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Lack of reciprocity, organizational citizenship behaviors and
citizenship fatigue: a tale of two theories

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Resumo

Os resultados obtidos quanto aos efeitos dos comportamentos de cidadania organizacional (CCO) sugerem duas perspectivas contraditórias entre os CCO e a fadiga de cidadania: a perspectiva da inércia (que defende que CCOs levam a mais CCOs) e a perspectiva dissipativa (que defende que CCOs levarão a um excesso de CCOs, o que gera a fadiga de cidadania. Do mesmo modo, a falta de reciprocidade tem sido intrinsecamente relacionada com estes conceitos mas não foi ainda empiricamente testada. Assim, este estudo propõe-se explorar estas relações tomando os CCOs e a falta de reciprocidade como preditores da fadiga de cidadania.

Com uma amostra de 343 trabalhadores, os resultados sugerem relações divergentes entre duas dimensões dos CCO (comportamento de ajuda e iniciativa pessoal) assim corroborando quer a perspectiva da inércia quer a dissipativa. Do mesmo modo a falta de reciprocidade mostrou ser um preditor da fadiga de cidadania.

Os resultados sugerem a existência de uma relação entre CCO e fadiga de cidadania mais complexa do que normalmente assumido bem como o papel central da falta de reciprocidade que conjuga em si muitas das variáveis correntes expressas como a troca social, a quebra do contrato psicológicos e outras similares.

Palavras chave: Fadiga de cidadania; Falta de reciprocidade; Comportamentos de Cidadania Organizacional;

JEL Code: L2, M1

Abstract

Existing findings on the effects of OCB suggest two contradictory views between OCB and citizenship fatigue: the inertial view, that advocates that OCB leads to more OCB, and the dissipative view that advocates that OCB will end up in too much OCB thus leading to citizenship fatigue. Likewise lack of reciprocity has been intrinsically related with these concepts but not yet empirically tested. Hence this study is set to explore these relations taking OCB and lack of reciprocity as predictors of citizenship fatigue.

With a sample of 343 workers, findings show divergent relations between two of OCB dimensions (helping behaviour and personal initiative) thus offering support to both inertial and dissipative view of OCB effects on its own permanence across time. Also, lack of reciprocity was found to be a relevant positive predictor of citizenship fatigue.

Results suggest the existence of a more complex relation between OCB and citizenship fatigue than usually stated as well as a central construct of “lack of reciprocity” that subsumes many of current variables expressed as social exchange, psychological contract breach or similar.

Key Words: Citizenship Fatigue; Lack of Reciprocity; Organizational Citizenship Behavior;

JEL Code: L2 (Organizational behavior), M1 (Business Administration)

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List of acronyms

OCB	Organizational citizenship behavior
CFA	Confirmatory factor analysis
CFI	Comparative Fit Index
CMIN/DF	Chi-square / Degrees of freedom ratio
RMSEA	Root Mean Square Error of Approximation
TLI	Tucker Lewis Index

INTRODUCTION

*Tsze-kung asked, saying, "Is there one word which may serve as a rule of practice for all one's life?"
The Master said, "Is not Reciprocity such a word?
What you do not want don't to yourself, do not to others."*

(Confucius)

There is plenty indication that reciprocity is a powerful determinant of human behavior. Studies conducted by psychologists and economists, and also literature in sociology, ethnology and anthropology, demonstrate the omnipresence of reciprocal behavior (Falk & Fischbacher, 2000).

Reciprocity is a key feature in social exchange where individuals expect to get back what they give. This is a primary expectation, not exclusive of human kind, that helps nurturing a sense of equity, social support and trust. However, organizations are not always able to live up to expectations, either due to economic crisis, management doctrine, or market pressures. This has been widely studied under the topic of psychological contract breach, burnout, equity theory, organizational citizenship behavior and conservation of resources. The findings converge in showing negative outcomes from the lack of reciprocity.

Most recently, a new concept has been proposed by Bolino et al. (2015) stressing the citizenship fatigue, defined as a state where people feel worn out, tired or on the edge attributed to engaging in OCB. The authors explained citizenship fatigue by relying on Hobfoll (1989) conservation of resources theory that associates citizenship and citizenship fatigue under the influence of contextual factors in the work environment.

Citizenship fatigue process can be interpreted in two ways. Either it occurs as a compensatory reaction to a gap between expected return and input given (e.g. it is rooted in the lack of reciprocity under its various expressions in organizations: feelings of unfairness, unfulfilled promises, being underappreciated, or frustrated among others) or it may emerge as

an expression of burnout arising from too much OCB (e.g. Buonocore, 2016). It is still unclear which one of these interpretations more accurately explains citizenship fatigue, if not both. The importance of this clarification is extensive especially because if the first interpretation is correct (lack of reciprocity) it implies that keeping high OCB is within the reach of management. However if the second one is correct (too much of a good thing, too much OCB) then management may not be able to curb diminishing OCB because it may just occur on the basis of the individual will, and thus, is almost outside the reach of management.

Organizational citizenship behavior (OCB) is, considered a strategic asset for organizations because it favors extra-role behaviors that leads to effectiveness, adaptability and organizational competitiveness. Most literature has been researching how to promote OCB. Researchers tend to assume that, once established, OCB will be kept due to its inertia. We believe this common assumption may express a view that we named “Inertia view of OCB”. However, this asset may not be stable *per se*, it may worn out with time. Methot et al. (2017) explored the OCB dynamics across time and the underlying idea is that OCB permanence and magnitude should not be taken for granted once established. This we name the “Dissipative view of OCB”. More recently Bolino et al. (2015) start focusing on citizenship fatigue, i.e., when people become tired of being good citizens in organizations.

The only existing explanative model of citizenship fatigue focuses on perceived organizational support, team-member exchange, and citizenship pressure. However, we will focus on a more specific process: Lack of reciprocity.

Facing this, and considering the role reciprocity plays in human relations, we set ourselves to test: “To which extent does the citizenship fatigue arise from lack of reciprocity or from its (OCB) own existence across time?” This is the main research question that guides this study.

In order to find answers to the research question we will start by reviewing literature comprehending reciprocity and the lack of reciprocity, organizational citizenship behavior, and citizenship fatigue. From adopting a conservation of resources theory to explain how citizenship fatigue is produced we intend to structure a model that takes organizational citizenship behavior and lack of reciprocity as concomitant predictors. Building on these hypotheses we will show measures that translate these constructs and, from data collection with a survey, will show how their relationship provides insight into our reasoning.

Chapter I – LITERATURE REVIEW

Life cannot subsist in society but by reciprocal concessions

(Samuel Johnson)

Literature review was guided by the need to cover some key concepts implied in the research problem. Namely, reciprocity and the lack of reciprocity, organizational citizenship behavior and citizenship fatigue. To bridge these concepts we will seek to cover the relation between citizenship fatigue and lack of reciprocity through the theoretical lenses of the conservation of resources theory (COR) by Hobfoll (1989).

1.1. Reciprocity

According to Adams (1965) inequity can be associated to lack of reciprocity, whilst equity can be defined as equality of exchange between different parts, hence equity can be seen as reciprocity. Reciprocity has been approached as a multi-dimensional concept (allowing a better understanding of this construct) within an organization at an intrapersonal and interpersonal level, which may have a significant contribution to an individual's level of emotional health, and influences a person's behavior, in organizational context (Thomas & Rose, 2010).

Although equity and reciprocity are related, both terms are defined by the relation between what one invests and what one gets in return. Reciprocity can be defined in an exchange relationship context, where the benefits from an exchange fits in the internal standards regarding this relationship. Reciprocity has been defined across time by several authors.

Eventually the most cited definition dates from the end of the 1960s when Pritchard (1969 cit. in Thomas & Rose, 2010:23) defined reciprocity as *“being the equality of perceived investments in and outcomes from a relationship relative to the person's own internal*

standards". The idea that reciprocity is crucial on human social relationships comes from the manifestation of numerous theorists all over the decades, as old as Confucius or Samuel Johnson, all of them with different types of backgrounds (Buunk & Schaufeli, 1999). However, "reciprocity has long been recognized as a universal cornerstone of morality, rational choice and group life" (Brown, 1991 pp. 107).

Adams (1965) classical interpersonal equity formula, based on single classifications, raised some questions about the investments in the relationship from both sides, as well as about their results. Namely by questioning individuals on how much they feel they put into a relationship and how much the recipient puts back. In the classical interpersonal equity formula one should consider multi item scales with questions similar to those above. The difference lies in allowing more variables into the equation, e.g. "*How much you feel you invest in your work in terms of skills and energy*" and "*How much you feel you get in return from your work in terms of income and job benefits?*" (Adams, 1965, cit in Schaufeli, 2006: 82).

There are other scales that measure reciprocity or the lack of it, most of which are multi-item, which offers a wider perception through different variables (items). For example, the global measure of reciprocity (Hatfield et al., 1985) is a comprehensive measure that invites respondents to take into consideration their investments and returns from the relation under focus. This is operationally defined through some questions such as; "*The organization invests much more than it gains from me*"; "*The organization and I invest and gain equally*"; "*I invest much more in my work than I gain from the organization*". These multi-item scales allows understanding the interpersonal relation of one's own results relative to one's own investments (Schaufeli, 2006).

Reciprocity is mostly based on bilateral interactions that may be perceived as exchange interactions. Yet, naturally occurring interactions occur in most complex social environments where the individuals are exposed to considerable amounts of social information about the other individuals. This may be observed in environments where many employees interact with their employer for a certain time, while another employee observes this relation/interaction, which will affect his/her own perception of their attitude towards the employer (Gächer et al., 2008).

Encouraging reciprocity between employees is crucial. Usually, the behavior of helping another coworker can be seen going beyond the employee's job description or role.

Yet, creating this type of culture in the workplace, where cooperation among the employees and reciprocity are present, can foster a positive environment. Such behavior can subsume the concept of organizational citizenship behavior, which comprehends amongst other dimensions, helping behavior (other), besides being an extra role and going beyond what the job requires, it has been taken as a crucial factor to improve workplace climate (Baker & Bulkley, 2014).

1.2. Lack of Reciprocity

There are two fundamental aspects caused by the lack of reciprocity between the individual and the organization, one of which is emotional exhaustion, also known as burnout (Schaufeli et al., 2006). Alongside with such symptom, one may identify psychosomatic complains, poor organizational commitment, and future absenteeism. Present economic climate, characterized by job insecurity, fosters psychological distress and intensification of emotional exhaustion levels. Employees under the risk of losing their jobs will more likely focus on the ratio between their investments (outputs) and their returns (incomes). They are also more likely to evaluate the quality of the relationship with the organization (Piccoli & Witte, 2015).

The other effect of the lack of reciprocity is the intention to leave the organization (Schaufeli, 2006). The lack of reciprocity generates frequently from feelings of bad communication with management. Which means, that the more negative the employees classify their communications with management, the more negative their relationship with the organization becomes. A negative relationship between the organization and the employees can be avoided through communication between both, organization management and the employees according to Schaufeli (2006).

The fear of job loss may be another factor that leads to a reciprocity deficit in the relationship between the employer and the employee. According with Piccoli and Witte (2015) plummeting well-being that results from job insecurity can be countered by perceived organizational reciprocity, which consequently becomes an asset for human resources managers, as it helps in dealing with these negative effects.

Psychological contract breach is another indicator of lack of reciprocity in organizational context. Robison and Rousseau (1994) define the psychological contract breach as a mismatch between the perceived mutual obligations between two sides, the employer and the employee. The psychological contract breach, refers to the notion of reciprocity, and it works as a baseline to measure the own investment and the gains in return.

Balance is a fundamental condition of psychological contract because a perceived unbalance between efforts and rewards builds a perception of a breach of contract. The employee's perception of psychological contract breach concerns to the fact that de organization has failed to satisfy the promises or obligations. Employees expect reciprocity from the organization when their efforts somehow benefits the organization, that reciprocity is usually expected through rewards such as job security, money, esteem, and career opportunities (Piccoli & Witte, 2015).

When individuals experience insecurity, they evaluate themselves by comparison with similar people, as for example colleagues that perform the same type of work. The equity judgment is one of a comparative nature. Relationships in organizational context can be described as reciprocal gift exchange, which means that employees are willing to work harder to their employers in exchange to a fair wage (Gächer et al., 2008).

When employees feel they are fairly treated, the norm of reciprocity and social exchange says that employees reciprocate. The norm of reciprocity can be seen as an expectation that others will voluntarily repay what we have done for them, which means that reciprocity is produced (Thomas et al., 2016). According to Ford and Huang (2014), unfair treatment can be a stressful cause due to its influence on the level of trust a worker places in the organization. Unfair treatment threatens moral principles which activates unhealthy stress responses. Employees can use the equity principle to evaluate de pay fairness, for example, which can significantly change perceptions of distributive justice among employees in a determined situation. Yet, independently of whom the referent is and which distribution principle is used, the unfairness in distribution of outcomes is the emphasis of distributive injustice. Besides the outcome unfairness, procedural justice refers to the process through which outcome distributions are determined. The principal characteristics of procedural justice include the unpredictable application of policies, practices, and measures. Also the use of imprecise information when making decisions, and having no mechanisms to correct bad decisions that might have been made, and having unethical behavior and fail to consider the

ones affected by such bad decisions. Finally, another form of organizational justice highlights the respect and dignity, with which someone is treated and the information given about the organizational decisions (Ford & Huang 2014).

According to Adams (1965) theory, explaining labor relationships should focus on pay comparisons which are an important component in numerous theories based on equity theory. Fair pay may be defined by comparison of one's own payment with colleagues. Besides pay comparisons, information comparison may have a significant influence on employee's behavior.

Observing how others behave towards a given situation, may be a guideline to the understanding of the expected behavior. Information about co-workers behavior may have a detrimental effect on reciprocity, because they compare themselves to others in the same situation, and judge the way employers are rewarding others work, and their own work. If an employee feels that the employer is being unfair in rewarding, that will have a negative effect on reciprocity between the employee and the employer (Gächer et al., 2008).

Based on the norm of reciprocity, several studies assume that there is a link between high levels of perceived organizational support and organizational citizenship behavior (Coyle-Shapiro et al., 2004). Thus, organizational citizenship behavior is sensitive to reciprocity in organizations.

1.3. Organizational Citizenship Behavior & Citizenship Fatigue

Extra role behavior is usually performed by the free will of individuals and tends to be taken as positive for organizations and individuals overall. Individuals that engage in such sort of behavior can be called "good citizens" (Bateman & Organ, 1983). Several terms have been used to describe this sort of behavior, such as "organizational citizenship behavior" by Smith et al. (1983), "prosocial behavior" by Brief and Motowidlo (1986), "organizational spontaneity", by George and Brief (1992) and "contextual performance" by Borman and Motowidlo (1993).

Organizational citizenship behavior (OCB) has been broadly defined relating with going beyond "the call of duty", by being involved and informed about the organization, by helping co-workers, or by taking more responsibilities than they should (Organ, 1988) which

may translate into receiving from supervisors more positive evaluation. It has also been defined as the “performance that supports the social and psychological environment in which task performance takes place” (Organ, 1997: 95). It comprehends behaviors such as volunteering for additional tasks, offer orientation to new employees, helping others achieving their work goals, and in a voluntarily way, do more than the job asks for (Bergeron, 2007). Bolino et al. (2013: 556) stress that citizenship behaviors are “specific acts of going the extra mile (e.g., instances of helping, taking on additional tasks, and defending the organizations) that are not inherently positive or negative”. Despite this neutrality of the behavior, underlying the majority of the organizational citizenship literature there is an assumption that states that engaging in citizenship behavior motivates work efficiency (Rubin et al., 2013). Regardless of such terminological variety, the main point is that these helpful behaviors foster effective role performance.

In a time of limited resources and global competition, it is of the utmost importance that employees are willing to go beyond what is required for their organization. Furthermore, it is clear that the employees themselves benefit from engaging in OCB, in the way that they feel rewarded both professionally and personally. However, researchers are starting to understand that although OCB may have benefits, it may also have some costs and unpleasant side effects (Bolino & Klotz, 2015).

OCB includes activities that are not prescribed but that help support organizational protective behavior which fosters general firm performance, supporting and defending organizational objectives and interests, or offering to perform extra activities that are not formally part of an individual role (Thomas et al., 2016). However, if we look to the negative side of OCB, we may notice that OCB can be a stress source in everyday work life with the addition of more duties, and the consequent role overload. So, it is quite possible that there may be an optimum for OCB, as too much OCB can be taken as a work stressor, which contributes at the individual level, to lower productivity and work-life balance (Buonocore, 2016). Also, the curvilinear found by Bachrach, Powell, Collins and Richey (2006) on OCB and group performance in low task interdependence context, is indicative of such rationale.

Organ’s (1988: 4) definition of OCB has “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system” (Organ, 1988: 4) is suggestive of the possibility that OCBs might just be rewarded in an informal way by the employers, being also encouraged in an implicitly way. Encouraged whom by? By

organizational norms, through statements that use narratives of good employee behavior. Such organizational action leads employees to perform citizenship behaviors, which became to be known as citizenship pressure. Bolino et al., (2010), define citizenship pressure as “a specific job demand in which an employee feels pressured to perform OCBs” (pp. 836).

When the organizational citizenship behavior reaches high levels, literature has been call it “the good soldier syndrome”. OCB is all about investing emotional, cognitive and physical efforts and resources in activities that go beyond what is required. Uy and Ilies (2016) compared the effect of helping coworkers and receiving help from coworkers, and they conclude that receiving help from coworkers is equally a resource gain dynamic, as the principal employee (recipient) obtains support and informational resources that simplify task accomplishment. Yet, giving help / receiving help at work could be less efficacious to reestablishing one’s sense of self, because even though the help from coworkers may offer information and support, receiving help may not improve one’s self-concept. It may actually threaten it. Uy and Ilies (2016), developed these study of giving help/ receiving help at work, taken together, stating that the conservation of resources (COR) theory is the most appealing theoretical perspective when studying these kind of labor aspects.

The reviewed topics can be analyzed from a Conservation of Resources Theory (Hobfoll, 1988) perspective. Under this view, authors propose that individuals are motivated to protect their current resources, which means, they are motivated to preserve their resources, while acquiring new ones. Resources are defined as objects or conditions (e.g. job security, rewards, control etc.), and other things that people value (Hobfoll, 1988 cit. in Halbesleben et al., 2014).

From the fundamental principle of conservation and acquisition of resources, several principles emerge from this theory. For example, the principle of “primacy of resources loss” that shows that it is more important the loss of resources than the gain of the exact same resources. Nevertheless, this principle has an implicit motivational element. The motivational element refers to individual’s proneness to engage in behavior that avoids resources loss (Halbesleben et al., 2014). According to Halbesleben et al. (2014), another principle emerging from this theory concerns “resource investment”. According to this principle, individuals must invest resources to gain resources, and additionally, they should protect themselves from losing resources or in some cases to recover resources.

According to Halbesleben et al. (2014), resources investment is a complex process conditioned by several psychological factors. To help understanding this process, Hobfoll (2001), proposed several corollaries of resources, all interconnected to the same logic. These corollaries respect the association between the gain and loss of resources according to the individual's position, where individuals with more resources are better positioned for resources gain, while individuals with fewer resources are more susceptible to resource loss. Following these logic, and according to Hobfoll (2001), initial resources losses lead to future resource losses, and conversely, initial resources gains lead to future gains, and the lack of resources leads to defensive behavior to conserve the remain resources (Halbesleben et al., 2014).

According to Conservation of Resources Theory, citizenship fatigue will more plausibly occur in situations where demands to engage in organizational citizenship behavior are bigger than the available resources. Conservation of Resources Theory postulates that stress is more unlikely to happen when people have resources that help them dealing with stressful factors and challenges in their lives (Hobfoll, 1989).

When there is low effort or scarcity of resources, an internal tension builds up due to concerns regarding fairness and utility of getting involved in such activities. With time, they are felt as becoming heavier to the individual, resulting on a feeling of fatigue. Employees might experience fatigue related to OCB, (citizenship fatigue), when they are tired with helping co-workers, making suggestions for changes, or staying late. Although feeling citizenship fatigued, the employees may continue to perform their job at a high level (Bolino et al., 2014).

According to Buonocore (2016), OCB is not always a set of behaviors that lead to stress, emotional exhaustion, and citizenship fatigue. However, too much engagement on OCB can be detrimental and destructive, and individuals must be aware of that, and should be aware where to set the limits. For this researcher not only the organization as well the individuals in the organizations should be aware of the impact that too much OCB can have. Both ought to work together in order to create a better work environment, so that positive outcomes may increase e.g. higher productivity, while reassuring that the employees do not develop citizenship fatigue (Buonocore, 2016). This propositions go against what we name "Inertia View of OCB" where authors assume that once OCB is establish it will reinforce itself and endure. Instead there is indication that OCB might be self-limiting with different

magnitude across time (e.g. Methot et al., 2017) which we label the “Dissipative view of OCB”.

Citizenship fatigue is defined by Bolino et al. (2014: 57) as “*a state in which feeling worn out, tired, or on the edge is attributed to engaging in OCB*”, and through conservation of resources theory (COR) it is possible to establish an association between citizenship and citizenship fatigue, that predicts that both (citizenship and citizenship fatigue), are probably influenced by contextual factors as for example, exchange relationship between team members, citizenship pressure, and organizational support. OCB can play an important role supporting the organizational efficiency, or even improving the reputation and prestige of the organization. Yet, organizations sometimes fail to encourage especially new employees to give suggestions that may improve the status quo of the organizations, which means to engage in organizational citizenship behavior (Sarah & Teichmann, 2016).

Citizenship fatigue tends to occur when there is lack of resources, which means, when resources are insufficient. That said, and by this reasoning, citizenship fatigue will be negatively associated with organizational citizenship behavior (Bolino et al., 2014). We thus hypothesize that “OCB continuance is negative related with citizenship fatigue” (Hypothesis 1).

1.4. Citizenship Fatigue and Lack of Reciprocity

The concept of citizenship fatigue has already been explained as well the fact that this state is characterized by cognition and affect, in that it involves feelings, such being worn out, tired, and on the edge. The origin of these feelings lies in the belief that the employee is going beyond the “call of duty”. Someone who experiences citizenship fatigue feels underappreciated and frustrated (Bolino et al., 2014). Such as any contract reciprocity implies a moral norm and breaking such norm relates to negative emotions, which foster negative behavior, particularly anger (Meier & Semmer, 2013).

Citizenship fatigue places the focus on energy or personal resources directed to organizational citizenship behavior. For instance, employees who have regularly helped other co-workers in adverse situations, may experience citizenship fatigue and no longer involve themselves in this type of behavioral option. However, on the other side they may still

perform their core job tasks, but stop doing beyond what is asked, cutting back on their OCB (Bolino et al., 2014).

The organization is seen as the principal cause of unbalance in some components such as career opportunities, because those are decided by the organization. However, not only the organization but as well the individual can be seen as the cause of unbalance (Meier & Semmer, 2013).

There is a difference between citizenship fatigue and burnout; citizenship fatigue and stress; citizenship fatigue and role overload. Burnout is generally defined as a syndrome of emotional exhaustion, depression and a reduction of personal goals achievements (Maslach, 1982). On the other hand, the stress one experiences builds the sense that one job is stressful and that stressful things happen in works contexts.

Role overload (Bolino & Turnley, 2005) is all about individual believes that they have no time to accomplish everything they have to do at work, and that they are overloaded with work, and that the work they are expect to do, is too much for just one person. This is of importance because it is possible that citizenship fatigued employees may not suffer from stress, role overload or even burnout (Bolino et al., 2014). Lack of recognition or negative feedback on their OCB will suffice.

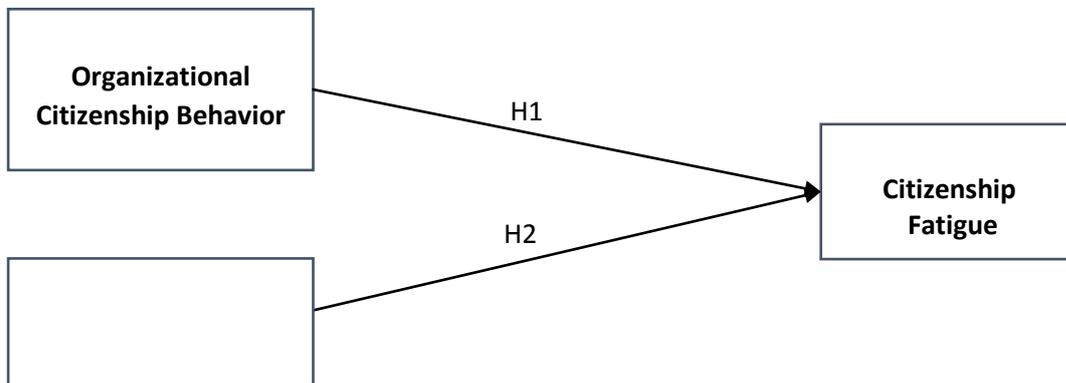
Lack of recognition can be seen as an expression of inequity or actually lack of reciprocity. The expectation of reciprocate relations, e.g. in social exchange theory (Cropanzano & Mitchell, 2005), is a condition to judge on the fairness of a system. Recurrent findings in literature link lack of reciprocity with negative outcomes. For example, a study conducted on teachers found that when teachers invest more than what they get both from students and the school itself, they get higher levels of emotional exhaustion (Horn, Schaufeli & Enzmann, 1999). Likewise a similar study by Bakker et al. (2000) on doctor-patient relation lack of reciprocity found higher burnout risk for doctors (general practitioners) when lack of reciprocity was felt. Lack of reciprocity, in the sense of giving organizations more than rewarded has also been related with higher cardiovascular diseases (Siegrist, 2010) which has been later corroborated by (Jood et al., 2017) which found lower index for Effort–reward imbalance ratio in a control group compared with a group of individuals with a heart stroke history.

Overall, we reason that lack of reciprocity is positively related with citizenship fatigue.
(Hypothesis 2)

1.5. Research model and hypotheses

Taking into consideration the overall literature reviewed we propose the following research model and corresponding hypotheses.

Figure 1.1 Research Model



The model treats as parallel processes both OCB and Lack of reciprocity as predictors of citizenship fatigue with a negative expected relation for OCB (so OCB acts as protecting employees from citizenship fatigue) and lack of reciprocity acting as a positive factor of citizenship fatigue.

Chapter II – METHOD

This section will cover the methodological options that guided this study, namely: the research design and data analysis strategy, the sample, and measures (and its respective validity and reliability indicators).

2.1 Research design and data analysis strategy

The main research question that guides this study, “does the citizenship fatigue arise from lack of reciprocity or from its (OCB) own existence across time?” led to test for the quality of measures and to hypotheses test.

Overall, the research has an explicative nature relying on a quantitative survey. The survey works with a convenience sample via snow-ball, which is a method of sampling that allows the collection of data in different strata that shared some attributes or characteristics. For rigor sake we opted to use internationally validated scales.

The data analysis strategy started by assessing psychometric quality of the measures in use (although already validated, the sample is distinct) followed by hypotheses testing. Measures' quality was tested with Confirmatory Factor Analysis and a construct is taken as valid if the following fit indices achieve certain thresholds: χ^2/DF (CMIN/DF) below 3.0 and a non-significant p-value, *Comparative Fit Index* (CFI) $\geq .95$, *Tucker Lewis Index* (TLI) $\geq .95$, and the *Root Mean Square Error of Approximation* (RMSEA) $< .08$ (Byrne, 2016). If fit indices show otherwise, we use Lagrange Indicators to adjust the model. Constructs are also required to be reliable and we assess reliability with Cronbach Alpha that must achieve at least .70. Hypothesis testing is done via Structural Equation Modelling that adopts the same fit indices to judge on model validity, and thus, interpretability.

Data analysis was conducted with software IBM SPSS 22, and AMOS.

2.2 Sample

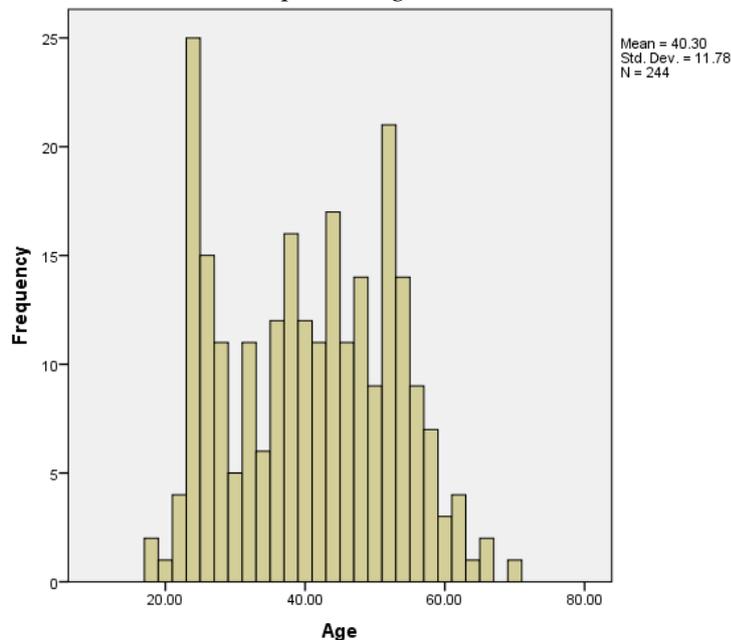
The approach is hypothetic-deductive, through quantitative on-line survey. The sampling was made on a convenience basis using social networks (Linkedin) to invite individuals currently working in services sector. This renders the sample nonrandom and thus findings may be cautiously interpreted as regards external validity.

The sample comprises 343 individuals, and is largely feminine (81.6%) with ages ranging from 18 up to 70, averaging 40.3 years-old but with slightly more presence of younger participants aging 22-23.

Table 1.1 Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Feminine	199	58.0	81.6	81.6
	Masculine	45	13.1	18.4	100.0
	Total	244	71.1	100.0	
Missing	System	99	28.9		
Total		343	100.0		

Graph 1.1 Age distribution



The sample comprises mostly married participants (54.1%) and with high level of education (71.8% with a degree or above) and with a modest gross income (about 50% up to 1000 euros per month).

Table 1.2 - Civil status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	75	21.9	30.7	30.7
	Married	132	38.5	54.1	84.8
	Divorced	33	9.6	13.5	98.4
	Widow	3	.9	1.2	99.6
	Another	1	.3	.4	100.0
	Total	244	71.1	100.0	
Missing	System	99	28.9		
Total		343	100.0		

Table 1.3 Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Up to 9th year	1	.3	.4	.4
	9 year complete	10	2.9	4.1	4.5
	12th year	49	14.3	20.1	24.6
	Degree	124	36.2	50.8	75.4
	Master	48	14.0	19.7	95.1
	PhD	3	.9	1.2	96.3
	Another	9	2.6	3.7	100.0
	Total	244	71.1	100.0	
Missing	System	99	28.9		
Total		343	100.0		

Table 1.4 Income (gross)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0€ to 600€	45	13.1	18.4	18.4
	601 € to 1000€	68	19.8	27.9	46.3
	1001 € to 1500€	68	19.8	27.9	74.2
	1501€ to 2500€	50	14.6	20.5	94.7
	Over 2500€	13	3.8	5.3	100.0
	Total	244	71.1	100.0	
Missing	System	99	28.9		
Total		343	100.0		

2.3 Measures

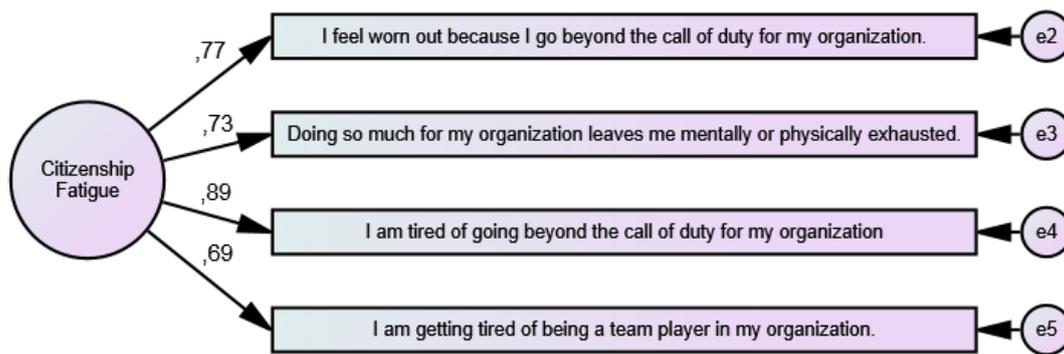
All measures were originally available in English. Because the survey was conducted with a Portuguese sample, we translated and back-translated until the version was suitable following Brislin (1986) procedure. The three constructs previewed in the research model are the following (with respective measures).

Socio-demographics comprehended gender (dummy coded as Feminine=1, Masculine=2), age (continuous variable), civil status (dummy coded as 1=single, 2=married, 3=divorced, 4=widowed, 5=other), Education (1=up to 9 years schooling, 2=completed 9th, 3=completed 12th, 4=college degree, 5=master and above), income (gross in euro, 1=up to 600, 2=601-1000, 3=1001-1500, 4=1501-2500, 5=above 2500), and organizational tenure (1=less than 1 year, 2=1-3 years, 3=4-9, 4=10-15, 5=over 15 years).

Citizenship Fatigue was measured with Bolino et al. (2015) 6-item Citizenship Fatigue scale. The items used are: “Because of going the extra mile for my organization, I feel “on edge” about various things.”, “Doing so much for my organization leaves me mentally or physically exhausted”, “I often lack energy because I go beyond my job duties at work”, “I am tired of going beyond the call of duty for my organization”, and “Volunteering to take on extra tasks and assignments at work has left me feeling drained” (response scale: 1 – “totally disagree” to 5 – “totally agree”).

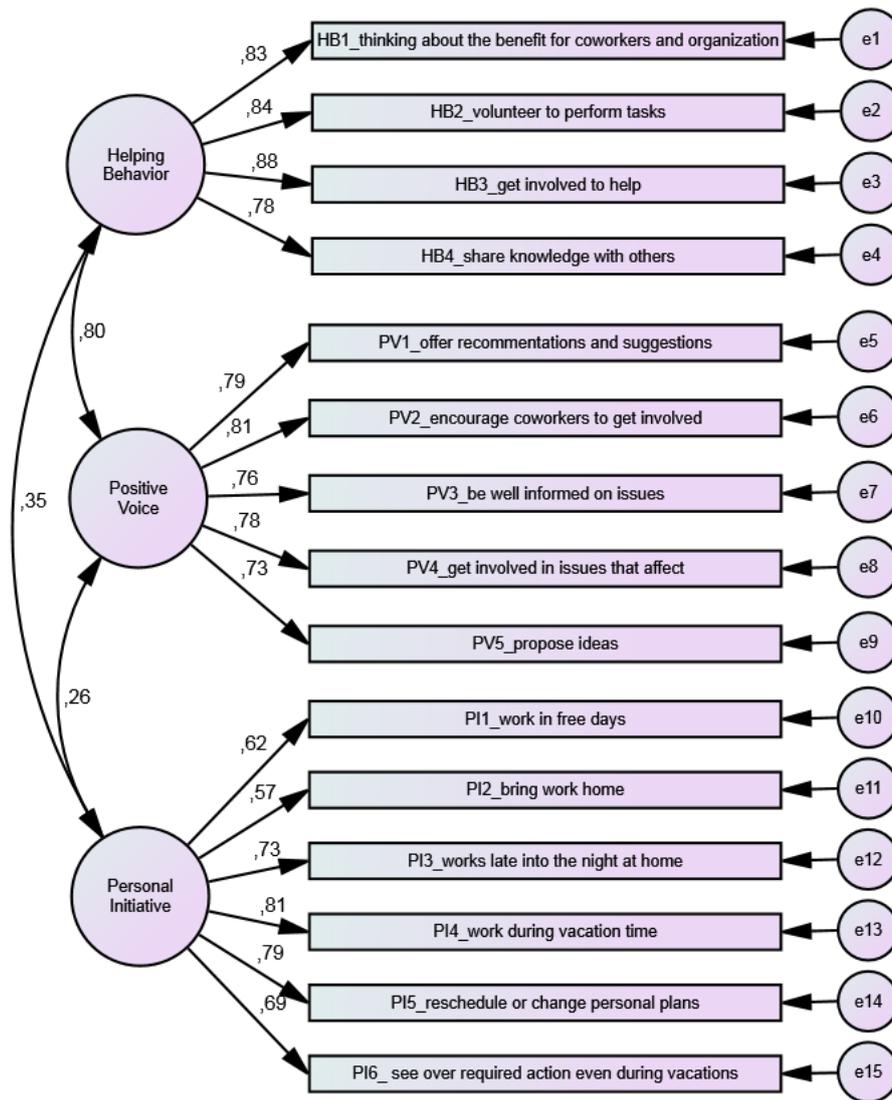
The CFA for Bolino et al. (2015) single factor scale showed unacceptable fit indices (CMIN/DF=4.248 $p=.001$, CFI=.977, TLI=.954, RMSEA=.097). By using Lagrange multiplier test we removed two items (“I feel worn out because I go beyond the call of duty for my organization”, “Volunteering to take on extra tasks and assignments at work has left me feeling drained”) leading to a valid model (CMIN/DF=2.227 $p<.001$, CFI=.996, TLI=.988, RMSEA=.06). This factor had good reliability (citizenship fatigue, 4 items, $\alpha=0.851$).

Figure 2.1 CFA Citizenship fatigue



Organizational Citizenship Behavior: Taken into consideration the diversity of OCB scales available as well as some difficulties in measuring it as an overall attitude, we opted to follow Bolino et al. (2015) example and focus on three facets that cover its main features, namely “helping behavior”, “positive voice” and “personal initiative”. Thus, measured helping behavior through Van Dyne and LePine’s (1998) seven-item scale (e.g. “This particular coworker assists others in this department with their work for the benefit of the department”). To measured positive voice, we used Van Dyne and LePine’s (1998) six-item scale (e.g. “This particular coworker speaks up and encourages others in this department to get involved in issues that affect the unit”). Finally, we measured personal initiative through Bolino and Turnley’s (2005) seven-item scale (e.g. “Works late into the night at home”). All items were measured with a 5-point scale from “1 - never does this to 5 - usually does this”. The CFA for the three-factor Bolino et al. (2015) OCB measure showed valid fit indices (CMIN/DF=2.425, $p < .001$; CFI=.953; TLI=.935; RMSEA=.065). All factors had good reliability (helping behavior $\alpha = .899$, positive voice $\alpha = .881$, and personal initiative $\alpha = .848$).

Figure 2.2 CFA OCB

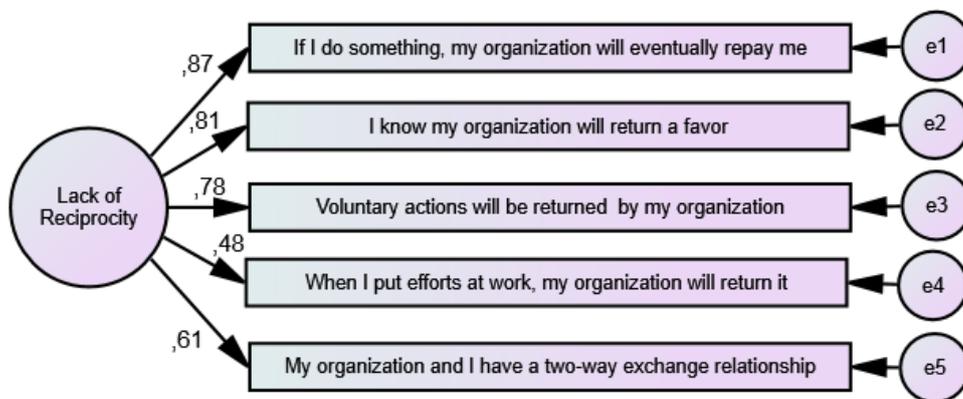


Lack of reciprocity; Since we were unable to locate a valid scale specifically measuring lack of reciprocity (corresponding to asymmetrical relationships) we endeavored to look for a proxy scale. Social leader-member Exchange (SLMX) scale by Bernerth et al. (2007) focus on reciprocity issues (within the perspective of social exchange) between the employee and leader. Therefore, by adjusting one of the targets (organization instead of leader) we could reasonably measure the level of reciprocity between the individual and the organization, as perceived by the individual. Consequently, we opted to use Bernerth et al. (2007) 8-item SLMX scale, adjusted to target the organization as a whole, and renamed it SOMX. For clarity sake we will show the full list of items adjusted, as follows: 1) “My organization and I have a two-way exchange relationship”, 2) “I do not have to specify the

exact conditions to know my organization will return a favor”, 3) “If I do something for my organization, my organization will eventually repay me”, 4) “I have a balance of inputs and outputs with my organization”, 5) “My efforts are reciprocated by my organization”, 6) “My relationship with my organization, is composed of comparable exchanges of giving and taking”, 7) “When I give efforts at work, my organization will return it”, and 8) “Voluntary actions on my part will be returned someday by my organization”.

The CFA of the single factor 8 item scale showed barely acceptable fit indices (CMIN/DF=3.122 $p < .001$; CFI=.965; TLI=.929; RMSEA=.079) and one of the loadings was too low to be kept. Therefore, we used Lagrange multiplier tests which led us to remove three items (“The relationship with my organization is made up of a "give-and-take" equivalent”; “If my organization does something for me, I will repay the favor as soon as I can”; “I give my organization more than what I get”; leading to a valid model (CMIN/DF=2.271 $p = .045$, CFI=.991, TLI=.981, RMSEA=.061). This factor showed good reliability (Lack of reciprocity, 5 items, $\alpha = 0.834$).

Figure 2.3 CFA Lack of reciprocity



Overall, the measures adopted required adjustments to achieve validity and reliability levels that allow them to be used for further statistical analysis.

Chapter III – RESULTS

Results will develop in two phases, firstly by showing descriptives and exploring bivariate relations, and then by testing the full research model. For parsimony and robustness sake the research model was tested with Structural Equation Modelling which allows a simultaneous test of relations among variables while controlling for possible covariance between errors (Iacobucci et al., 2007).

3.1 Descriptive and bivariate analysis

Table 2.1 Descriptive and bivariate statistics

	N	Min- Max	Med (s.d.)	1	2	3	4	5	6	7	8	9	10	11
1. Gender	244	1-2	-	-										
2. Age	244	18-70	40.3 (11.8)	.110	-									
3. Civil Status	244	1-5	-	.193	.550**	-								
4. Education	244	1-7	4.04 (.99)	.137	-.058	.220*	-							
5. Income (gross)	244	1-5	2.66 (1.15)	.127	.501**	.378*	.263**	-						
6. Tenure	244	1-5	3.45 (1.5)	.220*	.755**	.617**	-.042	.449**	-					
7. CFatigue	343	1-5	3.46 (1.13)	.260	-.007	.117	-.004	-.033	.181**	(.851)				
8. LoReciprocity	343	1-5	3.26 (.91)	.348*	.113	.152	.024	.151*	.212**	.356**	(.834)			
9. OCB_HBehav	343	1-5	3.04 (.92)	.209	.044	.267	.099	.034	-.075	-.218**	-.266**	(.899)		
10.OCB_PVoice	343	1-5	3.02 (.78)	.243	-.012	.207	.035	.052	-.086	-.263**	-.358**	.683**	(.881)	
11.OCB_PInitiative	343	1-5	2.92 (.74)	.395*	.102	.152	.077	.185**	.120	.083	-.029	.263**	.189**	(.848)
Valid N (listwise)	244													

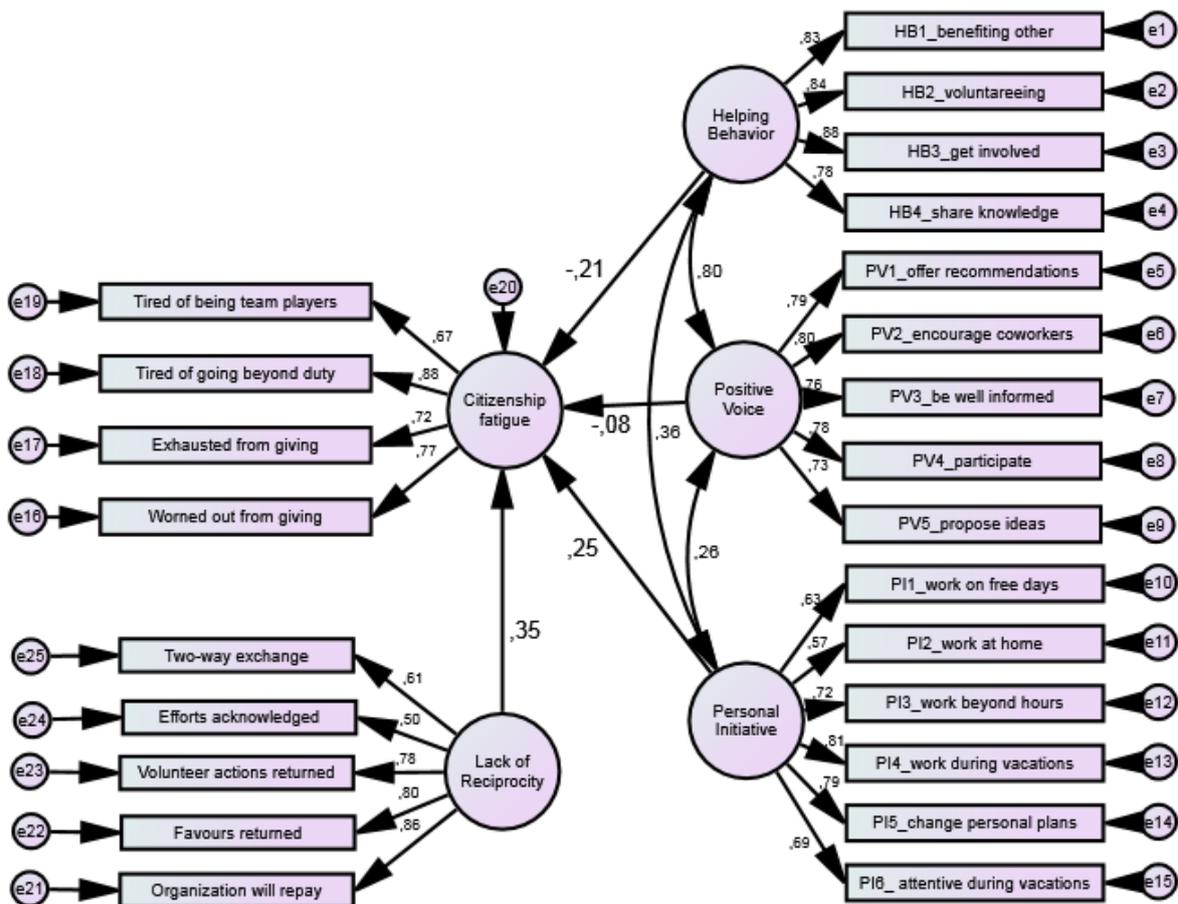
For nominal variables the values showed are Eta, and Cramer's V. * p<.05; **p<.01; *** p<.001

Amongst the sociodemographics there are some expectable correlations such as between tenure and age or civil status (showing a more stable labor contract). Likewise, tenure and income are positively correlated (.449, p<.01).

3.2 Hypotheses testing

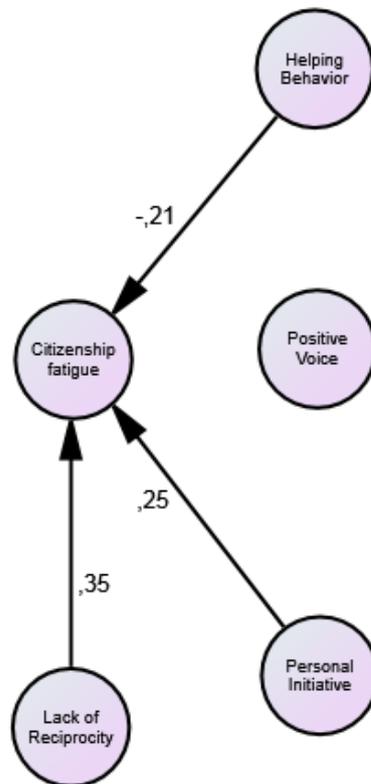
For hypotheses testing, as stated in the data analysis strategy section, we conducted a SEM analysis incorporating a comprehensive model with all variables as found in the research model. The SEM has good fit indices (CMIN/DF=2.030 $p < .001$, CFI=.938, TLI=.924, RMSEA=.055) taken as threshold criteria those adjusted from Hair et al. (2010), namely, CMIN/DF<3, CFI>.92; TLI>.92; and RMSEA<.07.

Figure 3.1 SEM overall model



For clarity sake we show this model only with latent variables represented and their respective significant paths (Figure 3.2).

Figure 3.2 Simplified SEM model



Between the variables under study the valence of correlations followed the expected direction. Namely, citizenship fatigue is positively correlated with lack of reciprocity (.356, $p < .01$) and negatively with almost all OCB factors but personal initiative.

The OCB scale has also internal correlations that suggest relevant shared variance, albeit with differing magnitudes, within the construct (with the highest case found between helping behavior and positive voice).

Chapter IV - Discussion and Conclusion

The purpose of this study was to understand the interplay between citizenship fatigue, organizational citizenship behavior (OCB), and lack of reciprocity. More specifically the extent to which lack of reciprocity can lead to citizenship fatigue or citizenship fatigue occurs from its own OCB existence. To achieve this objective we collected data to test a model linking citizenship fatigue with three OCB factors (“helping behavior”, “positive voice” and “personal initiative”), and also linking citizenship fatigue with lack of reciprocity.

The findings indicate that lack OCB, Inertia and dissipative perspectives are both correct but for different OCB factors. One of the factors of OCB it is helping behavior that creates self-reinforcing momentum that, according to COR theory may be explained by the intrinsic reward that helping others give back, and one other OCB factor, personal initiative, shows that forgetting oneself, wear out the will to continue. We have a third OCB factor that is not significant in any way (positive voice). This partially supports Hypothesis 1, which was written so to translate the inertia perspective. A relevant finding was the lack of reciprocity playing a central role in leading to citizenship fatigue thus supporting hypothesis.

4.1 Connecting Reciprocity with Lack of Reciprocity

First, in this study, we sought to connect reciprocity with lack of reciprocity in order to highlight the role lack of reciprocity plays in organizations. Consistent with Adams (1965: 6), who stated that inequity can be associated to lack of reciprocity, “whilst equity can be defined as equality of change between different parts, hence equity can be seen as reciprocity”, our findings did support his assertions. Explanations may be of a different nature, but asymmetry in investment and reward (e.g. Siegrist et al., 2000; Jood et al., 2017) is a main cause of citizenship fatigue. This finding is consistent with previous studies suggesting that lack of reciprocity in organizational context lead individuals to experience negative feelings, such as insecurity, psychological distress, among other feelings, which depletes their emotional resources. Following COR theory, the expectable outcomes are those that this study has reached empirically, namely that organization that do not reciprocate activate a defensive

mechanism where individuals create an inner tension (sense of lack of reciprocity) that leads to reduce their output so to reestablish the sense of justice.

4.2 Linking OCB and Citizenship Fatigue

The relation between citizenship fatigue and OCB, as defined by Bolino et al. (2014: 57), as “a state in which feeling worn out, tired, or on the edge is attributed on engaging in OCB” is of a more complex interpretation. This study reveals that those feelings described by Bolino, may lead or not to a sense of citizenship fatigue depending on the nature of the OCB factor under consideration.

Previous studies suggested this connection between OCB and citizenship fatigue (e.g. Bolino et al., 2014; Buonocore, 2016). By focusing on three OCB factors, our study found that OCB affects citizenship fatigue but in different ways according to these three OCB factor under study. According to Buonocore (2016), OCB is a source of stress in everyday work life, with the addition of more duties may be lead to role overload. According to Bolino et al., (2014), OCB is about investing cognitive, emotional and physical efforts and resources in activities that go beyond what is required, resulting on a feeling of fatigue related to OCB, which is citizenship fatigue. Therefore two contradictory views on the relation between OCB and citizenship fatigue may arise: that of worn-out (that OCB will cumulatively deplete individuals will to perform extra role behaviors) and inertias (that the more individuals display OCB the more they will repeat it in the future). Our findings suggest both views are correct.

The negative beta found between “helping behavior” and citizenship fatigue does corroborate the “Inertia” view. This is consistent with Uy and Ilies (2016), that had compared the effect of helping coworkers and receiving help from coworkers, and concluded that receiving help from coworkers is equally a resource gain, since the employee/recipient obtains support and informational resources that simplify the task accomplishment.

The positive beta found between “Personal initiative” supports the “worn-out”. It is relevant to stress that “personal initiative”, as conceived by (Bolino & Turnley, 2005) concerns behaviors such as working in day off, working in vacations or working more hours

in the day that they were hired to. These all showed connection with fostering citizenship fatigue, meaning that individuals that demonstrate behaviors of “personal initiative” suffer more from citizenship fatigue. The nature of this factor easily relates with the underlying thesis of COR theory (Hobfoll, 1989), that whenever resources lower (such as in the case of taking from personal life resources to nurture professional life) consequences will show up, such as tension to regain balance between personal and professional resources. So, COR theory explains that a loss of resources can lead in a future the individual to a defensive behavior to conserve the remain resources. This is a plausible explanation to why individuals that experience lack of reciprocity, enact new sources of resource acquisition. This means that they might end up investing more on OCB behaviors until they reach saturation, which will be the turning point in their relation with implicit sense of duty beyond formal contract. It thus made sense to us that citizenship fatigue more plausibly occurs in situations where demands to engage in OCBs overshadow the available resources.

The second OCB factor in study, “positive voice”, had no significant association which might deserve further exploration, especially the possible curvilinear relationship with outcomes.

4.3 Linking Lack of Reciprocity and Citizenship Fatigue

Current findings add to the literature on citizenship fatigue linked to lack of reciprocity. To our best knowledge, we were not able to find any study published that related these two main constructs (that of lack of reciprocity in organizational context and citizenship fatigue on individuals). Meier and Semmer (2013) state that reciprocity implies a moral norm, and so breaking that moral norm relates to negative emotions and negative behavior. Our findings indicate that when a moral norm of reciprocity is broken (i.e. lack of reciprocity is perceived) individuals tend to relinquish their willingness to perform extra role behaviors (i.e. they experience citizenship fatigue) and likewise when pressure to display OCBs such as personal initiative they will self-control by extinguishing those behaviors due to heightened citizenship fatigue. This is consistent with Buonocore’s (2016) view on role overload caused by too much OCB as a stress factor.

However, displaying helping behavior seems not to foster citizenship fatigue but actually reducing, thus becoming a self-sustained and self-reinforcing OCB. This is inconsistent to Bolino et al. (2014: 13) that affirm that “employees who have regularly helped other co-workers in adverse situations, may experience citizenship fatigue”. It is however in line with Baker and Bulkley (2014), that citizenship behavior of helping other, besides being an extra role, is also a factor that improves the workplace environment. The sheer idea of having been helpful can be an emotional reward by itself (Yinon & Landau, 1987) independently of the cultural setting one is living (Aknin et al., 2013) thus guaranteeing that resources are intrinsically balanced.

Overall, findings suggest there has been a simplistic approach to the way OCB is assumed to be self-reinforced (or self-sustained) or self-limiting (or dissipative) by either reducing or fostering a sense of citizenship fatigue. One cannot state that either the inertia or the dissipative views are integrally correct. It depends on the dimension of OCB under analysis and how it relates with self-reward. However, lack of reciprocity, as an overarching construct in the equity, social exchange, psychological contract breach literatures, does seem to play an important role in explaining the building up of citizenship fatigue.

4.4 Limitations and future research

Our study implied many stages, specific goals and data analyses in order to match the requirements of the empirical design consistent with the purpose of the research problem. Although we believe to have achieved some interesting results we must acknowledge limitations that relativize the importance of such results.

Measures are critical in quantitative studies and we must stress that none of the original scales was integrally kept due to psychometric flaws. Notwithstanding such adjustments are defensible as items may be sensitive to cultural issues especially in constructs with social charge such as OCB. The adjustments made in CFA are backed up by good fit indices and they were not made without consideration for content validity and theoretical background of the constructs. Therefore, we trust the measures are sound despite the adjustments made.

Sampling procedure and size also play an important role in biasing or limiting the scope of interpretation that findings allow. We acknowledge the convenience nature of our sample which implies that no claims of external validity can be made on basis of it. However, as regards the research problem, we believe that the internal validity of this study plays a more important function in adding answers to the research questions. We did take some measures to avoid personal links only in building the sample as we used professional networks to snow-ball data collection.

The research design is also cross-sectional and comprehends simultaneously measured subjective variables, which renders it susceptible to common method bias (Podsakoff et al., 2003). Despite indication in literature that concerns with common method bias has been overstated (e.g. Fuller et al., 2016; Spector, 2006) we did test for Harman's single factor and found no indication of such possibility.

The limitations we have just presented can be important to set new goals and design new researches. Therefore it might be important to rethink OCBs dimensions. This measure analyses several OCB dimensions to offer a multidimensional, more comprehensive insight into OCB. Eventually as two of the OCB dimensions operate in different manner (helping behavior is probably self-reinforcing, while personal initiative is self-limiting) the underlying psychological processes may also enact new OCB dimensions. It would be exciting to uncover new OCB dimensions that go in line with these two views: inertial and dissipative.

After rethinking OCBs dimensions and built something new, it would be interesting to replicate the present study and analyze possible differences in results, especially by doing a two-time data collection, which was not suitable for the time period available to conduct this master study. Daily diary studies would also be helpful in uncovering the dynamics of OCB and link it to micro events. Future research may also address other limitations we have faced, namely by not using cross-sectional research and instead design experimental research targeting both OCB and citizenship fatigue.

As a conclusion, we believe findings show that citizenship fatigue does not have a simple relation with organizational citizenship behavior (OCB), and organizations should keep reciprocity in order to prevent fatigue. We hope results of this study will add some knowledge to organizations in order to create HR development policies to preserve reciprocity and avoid certain OCB dimensions (personal initiative) to overtake individuals at work, thus

preventing citizenship fatigue and enabling the self-reinforcing dimension of helping behavior.

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Appendix

Discordo totalmente	Discordo parcialmente	Nem concordo nem discordo	Concordo parcialmente	Concordo totalmente
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CitizenshipFatigue Responda às seguintes afirmações assinalando o que melhor descreve o que se passa na sua organização usando a escala seguinte.

	1	2	3	4	5
Sinto-me no limite em relação a vários aspetos porque “visto a camisola” da organização. (1)	<input type="radio"/>				
Sinto-me cansado(a) porque dou muito mais do que devia dar à minha organização. (2)	<input type="radio"/>				
Dar tanto à minha organização deixa-me mental e fisicamente exausto(a). (3)	<input type="radio"/>				
Estou cansado(a) de fazer mais do que devo. (5)	<input type="radio"/>				
Estou a ficar farto(a) de pensar mais nos outros do que em mim. (7)	<input type="radio"/>				

OCB_helpingbehavior É costume nesta organização as pessoas...

	1	2	3	4	5
... realizarem funções a pensar no benefício dos colegas e da organização. (1)	<input type="radio"/>				
... voluntariarem-se para fazer tarefas em prol das equipas e da organização. (2)	<input type="radio"/>				
... envolverem-se para ajudar os seus colegas e a organização. (5)	<input type="radio"/>				
... partilharem com os outros conhecimento relativo ao trabalho. (6)	<input type="radio"/>				

OCB_positive_voice É costume nesta organização as pessoas...

	1	2	3	4	5
... darem recomendações e sugestões para resolver problemas que afetam colegas e a organização. (1)	<input type="radio"/>				
... incentivarem os colegas para que se envolvam nos assuntos que afetam colegas e a organização. (2)	<input type="radio"/>				
... estarem bem informadas sobre assuntos que podem ser importantes para colegas e a organização. (4)	<input type="radio"/>				
... envolverem-se nos assuntos que afetam a qualidade de vida no trabalho na organização. (5)	<input type="radio"/>				
... proporem ideias para novos projetos ou mudanças nos procedimentos. (6)	<input type="radio"/>				

Lack of Reciprocity, Organizational Citizenship Behaviors and Citizenship Fatigue

Lack_of_reciprocity Em que medida as seguintes frases espelham o que se passa na sua organização.

	1	2	3	4	5
Se eu fizer algo pela minha organização, ela eventualmente fará o mesmo por mim. (1)	<input type="radio"/>				
Não tenho de especificar as condições exatas para saber que a minha organização me devolverá qualquer favor que eu faça. (3)	<input type="radio"/>				
A relação com a minha organização é composta por um "toma-lá dá-cá" equivalente. (6)	<input type="radio"/>				
O trabalho voluntário que faço ser-me-á devolvido pela organização de uma maneira ou outra. (7)	<input type="radio"/>				
Se a minha organização fizer algo por mim, eu retribuirei o favor assim que puder. (8)	<input type="radio"/>				
Dou à minha organização mais do que aquilo que recebo. (9)	<input type="radio"/>				
A minha organização dá-me ouvidos e eu dou também ao que a organização me diz. (10)	<input type="radio"/>				

OCB_personal_initiat É costume nesta organização as pessoas, por vontade própria...

	1	2	3	4	5
... trabalhem em dias de folga ou férias (ex. no fim-de-semana). (3)	<input type="radio"/>				
... trazerem trabalho para casa para o ir adiantando. (4)	<input type="radio"/>				
... ficarem a trabalhar além do seu horário normal. (7)	<input type="radio"/>				
... trabalhem durante as suas férias. (11)	<input type="radio"/>				
... reagendarem ou alterarem planos pessoais devido ao trabalho. (14)	<input type="radio"/>				
... contactarem com o escritório / emprego para ver se algo é necessário mesmo durante as suas férias. (15)	<input type="radio"/>				

De seguida são pedidos dados para caracterização da amostra. O questionário é anónimo e confidencial pelo que lhe pedimos para não escrever o seu nome em nenhum campo.

Sexo

- Feminino (1)
- Masculino (2)

Idade ____ (anos)

Estado civil

- Solteiro (1)
- Casado / Em união de facto (2)
- Divorciado (3)
- Viúvo (4)
- Outro. Qual? (5) _____

Habilitações literárias

- Até ao 9º ano (1)
- 9º ano completo (2)
- 12º ano completo (3)
- Licenciatura ou equivalente (4)
- Mestrado (5)
- Doutoramento (6)
- Outro. Qual? (7) _____

Nível de rendimentos (bruto)

- Dos 0€ aos 600€ (1)
- Dos 601 € aos 1000€ (2)
- Dos 1001 € aos 1500€ (3)
- Dos 1501€ aos 2500€ (4)
- Mais de 2500€ (5)

Antiguidade na organização

- Menos de 1 Ano (1)
- 1 – 3 Anos (2)
- 3 – 9 Anos (3)
- 9 – 15 Anos (4)
- Mais de 15 Anos (5)

Se desejar deixar algum comentário agradecemos que use o espaço abaixo. Se quiser receber um sumário do estudo presente queira por favor enviar um email para Cátia Narciso (catia_narciso@iscte.pt).

O questionário terminou. Muito obrigado pela sua colaboração!