (2018). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach* (2nd ed.). The Guilford Press.

- Hayes, A. F., Montoya, A. K., & Rockwood, N. J. (2017). The analysis of mechanisms and their contingencies: Process versus structural equation modeling. *Australasian Marketing Journal*, 25(1), 76–81. <https://doi.org/10.1016/j.ausmj.2017.02.001>
- Hayes, A. F., & Rockwood, N. J. (2020). Conditional process analysis: Concepts, computation, and advances in the modeling of the contingencies of mechanisms. *American Behavioral Scientist*, 64(1), 19–54. <https://doi.org/10.1177/0002764219859633>
- Heslin, P. A., & VandeWalle, D. (2011). Performance appraisal procedural justice: The role of a manager's implicit person theory. *Journal of Management*, 37(6), 1694–1718. <https://doi.org/10.1177/0149206309342895>
- Hobfoll, S. E. (1988). *The ecology of stress*. Hemisphere.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resource theory. *Applied Psychology: An International Review*, 50(3), 337–421. <https://doi.org/10.1111/1464-0597.00062>
- Hobfoll, S. E., Halbesleben, J., Neveu, J.-P., & Westman, M. (2018). Conservation of resources in the organizational context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103–128. <https://doi.org/10.1146/annurev-orgpsych-032117-104640>
- Hobfoll, S. E., & Shirom, A. (2000). Conservation of resources theory: Applications to stress and management in the workplace. In R. T. Golembiewski (Ed.), *Handbook of organization behavior* (pp. 57–81). Dekker.
- Hodson, R. (2002). Management citizenship behavior and its consequences. *Work and Occupations*, 29(1), 64–96. <https://doi.org/10.1177/0730888402029001004>
- Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind* (Rev. 3rd ed.). McGraw-Hill.
- Jahanzeb, S., De Clercq, D., & Fatima, T. (2021). Organizational injustice and knowledge hiding: The roles of organizational dis-identification and benevolence. *Management Decision*, 59(2), 446–462. <https://doi.org/10.1108/MD-05-2019-0581>
- Jain, A. K., Giga, S. I., & Cooper, C. L. (2011). Social power as a means of increasing personal and organizational effectiveness: The mediating role of organizational citizenship behavior. *Journal of Management and Organization*, 17(3), 412–432. <https://doi.org/10.5172/jmo.2011.17.3.412>
- Jiang, J. Y., & Liu, C. (2015). High performance work systems and organizational effectiveness: The mediating role of social capital. *Human Resource Management Review*, 25(1), 126–137. <https://doi.org/10.1016/j.hrmr.2014.09.001>
- Kang, J., & Jang, J. (2019). Fostering service-oriented organizational citizenship behavior through reducing role stressors. *International Journal of Contemporary Hospitality Management*, 31(9), 3567–3582. <https://doi.org/10.1108/IJCHM-12-2018-1018>
- Kashif, M., Braganca, E., Awang, Z., & De Run, E. C. (2017). “You abuse but I will stay”: The combined effects of job stress, customer abuse, and emotional intelligence on employee turnover. *Journal of Management Development*, 36(7), 899–914. <https://doi.org/10.1108/JMD-06-2016-0095>
- Kawai, N., & Mohr, A. (2015). The contingent effects of role ambiguity and role novelty on expatriates' work-related outcomes. *British Journal of Management*, 26(2), 163–181. <https://doi.org/10.1111/1467-8551.12089>
- Khan, N. A., Khan, A. N., & Summan, G. (2019). Relationship between perception of organizational politics and organizational citizenship behavior: Testing a moderated mediation model. *Asian Business & Management*, 18(2), 122–141. <https://doi.org/10.1057/s41291-018-00057-9>
- Khan, A. K., Quratulain, S., & Crawshaw, J. R. (2013). The mediating role of discrete emotions in the relationship between injustice and counterproductive work behaviors: A study in Pakistan. *Journal of Business and Psychology*, 28(1), 49–61. <https://doi.org/10.1007/s10869-012-9269-2>
- Kim, W. C., & Mauborgne, R. A. (1996). Procedural justice and managers' in-role and extra-role behavior: The case of the multinational. *Management Science*, 42(4), 499–515. <https://doi.org/10.1287/mnsc.42.4.499>

- Klotz, A. C., He, W., Yam, K. C., Bolino, M. C., Wei, W., & Houston, L., II. (2018). Good actors but bad apples: Deviant consequences of daily impression management at work. *Journal of Applied Psychology, 103*(10), 1145–1154. <https://doi.org/10.1037/apl0000335>
- Koopman, J., Lanaj, K., & Scott, B. A. (2016). Integrating the bright and dark sides of OCB: A daily investigation of the benefits and costs of helping others. *Academy of Management, 59*(2), 414–435. <https://doi.org/10.5465/amj.2014.0262>
- Korsgaard, M. A., Meglino, B. M., Lester, S. W., & Jeong, S. S. (2010). Paying you back or paying me forward: Understanding rewarded and unrewarded organizational citizenship behavior. *Journal of Applied Psychology, 95*(2), 277–290. <https://doi.org/10.1037/a0018137>
- Kumar, S., Rauf, F. H. A., & Rathnasekara, H. (2021). Working to help or helping to work? work-overload and allocentrism as predictors of organizational citizenship behaviours. *The International Journal of Human Resource Management, 32*(13), 2807–2828. <https://doi.org/10.1080/09585192.2019.1602549>
- Kura, K. M., Shamsudin, F. M., Umrani, W. A., & Salleh, N. M. (2019). Linking human resource development practices to counterproductive work behaviour: Does employee engagement matter. *Journal of African Business, 20*(4), 472–488. <https://doi.org/10.1080/15228916.2019.1583974>
- Lemoine, G. J., Parsons, C. K., & Kansara, S. (2015). Above and beyond, again and again: Self-regulation in the aftermath of organizational citizenship behaviors. *Journal of Applied Psychology, 100*(1), 40–55. <https://doi.org/10.1037/a0036902>
- Liu, W., Zhou, Z. E., & Che, X. X. (2019). Effect of workplace incivility on OCB through burnout: The moderating role of affective commitment. *Journal of Business and Psychology, 34*(5), 657–669. <https://doi.org/10.1007/s10869-018-9591-4>
- Loi, R., & Ngo, H. (2010). Mobility norms, risk aversion, and career satisfaction of Chinese employees. *Asia Pacific Journal of Management, 27*(2), 237–255. <https://doi.org/10.1007/s10490-008-9119-y>
- López Bohle, S. A., Chambel, M. J., & Diaz-Valdes Iriarte, A. (2021). Job insecurity, procedural justice and downsizing survivor affects. *The International Journal of Human Resource Management, 32*(3), 596–615. <https://doi.org/10.1080/09585192.2018.1482939>
- Malhotra, N. K. (2010). *Marketing Research: An Applied Orientation* (6th ed.). Pearson Education Limited.
- Mamman, A., Kamoche, K., & Bakuwa, R. (2012). Diversity, organizational commitment and organizational citizenship behavior: An organizing framework. *Human Resource Management Review, 22*(4), 285–302. <https://doi.org/10.1016/j.hrmr.2011.12.003>
- Martins, J. D. M. (2016). Factors in the effective transfer of knowledge from multinational enterprises to their foreign subsidiaries: A Mozambican case study. *International Journal of Training & Development, 20*(3), 224–237. <https://doi.org/10.1111/ijtd.12077>
- Masterson, S. S. (2001). A trickle-down model of organizational justice: Relating employees' and customers' perceptions of and reactions to fairness. *Journal of Applied Psychology, 86*(4), 594–604. <https://doi.org/10.1037/0021-9010.86.4.594>
- Minibas-Poussard, J., Le Roy, J., & Erkmen, T. (2017). The moderating role of individual variables in the relationship between organizational justice and organizational commitment. *Personnel Review, 46*(8), 1635–1650. <https://doi.org/10.1108/PR-12-2015-0311>
- Mostafa, A. M. S., & Bottomley, P. A. (2020). Self-sacrificial leadership and employee behaviours: An examination of the role of organizational social capital. *Journal of Business Ethics, 161*(3), 641–652. <https://doi.org/10.1007/s10551-018-3964-5>
- Mukherjee, A., & Malhotra, N. (2006). Does role clarity explain employee-perceived service quality?: A study of antecedents and consequences in call centres. *International Journal of Service Industry Management, 17*(5), 444–473. <https://doi.org/10.1108/09564230610689777>
- Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management, 23*(2), 242–268. <https://doi.org/10.2307/259373>
- Ng, T. W. H., & Feldman, D. C. (2011). Affective organizational commitment and citizenship behavior: Linear and non-linear moderating effects of organizational tenure. *Journal of Vocational Behavior, 79*(2), 528–537. <https://doi.org/10.1016/j.jvb.2011.03.006>
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.

- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage.
- Pandey, A., Nambudiri, R., Selvaraj, P., & Sadh, A. (2021). A temporal study on subordinate's response to destructive leadership: Voice withdrawal as a conflict coping mechanism. *International Journal of Conflict Management*, 32(5), 886–911. <https://doi.org/10.1108/IJCM-09-2020-0164>
- Pierce, J. L., & Gardner, D. G. (2004). Self-esteem within the work and organizational context: A review of the organization-based self-esteem literature. *Journal of Management*, 30(5), 591–622. <https://doi.org/10.1016/j.jm.2003.10.001>
- Podsakoff, N. P., Morrison, E. W., & Martinez, T. M. (2018). The role of a good soldier: A review of research on organizational citizenship behavior role perceptions and recommendations for the future research. In P. M. Podsakoff, S. B. Mackenzie, & N. P. Podsakoff (Eds.), *The Oxford Handbook of Organizational Citizenship Behavior*, pp. 91–104. Oxford Handbooks Online.
- Podsakoff, N. P., Whiting, S. W., Podsakoff, P. M., & Blume, B. D. (2009). Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*, 94(1), 122–141. <https://doi.org/10.1037/a0013079>
- Pooja, A. A., De Clercq, D., & Belausteguigoitia, I. (2016). Job stressors and organizational citizenship behavior: The roles of organizational commitment and social interaction. *Human Resource Development Quarterly*, 27(3), 373–405. <https://doi.org/10.1002/hrdq.21258>
- Prieto-Pastor, I., Martín-Pérez, V., & Martín-Cruz, N. (2018). Social capital, knowledge integration and learning in project-based organizations: A CEO-based study. *Journal of Knowledge Management*, 22(8), 1803–1825. <https://doi.org/10.1108/JKM-05-2017-0210>
- Rafferty, A. E., & Restubog, S. L. D. (2011). The influence of abusive supervisors on followers' organizational citizenship behaviours: The hidden costs of abusive supervision. *British Journal of Management*, 22(2), 270–285. <https://doi.org/10.1111/j.1467-8551.2010.00732.x>
- Ramdeo, S., & Singh, R. (2019). Abusive supervision, co-worker abuse and work outcomes: Procedural justice as a mediator. *Evidence-Based HRM*, 7(3), 325–341. <https://doi.org/10.1108/EBHRM-09-2018-0060>
- Reb, J., Goldman, B. M., Kray, L. J., & Cropanzano, R. (2006). Different wrongs, different remedies? Reaction to organizational remedies after procedural and interactional injustice. *Personnel Psychology*, 59(1), 31–64. <https://doi.org/10.1111/j.1744-6570.2006.00773.x>
- Restubog, S. L. D., Bordia, P., Tang, R. L., & Krebs, S. A. (2010). Investigating the moderating effects of leader–member exchange in the psychological contract breach–employee performance relationship: a test of two competing perspectives. *British Journal of Management*, 21(2), 422–437. <https://doi.org/10.1111/j.1467-8551.2009.00673.x>
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not so different after all: A cross-discipline view of trust. *Academy of Management*, 23(3), 393–404. <https://doi.org/10.5465/amr.1998.926617>
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68–78. <https://doi.org/10.1037/0003-066X.55.1.68>
- Sartorius, K., Merino, A., & Carmichael, T. (2011). Human resource management and cultural diversity: A case study in Mozambique. *The International Journal of Human Resource Management*, 22(9), 1963–1985. <https://doi.org/10.1080/09585192.2011.573973>
- Schilpzand, M. C., Martins, L. L., Kirkman, B. L., Lowe, K. B., & Chen, Z. X. (2013). The relationship between organizational justice and organizational citizenship behaviour: The role of cultural value orientations. *Management and Organization Review*, 9(2), 345–374. <https://doi.org/10.1111/more.12014>
- Schmidt, S., Roesler, U., Kusserow, T., & Rau, R. (2014). Uncertainty in the workplace: Examining role ambiguity and role conflict, and their link to depression—a meta-analysis. *European Journal of Work and Organizational Psychology*, 23(1), 91–106. <https://doi.org/10.1080/1359432X.2012.711523>

- Schroth, H. A., & Shah, P. P. (2000). Procedures: Do we really want to know them? An examination of the effects of procedural justice on self-esteem. *Journal of Applied Psychology, 85*(3), 462–471. <https://doi.org/10.1037/0021-9010.85.3.462>
- Sharma, A., & Christie, I. T. (2010). Performance assessment using value-chain analysis in Mozambique. *International Journal of Contemporary Hospitality Management, 22*(3), 282–299. <https://doi.org/10.1108/09596111011035918>
- Showail, S. J., Parks, J. M., & Smith, F. L. (2013). Foreign workers in Saudi Arabia: A field study of role ambiguity, identification, information-seeking, organizational support and performance. *The International Journal of Human Resource Management, 24*(21), 3957–3979. <https://doi.org/10.1080/09585192.2013.781521>
- Skiba, T., & Wildman, J. L. (2019). Uncertainty reducer, exchange deepener, or self-determination enhancer? Feeling trust versus feeling trusted in supervisor-subordinate relationships. *Journal of Business and Psychology, 34*(2), 219–235. <https://doi.org/10.1007/s10869-018-9537-x>
- Teh, P., Yong, C., & Lin, B. (2014). Multidimensional and mediating relationships between TQM, role conflict and role ambiguity: A role theory perspective. *Total Quality Management & Business Excellence, 25*(11–12), 1365–1381. <https://doi.org/10.1080/14783363.2012.733266>
- Teirlinck, P. (2018). Pathways for knowledge exchange in SMEs in software-driven knowledge-intensive business services. *R&D Management, 48*(3), 343–353. <https://doi.org/10.1111/radm.12311>
- Triandis, H. C. (2001). Individualism-collectivism and personality. *Journal of Personality, 69*(6), 907–924. <https://doi.org/10.1111/1467-6494.696169>
- Tsai, W., & Ghoshal, S. (1998). Social capital and value creation: The role of intrafirm networks. *Academy of Management, 41*(4), 464–476. <https://doi.org/10.2307/257085>
- Wang, Q., Bowling, N. A., Qi-Tao, T., Alarcon, G. M., & Ho, K. K. (2018). Workplace harassment intensity and revenge: Mediation and moderation effects. *Journal of Business Ethics, 151*(1), 213–234. <https://doi.org/10.1007/s10551-016-3243-2>
- Wang, S., Liu, Y., & Shalley, C. E. (2018). Idiosyncratic deals and employee creativity: The mediating role of creative self-efficacy. *Human Resource Management, 57*(6), 1443–1453. <https://doi.org/10.1002/hrm.21917>
- Wang, S., & Noe, R. A. (2010). Knowledge sharing: A review and directions for future research. *Human Resource Management Review, 20*(2), 115–131. <https://doi.org/10.1016/j.hrmr.2009.10.001>
- Wu, W.-L., & Lee, Y. C. (2016). Do employees share knowledge when encountering abusive supervision? *Journal of Managerial Psychology, 31*(1), 154–168. <https://doi.org/10.1108/JMP-12-2013-0410>
- Zhang, Y., Crant, J. M., & Weng, Q. (2019). Role stressors and counterproductive work behavior: The role of negative affect and proactive personality. *International Journal of Selection and Assessment, 27*(3), 267–279. <https://doi.org/10.1111/ijsa.12255>
- Zhang, H., Liu, Z., & Wang, Y. (2020). How transformational leadership positively impacts organizational citizenship behavior in successful Chinese social work service organizations. *Nonprofit Management and Leadership, 30*(3), 467–485. <https://doi.org/10.1002/nml.21391>
- Zhang, R.-P., Tsingan, L., & Zhang, L.-P. (2013). Role stressors and job attitudes: A mediated model of leader-member exchange. *The Journal of Social Psychology, 153*(5), 560–576. <https://doi.org/10.1080/00224545.2013.778812>
- Zhou, Q., Martinez, L. F., Ferreira, A. I., & Rodrigues, P. (2016). Supervisor support, role ambiguity and productivity associated with presenteeism: A longitudinal study. *Journal of Business Research, 69*(9), 3380–3387. <https://doi.org/10.1016/j.jbusres.2016.02.006>