

The Role of Moral Disengagement in the Effect of Compulsory Organizational Citizenship Behavior on Employee Creativity*

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Abstract

Employee creativity, where individuals solve a problem by associating what they have learned throughout their lives and creating a new and original idea or product, is seen as an important element for developing innovation and competition in organizations. Determining the factors affecting employee creativity is important for institutions to renew their strategies and increase their competitiveness. In this context, in the research prepared, the mediating role of moral disengagement (MD) in the effect of perceived Compulsory Organizational Citizenship Behavior (CCB) on employees' creativity was reviewed. All the data was provided from the scales used in the research in which 428 employees operating in the aviation industry participated. Smart PLS 4 was used and analyzes were performed using structural equation modeling-path analysis methods. According to research findings, CCB has a negative effect on employee creativity, while CCB as a positive effect on moral disengagement. However, moral disengagement has a mediating role in the effect of CCB on employee creativity. In organizations, performing organizational citizenship behavior on a voluntary basis can prevent unethical behavior in employees, the negative effects of CCB behavior can decrease, employee creativity can increase, and accordingly, the innovation and competitive development of the organization can be achieved. The research creates value by developing an alternative solution to employee creativity.

Keywords: Organizational Citizenship Behavior, Compulsory Organizational Citizenship Behavior, Employee Creativity, Moral Disengagement

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Zorunlu Örgütsel Vatandaşlık Davranışının Çalışan Yaratıcılığına Etkisinde Ahlaki Çözülmenin Rolü

Öz

Bireylerin hayatı boyunca öğrendiklerini ilişkilendirerek bir problemi çözmesi ve yeni ve özgün bir fikir veya ürün ortaya çıkaran çalışan yaratıcılığı, örgütlerde yeniliğin ve rekabetin gelişmesi için önemli bir unsur olarak görülmektedir. Çalışan yaratıcılığını etkileyen unsurların belirlenmesi, örgütlerin stratejilerini geliştirmesi ve rekabet gücünü arttırmaları açısından önemlidir. Bu kapsamda hazırlanan araştırmada, algılanan zorunlu örgütsel vatandaşlık davranışının çalışanların yaratıcılığı üzerinde etkisinde ahlaki çözülmenin aracı rolü incelenmiştir. Veriler havacılık sektöründe faaliyet gösteren 428 çalışanın katıldığı araştırmada kullanılan ölçekler ile sağlanmıştır. Smart PLS 4 kullanılmış olup, yapısal eşitlik modellemesi-yol analizi yöntemleriyle analizler yapılmıştır. Araştırmanın bulgularına göre zorunlu örgütsel vatandaşlık davranışı çalışan yaratıcılığı üzerinde negatif etkisi varken, zorunlu örgütsel vatandaşlık davranışı ahlaki çözülme üzerinde pozitif etkisi vardır. Bununla birlikte zorunlu örgütsel vatandaşlık davranışının çalışan yaratıcılığına etkisinde ahlaki çözülmenin aracı rolü bulunmaktadır. Örgütlerde, örgütsel vatandaşlık davranışının gönüllülük esasına göre yapılması çalışanlarda etik olmayan davranışların önüne geçebilir, zorunlu örgütsel vatandaşlık davranışının olumsuz etkileri azalabilir, çalışan yaratıcılığı artarak ve buna bağlı olarak örgütün yenilik ve rekabet gelişimi sağlanabilir. Araştırma, çalışanların yaratıcılığına alternatif bir çözüm geliştirerek değer yaratır.

Anahtar Kelimeler: Örgütsel Vatandaşlık Davranışı, Zorunlu Örgütsel Vatandaşlık Davranışı, Çalışan Yaratıcılığı, Ahlaki Çözülme

JEL Kodu: M10, M19

Introduction

Working is a determined and valuable activity done by people to meet their psychological and physical desires and to be successful. When some employees perceive the job as an obligation, differences in feelings may occur. Individual job performance is defined as the performance of a particular purpose, function or performance in organizations. It emerges as a concept related to the execution or realization of the task (Akgül, 2019, p.8). Organizational citizenship behavior (OCB) considered to be beneficial and valuable for the organization. If organizational citizenship behavior is seen in all employees throughout the organization, organizational effectiveness increases (Hayat, Batool, Hayat and Hayat 2019, p.551-552). OCB can be both an incentive and a pressure factor for employees in order to relieve the workload of managers and colleagues. Studies indicate that organizational citizenship behavior is carried out due to felt pressures. It can be thought that employees mostly show OCB due to pressure from managers, colleagues, and sometimes third parties such as customers and suppliers, rather than their own desire (Topçu, Beğenirbaş and Turgut 2017, p. 507). Extra-role behaviors that employees display voluntarily are accepted as normal by managers and even colleagues over time, and these extra-role behaviors, which start with feelings of good will and helpfulness, begin to be routinely expected from employees. In particular, employers and managers have come to expect and demand from all employees the OCB's that some employees purposefully display. In a sense, the works that the employees do beyond their duties, which are based on good will, such as helpfulness, sportsmanship and participation in policy-making, which they show with good will and voluntarily, become compulsory organizational citizenship behavior (CCB) by being included in their job descriptions (Wang, Liang and Yu, 2024, p. 7134).

Employees see CCB as a behavior that they are forced to adopt due to pressure from the business. As a compulsory requirement, CCB can harm the organization by negatively affecting employee behavior, which also negatively affects the performance of the organization. In deed CCB negatively affect employee's innovative work behaviors and knowledge sharing because managers impose jobs on employees by forcing them to do so (Meng, Chenchu, Liang and Li, 2021, p. 1961). Once the jobs are assigned, the behavior of the employees differs, causing CCB with an extra role. In this case, employees appear to be working under pressure from management due to the compulsory working process in the organization. According to the moral disengagement theory, an employee may cause moral disengagement if his moral interest and the organization's interest are threatened. This situation can create unethical behavior. Unethical situations in an organization can also affect the creativity of employees (Wang et al., 2024, p. 7135; Abukheit, Khattak, Shaya and Ramanathan, 2023, p. 5).

When the literature is examined, it is found that there are studies on the negative effects of CCBs on innovative work behaviours of employees in different sectors. In recent years, the aviation sector has become an intensely competitive and constantly growing sector. This growth creates both opportunities and challenges for managers and employees in the sector. In this sector, where competition is increasing rapidly, it is becoming more and more challenging for employees to show and maintain high performance. In studies conducted for different sectors, it is stated that CCB may affect the psychology of employees and cause them to exhibit negative attitudes and behaviours within the organisation (Peng and Zhao, 2012, s. 80). MD occurs when individuals who experience job stress have a negative psychological experience due to this situation. Individuals show high motivation to correct this situation by exhibiting retaliatory behaviours to express their discomfort with this process. (He et. al., 2019, p. 261). Research suggests that unethical behaviour can diminish the self-concept of creative people, making them more likely to use it as an excuse to engage in unethical behaviour (Mai, Ellis and Welsh, 2015, s. 80-82). Qin et. al., (2019), MD mediates the positive relationship between CCB and employee silence. However, it is seen that studies have not established a sufficient relationship between moral disengagement, CCB and employee creativity.

The aim of the study is to evaluate the Effect of CCB on employee creativity in the aviation industry in a cause and effect relationship. It was also aimed to measure the effect of the mediating role of MD on employee creativity. For this purpose, a survey was conducted for employees. Ethics committee permission was obtained for the research (date 21.12.2023 and decision number 131667). A data collection tool consisting of the scales of the studies in the current and international literature and the scales of the factors related to the framework of the research was created. Thus, the effects of CCB on employee creativity in the aviation industry were evaluated in a cause-effect relationship. A research scale suitable for evaluating the impact of the Role of Moral Disengagement on Employee Creativity was created. This study attempts to shed light on this dilemma by analysing employee creativity. Considering its importance for both the individual and the organisation, the question of the role of moral disengagement in the effect of compulsory organizational citizenship behavior on employee creativity was sought.

Literature Review

Employee Creativity

Creativity is solving a problem and creating a new and original idea or product by associating what one has learned throughout life (Elmi, 2022, p. 40). Employee creativity occurs due to the impact of their characteristics and the organization's characteristics (Akgül, 2019, p. 8). Research focuses on employees' personality traits as well as individual abilities to define employees' creativity (Jain and Jain, 2017, p. 296). Negative emotions that negatively affect employees' creativity are emotions such as anger, contempt, guilt, dissatisfaction and sadness (Abukheit et al., 2023, p. 5). Creativity is seen as an important concept for developing innovation and competition in businesses (Çetin, 2023, p. 1155). Research using different theories asserts that creativity benefits organizations (Zheng, Qin, Liu and Liao, 2019, p. 653). It is important to create working environments that will reveal and develop the creativity of employees in organizations. Each employee can design different, unique and beneficial ideas and be creative in their field of expertise (Amabile, Conti, Coon, Lazenby and Herron, 1996, p. 1154). In order to improve creativity in organizations, all employees should be enabled to create new ideas and present these ideas without hesitation; what can be done to prevent the level of creativity from decreasing as time goes by should be evaluated and employees should be given authority and allowed to work by making their own decisions within certain limits (Zorlu and Tetik, 2018, p. 302). Communication for employees should be improved, messages that will cause emotional reactions such as anxiety and concern should be avoided, employees should be provided with a work environment free from danger, and employees should be believed and trusted in achieving success. The most suitable environment for the development of creativity is to ensure the individual freedom of the employee and his ability to realize himself in the social sphere, regardless of his position (Wong and Pang, 2003, p. 551).

Compulsory Organizational Citizenship Behavior

Definitions of organizational citizenship behavior (OCB) include the definition of voluntary behavior of employees. It can increase the efficiency of the organisation even if it is not specified by a written rule or remuneration system within the organisation (Zeng and Ye, 2016, p. 199). OCB is an additional role behavior. It depends on individual preference and is not recognized by organizational processes; but it contributes positively to organizational performance (Topçu et. al., 2017, p. 507). OCB is useful and valuable for the organization. In the study conducted, OCB was previously defined as an employee's additional role behavior within the organization. Later, researchers stated that OCB is a voluntary behavior. It is also within the scope of their regular work and supports the psychological and social lives of employees. (Hayat et al., 2019, p. 551-552). Compulsory organizational citizenship behavior (CCB) is used to refer to employees who do not voluntarily comply with mandatory requests from their manager, employees, or outsiders (Meng et. al.,

2021, p. 1961). CCB is a form of non-voluntary citizenship behavior in which organizations challenge their employees to put in extra effort (Wang et al., 2024, p. 7134). The concept of CCB is a reconsideration of OCB. Examines the negative effects of additional role behavior in organizations (Hayat et al., 2019, p. 553). CCB can affect the psychology of the employee and cause her to display negative attitudes and behavior in the organization (Peng and Zhao, 2012, p. 80). Research indicates that CCB will create a lot of work pressure on employees (Tepper, Hoobler, Duffy and Ensley, 2004, p. 460). Employees forced to adopt CCB see their own resources being depleted. Sieber's (1974) scarcity hypothesis shows that since time and energy are limited, CCB that forces employees doing work outside of their duties costs them more (Chen, Xu, Sparrow and Cooper, 2023, p. 6642).

Moral Disengagement

Moral disengagement (MD) is explained as the general tendency for people to evoke cognitions that cancel out the self-regulatory that guide their moral behaviors. MD can occur in routines. People engage in such activities that are against their own interests every day. It may occur when a person feels worthless. MD involves freeing oneself. This mechanism causes people to move away from the self-sanctions common to bad behavior, thus acting against their emotions and acting against their morals (Naz, 2020, p. 22). It seems that research focuses on three factors that may cause MD. The first of these is that an individual experiencing resource problems may damage resources; second, may engage in immoral behavior to benefit others; Thirdly, if the individual believes that others deserve abuse, he may engage in unethical behavior towards them (Huang, Wellman, Ashford, Lee and Wang, 2017, p. 38). Individuals may behave immorally when they feel that the ethical element is not valuable to their managers (Dang, Umphress and Mitchell, 2017, p. 1450-1455).

Individuals develop internal moral standards to judge their behavior as well as the behavior of other individuals. The cognitive process in which these standards develop is described as self-regulation. Self-control comes into play in the individual's behavior that does not comply with moral standards, resulting in criticism, condemnation, and feelings of guilt. However, compliance with moral standards is characterized as positive self-evaluation. According to this result, self-evaluation varies according to environmental conditions (Ağırbaş, 2019, p. 6). On the other hand, Bandura (1999) states that in some cases, individuals' self-control mechanisms will be disabled. It is stated that when self-evaluation processes are active, individuals tend to condemn themselves and exhibit correct behavior. At the same time it is also stated that the opposite situation will lead to moral dissolution (Erdem, 2021, p. 49).

Moral Disengagement (MD) theory is a theory developed by Bandura. The theory, which has its roots in the social learning paradigm, explains the cognitive processes by which individuals acquire, organize and integrate information, thus affecting their subsequent behavioral expressions (Bandura, 1986, p.52). Bandura's theory of moral disengagement; It was developed to explain how normal, honest people engage in harmful behavior without holding themselves accountable, feeling uncomfortable, or experiencing remorse (Karaca and Aksoy, 2024, p. 136). The tenets of moral disengagement theory expounded by Bandura provide an analytical lens to examine the cognitive restructuring that individuals undergo when faced with ethical dilemmas, potentially influencing their commitment to or deviation from prescribed organizational citizenship behaviors. Moral self-regulation elements that stop individuals' immoral behaviors and desire for revenge can be disabled. Bandura et. al. (1996) explained this cognitive state, which occurs through a specific mechanism, as 'Moral Depression'. These; "cognitive and reorganization of unethical behavior (moral justification, implicit labeling, and advantageous comparison); (2) concealment or distort the results; and (3) devaluation of the target (dehumanization and attribution of crime)" (He, Peng, Zhao and Estay, 2019, p. 262).

This is an important theory for empirical research in disciplines such as organizational behavior, as in many fields. Individual tendencies towards MD; aggression, irregularity and unethical behavior (Moore, 2015, p. 199). Moore, Mayer, Chiang, Crossley, Karlesky and Birtch (2014) explained in their study that the relationship between ethical leaders and employees' unethical behavior resulting from MD is the moral identity of the employees. According to this study, whether leaders contribute to the formation of ethical behavior in the organization depends on the degree of importance of being moral for the employee. Research indicates that MD is the element that expresses the cognitive justification and eliminates situations that discourage individuals from escaping from unethical behavior while avoiding the criminal element (Bandura, 1996, p. 30-40). MD occurs when individuals experiencing work stress experience a negative psychological experience due to this situation. Individuals show high motivation to correct this situation by exhibiting retaliatory behavior to indicate the discomfort they experience with this process (He et. al., 2019, p. 261).

Hypothesis Development

CCB are stated in their negative aspects in organizational citizenship behaviors. Organizational citizenship behavior is in four groups according to the level of voluntariness: altruistic, responsible, reciprocal and obligatory. According to research, CCBs are seen as the norm in processes where change in the environment is widespread (Yıldız and Yıldız, 2016 p. 20).

Gadot (2006) states in her research that managers impose jobs on employees by forcing them to do so. Once the jobs are assigned, the behavior of the employees differs, causing compulsory citizenship behavior with an extra role. In this case, employees appear to be working under pressure from management due to the compulsory working process in the organization (Nisar et. al., 2014, p. 235). Sun et al., (2020); Khademi et al., (2015); Youn et al., (2017); Hardiyono et al., (2020) addressed the nursing profession in the health sector and stated that the fact that their profession is focused on human life causes intense stress on them. Yıldız et al., (2021); Boztilki et al., (2021) and Lucchini et al., (2020) stated that this situation increased even more especially during the COVID-19 period and that they consciously performed these compulsory behaviors to save the lives of patients. Yıldız, Yıldız and Özbilgin (2022) stated that CCBs can develop some cognitive solutions to overcome the negativities they experience due to the fact that CCBs are compulsory unlike the duties of nurses. According to Bandura's (1999) social cognitive theory, it is normal for people to exhibit different negative behaviors such as anger to stimuli from the external environment. The first hypothesis of the research is given below:

H₁: *Compulsory organizational citizenship behavior has a positive effect on moral disengagement.*

Studies covering the subject of job performance touch upon the positive impact of organizational citizenship behavior. While job performance measures the employee's ability to perform assigned tasks, organizational citizenship behavior refers to the employee's participation in voluntary work (Yıldız, Yıldız, and Özbilgin, 2022, p. 2). Employees view compulsory organizational citizenship behavior as a concession behavior that they adopt due to organizational pressure. As a compulsory requirement, Compulsory organizational citizenship behavior can harm the organization by negatively affecting employee behavior, which also negatively affects the performance of the organization (Wang et al., 2024, p. 7135). In their research on academics, Abukhait et al. (2023); state that compulsory citizenship behaviors negatively affect academicians' innovative work behaviors and knowledge sharing. He et al., (2020) in their research on production sector employees, stated that compulsory organizational citizenship behavior has a negative effect on employee creativity. The second research hypothesis developed based on the above explanations is as follows:

H₂: *Compulsory organizational citizenship behavior has a negative effect on employee creativity.*

According to the MD theory, an employee may cause MD if his moral interest and the organization's interest are threatened. This situation can create unethical behavior (Naz, 2020, p. 22). Unethical situations in an organization can also affect the creativity of employees. MD is one of the most important reasons for employee unethical behavior (Harris and He, 2019, p. 59). Studies indicate that creativity is more likely to be negatively affected due to MD (Qin, Dust, DiRenzo and Wang, 2019, p. 10-18). Qin, Dust, DiRenzo, and Wang, (2019) indicate creative regions, leader-follower components, and a moral state for structural disconnection fragments and show that relaxation growths are higher in the disconnection associated with negative intensity. Given our arguments above, we posit that:

H₃: *Moral disengagement has a negative effect on employee creativity.*

The concept of CCB is a reconsideration of Organizational Citizenship Behavior. It examines the negative side of extra-role behavior in organizations (Hayat et al., 2019, p. 553). CCB can affect the psychology of the employee and cause him to display negative attitudes and behavior in the organization (Peng and Zhao, 2012, p. 80). Tepper, Hoobler, Duffy and Ensley, (2004) indicate that CCB create a lot of work pressure on employees. Employees who are forced to engage in CCB see their resources being depleted. In the study of Qin et. al., (2019), MD mediates the positive relationship between CCB and employee silence. Zheng et al., (2019) in their research on employees in the banking sector, stated that MD has a mediating role in the effects of creativity and moral identity on workplace deviant behaviour. Given our three hypothesis's literature above, we posit that:

H₄: *Moral disengagement has a mediating role in the effect of compulsory organizational citizenship behavior on employee creativity.*

The research model created based on the research hypotheses developed by the relevant literature is shown in Figure 1:

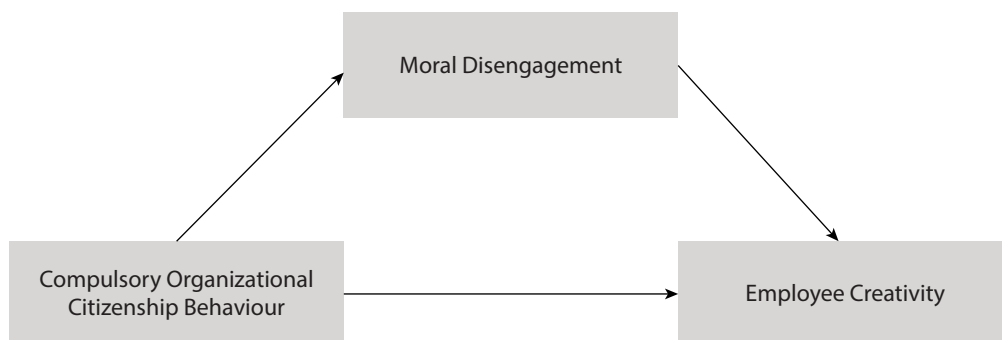


Figure 1. Theoretical Model of the Study

Methodology

The date range of the research was January 2024-April 2024, and the research group was informed that participation in the research was voluntary.

Sample Selection

Employees working in the aviation sector in Türkiye were taken as the population of the research. For determining the minimum sample size, the Cochran (1977) formula was employed, which is widely accepted for large populations (Bartlett, Kotrlik, & Higgins, 2001, p. 43). Based on a 5% significance level, the minimum required sample size was calculated as 385. In this regard, online survey links were distributed to 700 participants selected through the convenience sampling method. A total of 459 responses were received, corresponding to a response rate of 65.57%. After excluding 31 incomplete or invalid questionnaires, the final sample comprised 428 participants.

In addition to meeting the Cochran criterion, the sample size of 428 is also statistically adequate for the application of PLS-SEM, which is particularly suitable for exploratory models and allows for greater flexibility in sample requirements. Hair, Ringle, and Sarstedt (2011) suggest that PLS-SEM can produce robust and reliable estimates even with relatively small to medium sample sizes, especially when the sample exceeds 200 cases and the model has moderate complexity. Furthermore, a sample size exceeding 400 observations provides sufficient statistical power for detecting medium effect sizes in models with multiple latent constructs (Hair et al., 2021). Demographic characteristics are included in Table 1.

Table 1

Demographic Characteristics of Sample			
		f (±sd)	% (Min-Max)
Gender	Female	171	40.0
	Male	257	60.0
Age (years)		(33.107±7.720)	(23-63)
Marital Status	Married	231	54.0
	Sigle	197	46.0
Education	High School	38	8.9
	Associate degree	64	15.0
	Bachelor's degree	258	60.3
	Postgraduate	68	15.9
Sector	Public	155	36.2
	Private	273	63.8
Company Experience (years)		(6.421±5.645)	(2-7)
Sector Experience (years)		(8.579±6.678)	(2-7)

60% of the participants were male and the mean age was 33.107±7.720 years. 54% of the participants were married and 60.3% were high school graduates. 63.8% of the participants are private aviation sector employees. The average number of years of experience in the organization is 6.421±5.645. The average number of years of experience in the aviation sector is 8.579±6.678.

Data Collection Tools

The survey form prepared to obtain data has four parts: Demographic Information Form, Compulsory Organizational Citizenship Behavior Scale, Moral Disengagement Scale and Employee Creativity Scale.

Demographic Information Form: The questions in the form obtained participants' age, gender, marital status, education, sector, current workplace experience and sectoral experience.

Compulsory Organizational Citizenship Behavior Scale: The scale developed by Vigoda-Gadot (2007) was adapted into Turkish by Şeşen and Soran (2013) and the validity and reliability study were conducted by Seren and Baydın (2013). The scale, which includes 5 items, is a 5-point Likert-type scale. Scoring ranges from 1-strongly disagree to 5-strongly agree. A higher total score indicates that compulsory organizational citizenship behavior has increased. In the validity and reliability study studied by Seren & Baydın (2013), Cronbach Alpha is 0.88. The scale includes questions such as "In this organization, managers pressure employees to engage in extra activities beyond their official duties" and "In this organization, there is social pressure to work extra hours beyond the official workload without any official reward".

Moral Disengagement Scale: The scale developed by Moore, Detert, Klebe Treviño, Baker, and Mayer (2012) was adapted into Turkish by Erbaş and Şahin Perçin (2017). The scale consists of 7 items. A 5-point Likert-type scale was used. Scoring ranging from 1-strongly disagree to 5-strongly agree was used. Higher total scores indicate increased moral disengagement. Erbaş and Şahin Perçin (2017) research was considered for the reliability of the scale. Cronbach's alpha value is 0.78 in this study. The scale includes questions such as "I do not see any problem in taking something temporarily even without the owner's permission so that I can do my job" and "If others exaggerate themselves, there is no harm in exaggerating myself".

Employee Creativity Scale: The scale developed by Muñoz-Doyague, González-Álvarez, and Nieto (2008) and its Turkish adaptation was used in the study conducted by Zorlu and Tetik (2018). The scale consists of 7 items. A 5-point Likert-type scale was used, ranging from 1-strongly disagree to 5-strongly agree. Higher total scores indicate an increase in employee creativity. Zorlu and Tetik (2018) research was taken into consideration for the reliability of the scale. The Cronbach Alpha value was calculated. The reliability of the scale is 0.87. The scale includes questions such as "I am a pioneer among my colleagues and coworkers in trying a new idea and method." and "I solve problems that others have difficulty solving".

Data Analysis

Data analysis was conducted using the SmartPLS 4 software, employing a two-stage approach that included the evaluation of the measurement model (intrinsic model) and the structural model (extrinsic model). In the assessment of the measurement model, indicator reliability and internal consistency reliability were examined to ensure the robustness of the constructs. Convergent validity was assessed through the Average Variance Extracted (AVE), while discriminant validity was evaluated using the Fornell-Larcker criterion and cross-loadings. Descriptive statistics were also reported to provide an overview of the sample characteristics and variable distributions. In the structural model phase, the study hypotheses were tested by estimating the path coefficients and their statistical significance. A bootstrapping procedure with 5000 resamples was applied to obtain robust t-values and to compute confidence intervals for the path coefficients. Model fit was evaluated using the Normed Fit Index (NFI), in conjunction with the Standardized Root Mean Square Residual (SRMR), to assess the adequacy of the model's representation of the empirical data. All statistical tests were conducted at a 95% confidence level ($p = 0,05$).

Findings

Measurement Model

Indicator reliability, internal consistency reliability, convergent validity and discriminant validity are the most frequently used methods in the evaluation of the measurement model (Henseler, Hubona, and Ray, 2016). In this direction, Cronbach alpha, Composite reliability (CR) and rho_A coefficients were evaluated

along with factor loadings. (Ringle, Sarstedt, and Straub, 2012; Özgül, 2023). As reported by Hair, Hult, Ringle and Sarstedt (2021), obtaining values greater than 0.70 for factor loadings, Cronbach's alpha, CR values and rho_A coefficients indicates that the measurement model is reliable. As presented in Table 2, the measurement model comprised three latent constructs. The standardized factor loadings, composite reliability (CR) values, Cronbach's alpha coefficients, and rho_A estimates for all constructs exceeded the recommended threshold of 0,70. These results indicate that the measurement model demonstrates satisfactory indicator reliability and internal consistency, thereby confirming its overall reliability.

After examining the reliability of the measurement model, the average variance extracted (AVE) value was checked the convergent validity. Henseler et al. (2016) state that convergent validity is achieved if the AVE value is above 0.50. CR values must be higher than AVE for all constructs. As seen in Table 2, AVE values for all constructs are greater than 0.5 and all CR values are larger than AVE. According to the results, convergent validity ensured.

Table 2

Results of the Measurement Model

Construct	Item	Factor Loading	p	Cronbach Alpha	rho_A	CR	AVE	VIF
Compulsory Organisational Citizenship Behaviour (CPCB)	CPCB1	0.760	0.000	0.870	0.875	0.906	0.658	2.132
	CPCB2	0.828	0.000					2.949
	CPCB3	0.823	0.000					2.435
	CPCB4	0.839	0.000					2.453
	CPCB5	0.804	0.000					2.071
Moral Disengagement (MLDE)	MLDE1	0.707	0.000	0.865	0.868	0.896	0.553	1.610
	MLDE2	0.805	0.000					2.254
	MLDE3	0.766	0.000					2.788
	MLDE4	0.770	0.000					2.518
	MLDE5	0.737	0.000					1.986
	MLDE6	0.712	0.000					1.991
	MLDE7	0.701	0.000					1.704
Employee Creativity (EMCR)	EMCR1	0.736	0.000	0.924	0.926	0.935	0.567	2.091
	EMCR2	0.792	0.000					2.827
	EMCR3	0.784	0.000					2.535
	EMCR4	0.775	0.000					2.090
	EMCR5	0.740	0.000					2.172
	EMCR6	0.712	0.000					2.579
	EMCR7	0.750	0.000					2.470
	EMCR8	0.764	0.000					2.330
	EMCR9	0.765	0.000					2.335
	EMCR10	0.727	0.000					1.850
	EMCR11	0.734	0.000					1.864

In order to test the discriminant validity, 3 main criteria proposed by Leguina (2015) were evaluated in Table 3: Cross-loading matrix, Fornell-Larcker criterion and heterotrait-monotrait ratio (HTMT). Firstly, the

cross-loading matrix of the factors was obtained as shown in Table 3. In this matrix, the value of the relevant item for the loading factor should be higher than the cross-loadings. The values for the factors on which the items are loaded are marked in bold and these values indicate that the cross-loading rule for discriminant validity is met.

Table 3

Cross-Loading Matrix

	COCB	MLDE	EMCR
COCB1	0.760	0.166	-0.252
COCB2	0.828	0.217	-0.214
COCB3	0.823	0.215	-0.303
COCB4	0.839	0.163	-0.289
COCB5	0.804	0.211	-0.322
MLDE1	0.196	0.707	-0.333
MLDE2	0.249	0.805	-0.32
MLDE3	0.153	0.766	-0.319
MLDE4	0.156	0.770	-0.253
MLDE5	0.155	0.737	-0.296
MLDE6	0.168	0.712	-0.310
MLDE7	0.158	0.701	-0.258
EMCR1	-0.283	-0.231	0.737
EMCR2	-0.286	-0.301	0.792
EMCR3	-0.227	-0.283	0.784
EMCR4	-0.241	-0.328	0.775
EMCR5	-0.332	-0.264	0.741
EMCR6	-0.239	-0.217	0.713
EMCR7	-0.255	-0.271	0.750
EMCR8	-0.223	-0.370	0.763
EMCR9	-0.232	-0.276	0.765
EMCR10	-0.279	-0.385	0.727
EMCR11	-0.249	-0.371	0.734

Fornell and Larcker (1981) criterion was used in the second step of discriminant validity. According to this criterion, the square root of the AVE should be greater than the correlations between all constructs in the model. In Table 4 the square roots of the AVEs appear to be larger than the corresponding correlations between structures in a row and column. Fornell-Larcker criterion met.

Table 4

Fornell-Larcker Criterion

	COCB	MLDE	EMCR
COCB	0.811		
MLDE	0.241	0.743	
EMCR	-0.345	-0.405	0.753

The square root of AVE is in bold.

Lastly, heterotrait-monotrait (HTMT) method used to evaluate discriminant validity. In order to ensure discriminant validity, the HTMT value must be lower than 0.90 (Henseler, Ringle and Sarstedt, 2015). The HTMT values of all constructs in the measurement model are lower than 0.90 as seen in Table 5. Therefore, the discriminant validity of the constructs was achieved.

Table 5

Heterotrait-Monotrait Rate (HTMT)

	COCB	MLDE	EMCR
COCB			
MLDE	0.272		
EMCR	0.78	0.441	

All analyzes performed to evaluate the measurement model confirm the convergent and discriminant validity of the model along with its reliability. Descriptive statistics are included in Table 6.

Table 6

Descriptive Statistics

	$\bar{X} \pm sd$	Range	Skewness	Kurtosis
COCB	2.355 \pm 0.569	1.00-4.20	0.382	1.309
MLDE	2.231 \pm 0.463	1.00-3.43	-0.480	1.084
EMCR	4.101 \pm 0.519	2.45-5.00	-0.699	0.635

According to Tabachnick, Fidell, and Ullman (2013), skewness and kurtosis values must be within ± 1.50 . Research variables are normally distributed accordingly. The study variables show normal distribution. Standard deviation and mean values are given in Table 6. In the light of these results, the structural model was evaluated for hypotheses.

Structural Model

Standardised Root Mean Square Residual (SRMR) and Normed Fit Index (NFI) values were used to evaluate the model fit. According to Henseler et al. (2014), in their study for good fit, SRMR values must be less than 0.08. Lohmöller (1989) is considered, for good fit, an NFI value greater than 0.80. (Dikili, 2024). For the structural model, SRMR value is 0.064<0.080. In Table 7, NFI value is 0.812>0.80 as shown. These values consider a good fit. In addition, Chin (1998) states that the R^2 value must be at least 0.10 for a model fit.

Regarding the endogenous variables, MLDE had an R^2 value of 0.158 and EMCR had an R^2 value of 0.229, both R^2 values exceeded the recommended threshold score and indicated that the research model adequately represented the collected data. Similarly, the Stone-Geisser Q^2 calculation showed a value of 0.081 for MLDE and 0.126 for EMCR, both values are greater than zero, indicating a satisfactory predictive power of the structural model (Henseler, Ringle, & Sinkovics, 2009). The values stated in Table 7 show that structural model fit is good.

Table 7

Determination Coefficients (R^2 ve Q^2) ve Model Fit (SRMR ve NFI)

Endogenous Latent Factors	R^2	Q^2
MLDE	0.158	0.081
EMCR	0.229	0.126
Model Fit	SRMR	NFI
	0.064	0.812

Finally, when assessing the structural model to determine the path coefficient and associated t-value for both direct and mediating relationships, 5000 resampling procedures on the model were used for t values corresponding to the path coefficient (Hair, Hult, Ringle, & Sarstedt, 2021). For the research, 4 hypotheses were tested. They are shown in Table 8 and Figure 2.

Table 8

Structural Model Results

	Hypothesis	β	sd	t	p	Confidence Interval (BC)		Result
						LL	UL	
H1	COCB \rightarrow MLDE	0.241	0.070	3.445	0.001	-0.359	-0.157	Accepted
H2	COCB \rightarrow EMCR	-0.262	0.051	5.158	0.000	0.092	0.369	Accepted
H3	MLDE \rightarrow EMCR	-0.342	0.051	6.718	0.000	-0.436	-0.238	Accepted
H4	COCB \rightarrow MLDE \rightarrow EMCR	-0.103	0.038	3.000	0.003	-0.140	-0.033	Accepted

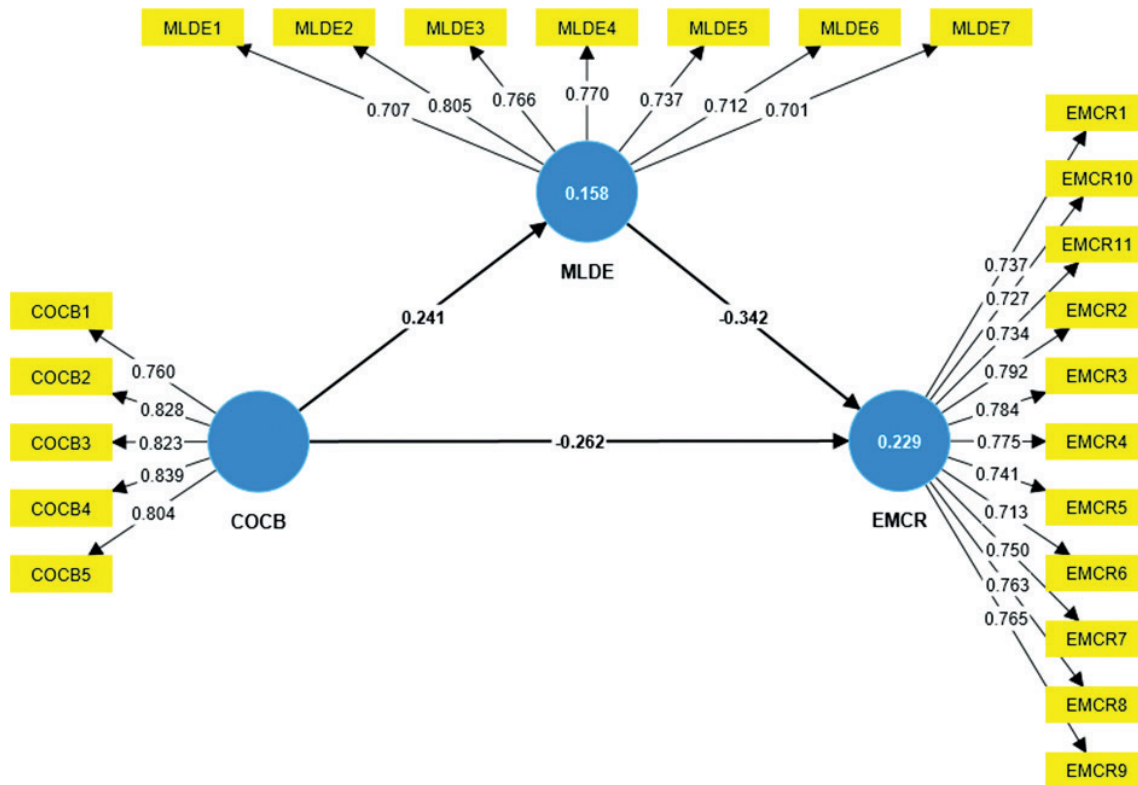


Figure 2. Structural Measurement Model

In Table 7 and Figure 2, there is a positive and significant effect of compulsory organization citizenship behaviour on moral disengagement ($\text{COCB} \rightarrow \text{MLDE}$, $\beta=0.241$, $t=3.445$, $p=0.001$). However, compulsory organization citizenship behaviour has a negative and important effect on employee creativity ($\text{COCB} \rightarrow \text{EMCR}$, $\beta=-0.262$, $t=5.158$ and $p=0.000$). On the other hand, moral disengagement has a negative and significant effect on employee creativity ($\text{MLDE} \rightarrow \text{EMCR}$, $\beta=-0.342$, $t=6.718$ and $p=0.000$). In this situation, H1, H2 and H3 hypotheses of the study were accepted.

Looking at the mediating role model test results, moral disengagement has a mediating role in the effect of compulsory organizational citizenship behaviour on employee creativity ($\text{COCB} \rightarrow \text{MLDE} \rightarrow \text{EMCR}$, $\beta=-0.108$, $t=3.000$ and $p=0.003$). According to this result, H4 hypothesis was accepted.

Discussion and Conclusion

In this research, the perceptions of personnel working in the aviation sector throughout Türkiye regarding compulsory organizational citizenship behavior (CCB), moral disengagement (MD) and employee creativity were examined, and the causal effects among the variables were tested. In the research CCB had a positive and important effect on moral disengagement. According to research, CCB is seen as the norm in processes where change in the environment is widespread (Yıldız and Yıldız, 2016 p. 20). Gadot (2006) states in her research that managers impose jobs on employees by forcing them to do so. Once the jobs are assigned, the behavior of the employees differs, causing CCB to play extra role. In this case, employees appear to be working under pressure from management due to the compulsory working process in the organization (Nisar et al., 2014, p. 235). He et al., (2019) studied 293 employees in 17 production enterprises and found that employees experienced compulsive emotions caused by CCB. The results of this research appear to be consistent with the results of studies in the literature.

In this research, it was found that CCB had a negative and significant effect on employee creativity. Creativity is one of the most sought-after features of businesses, and the human factor is very important for sustainable competitive edge today (Zheng et al., 2019, p. 653). It is important to come up with creative ideas for organizations to survive in the developing and changing world conditions and to find a good place for themselves in this environment. Organizational Citizenship Behavior is an element that must be done voluntarily and separates the concept of citizenship from employees' task performance (Zorlu and Tetik, 2018, p. 302). Extra-role behaviors that employees display voluntarily are accepted as normal by managers and even colleagues over time, and these extra-role behaviors, which start with feelings of good will and helpfulness, begin to be routinely expected from employees. Work that employees do beyond their duties, based on good will, such as helpfulness, sportsmanship and participation in policy-making, which they show with good-will and voluntarily; become CCB by being included in their job descriptions. This situation may cause employees to lose their motivation and work-related creativity. Wang et.al. (2024) stated that; Employees feel that CCB is a concession behavior that they adopt due to the pressure of the organization. His study mentioned that, as a compulsory requirement, CCB can harm the organization by negatively affecting employee behavior, which also negatively affects the organization's performance. Abukhait et al. (2023), in their research on academics, state that CCB negatively affects academicians' innovative work behaviors and knowledge sharing. The results of this research appear to be consistent with the results of studies in the literature.

This study found that moral disengagement (MD) has a negative effect on employee creativity. Bandura's theory of moral disengagement was developed to explain how normal, honest people engage in harmful behavior without holding themselves accountable, feeling uncomfortable, or experiencing remorse. MD is the ineffectiveness of moral self-regulation restating the situation that will enable individuals to rationalize and justify behaviors that are inconsistent with their moral standards (Samnani, Salamon and Singh, 2014, p. 237). Unethical situations in an organization can also affect the creativity of employees. One of the most important reasons for employee unethical behavior is MD (Harris and He, 2019, p. 59). Studies indicate that creativity is more likely to be negatively affected due to moral disconnection (Qin et al., 20019, p. 10-18). Qin et al., (2020) state in their study that the relationship between creative thinking and moral disengagement is positive. The results of this research are consistent with the research results in the literature.

The study also found that MD has a mediating role in the effect of CCB on employee creativity. CCB within the organization is expected to shape employee creativity. At this point, the effect of perceived CCB on employee creativity is expected to be shaped through MD. There is no research similar to the current findings in the literature. In the study of Qin, Dust, DiRenzo, and Wang (2019), MD mediates the positive relationship between CCB and employee silence. According to the mediator effect model in the study of Qin, Dust, DiRenzo and Wang (2019), there are separate significant relationships between the independent variable, mediator variable, and dependent variables. This situation brings to mind the mediating role.

In the literature, CCB and the Impact of MD on employee creativity have been studied separately. However, there are no studies investigating the role of MD in the effect of CCB on Employee Creativity. Therefore, the results of the study will be beneficial to the literature. Since employee creativity has positive consequences for employees and the institution, it has been revealed that MD is an efficient factor in the negative impact of CCB on employee creativity and will have a negative impact on employees. The research provides value by developing an alternative proposal to the concept of creativity in employees.

In conclusion, the current research sheds light on the complex relationships between CCB, perceived MD, and employee creativity. Findings highlight the negative impact of perceived CCB on employee creativity and highlight the importance of addressing workplace pressures. However, it suggests that MD may act as a mediating factor that enhances the impact of CCB on employee creativity. This shows that organizations should increase the well-being and productivity of employees by supporting their voluntary behavior, which is within the scope of their regular work and positively affecting their psychological and social lives, and by encouraging a more supportive working environment without creating too much work pressure on employees.

The findings of this research should be evaluated considering that it is limited to the sample in which the research was conducted. It appears to be the most important theoretical finding of this study that will benefit the literature on CCB, MD and employee creativity. The data obtained from this study will help managers and researchers address their needs with an evidence-based approach. Moral rupture organizations as a result of their mediating role; A work environment should be developed that makes employees feel that they are valued. Thus, strategies can be developed to reduce the negative effects on perceived CCB. In organizations, performing organizational citizenship behavior on a voluntary basis can prevent unethical behavior in employees, the negative effects of compulsory organizational citizenship behavior can decrease, employee creativity can increase, and accordingly, the innovation and competitive development of the organization can be achieved.

This study contributes to the growing body of literature on Compulsory Citizenship Behavior (CCB) by investigating its impact on employee creativity and the mediating role of Moral Disengagement (MD). The findings highlight that CCB exerts a negative influence on employee creativity, and this relationship is significantly mediated by MD. Employees who perceive high levels of CCB experience psychological depletion, which subsequently reduces their creative potential. These results are consistent with previous research indicating that excessive work pressure associated with CCB negatively impacts employee well-being and performance (Peng and Zhao, 2012; Tepper et al., 2004).

However, our study contrasts with some prior findings that suggest no direct link between CCB and creativity. For example, Wang et al. (2024) found that CCB did not significantly affect creativity, whereas our study demonstrates that the relationship is contingent upon MD as a mediating factor. This discrepancy underscores the importance of considering psychological mechanisms when assessing the effects of CCB on workplace behavior. Similarly, while Zheng et al. (2019) established MD as a mediator between creativity and workplace deviant behaviors, our findings extend this by showing MD's role in linking CCB to employee creativity, providing a novel contribution to the literature.

Our research emphasizes the necessity for organizations to minimize compulsory forms of organizational citizenship behavior and create environments that foster voluntary engagement. Employers should focus on policies that enhance employees' intrinsic motivation and psychological well-being rather than exerting undue social and organizational pressure. Providing supportive leadership, ensuring fair workload distribution, and offering recognition for discretionary efforts can help mitigate the adverse effects of CCB. This study sheds light on the complex interplay between CCB, MD, and employee creativity. By establishing MD as a key mediator in this relationship, our findings provide a new perspective on the unintended consequences of excessive work expectations. Future research should explore additional moderating variables, such as organizational justice and job autonomy, to further elucidate the conditions under which CCB affects creativity. Given that creativity is a critical driver of innovation and organizational success, reducing the negative consequences of CCB should be a priority for managers and policymakers.

The limitation of the work is that it was studied on a sample of 428 people working in the aviation industry. Future research can include larger and different samples (such as industry, and education sector). In addition, in studies to be conducted by researchers and managers, different variables such as employee performance and service quality, which are expressed as concrete outputs for businesses and organizations, can be included in the research model.

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Kapsamlı Özet

Amaç: Çalışmak, insanların psikolojik ve fiziksel isteklerini karşılamak ve başarılı olmak için yaptıkları kararlı ve değerli bir faaliyettir. Bazı çalışanlar işi bir zorunluluk olarak algıladığında duygu farklılıkları ortaya çıkabilmektedir. Bireysel iş performansı, örgütlerde belirli bir amacın, işlevin veya performansın yerine getirilmesi olarak tanımlanmaktadır. Görevin yürütülmesi veya gerçekleştirilmesi ile ilgili bir kavram olarak ortaya çıkmaktadır. Bireylerin hayatı boyunca öğrendiklerini ilişkilendirerek bir problemi çözmesi ve yeni ve özgün bir fikir veya ürün ortaya çıkaran çalışan yaratıcılığı, örgütlerde yeniliğin ve rekabetin gelişmesi için önemli bir unsur olarak görülmektedir. Çalışan yaratıcılığını etkileyen unsurların belirlenmesi, örgütlerin stratejilerini geliştirmesi ve rekabet gücünü arttırmaları açısından önemlidir. Bu noktadan hareketle hazırlanan araştırmada, algılanan zorunlu örgütsel vatandaşlık davranışının çalışanların yaratıcılığı üzerinde etkisinde ahlaki çözülmenin aracı rolü incelenmiştir.

Tasarım ve Yöntem: Araştırmanın evreni, Türkiye genelindeki havacılık sektörü çalışanlarından oluşmaktadır. Ulaşılması gereken minimum örneklem sayısının belirlenmesinde, evren sayısının tespit edilememesinden dolayı Cochran (1977) örneklem hesaplaması kullanılmıştır (Bartlett, Kotrlik ve Higgins, 2001). %5 anlamlılık düzeyi için yapılan hesaplamada ulaşılması gereken minimum örneklem sayısı 385 olarak belirlenmiştir. Bu doğrultuda online olarak hazırlanan anket formu linkleri basit rastgele örneklem tekniği çerçevesinde seçilen 700 katılımcıya ulaştırılmıştır. %65,57'lik dönüş oranı ile 459 katılımcıdan anket alınmıştır. Ancak, 31 katılımcının yanıtlarının analiz için uygun olmadığı belirlendiği için araştırma örnekleme 428 katılımcıdan oluşmuştur.

Araştırma verilerinin toplanması için hazırlanan anket formu dört ana bölümden oluşmaktadır:

Demografik Bilgi Formu: Araştırmacı tarafından hazırlanan formda 7 madde yer almaktadır. Bu maddeler ile katılımcılara ilişkin cinsiyet, yaş, medeni durum, eğitim düzeyi, çalışılan sektör, mevcut iş yerindeki tecrübe yıl sayısı ve sektörel tecrübe yıl sayısına ilişkin bilgilere ulaşılmıştır.

Zorunlu Örgütsel Vatandaşlık Davranışı Ölçeği: Vigoda-Gadot (2007) tarafından geliştirilen ölçek, Şeşen ve Soran (2013) tarafından Türkçeye uyarlanmış, geçerlik ve güvenirlik çalışması ise Seren ve Baydın (2013) tarafından yapılmıştır. 5 maddenin yer aldığı ölçek 5'li likert'dir.

Ahlaki Çözülme Ölçeği: Moore, Detert, Klebe Treviño, Baker ve Mayer (2012) tarafından geliştirilen ölçek, Erbaş ve Şahin Perçin (2017) tarafından Türkçeye uyarlanmıştır. 7 maddenin yer aldığı ölçek 5'li likert tipte kullanılmıştır.

Çalışan Yaratıcılığı Ölçeği: Muñoz-Doyague, González-Álvarez ve Nieto (2008) tarafından geliştirilen ölçeğin Zorlu ve Tetik (2018) tarafından yapılan çalışmadaki Türkçe uyarlaması kullanılmıştır. 11 maddenin yer aldığı ölçek 5'li likert tipte kullanılmıştır.

Araştırma verileri Smart PLS 4 kullanılarak kısmi en küçük kareler yöntemi ile analiz edilmiştir. Analizler ölçüm/içsel ve yapısal/dışsal model olmak üzere iki aşamada yapılmıştır. Ölçüm modeli, indikatör güvenirliği, iç tutarlılık güvenirliği, yakınsak geçerlik ve ayırt edici geçerlik incelenerek değerlendirilmiştir. Bununla birlikte elde edilen faktör yapıları için betimleyici istatistikler sunulmuştur. Yapısal modelde ise araştırma hipotezleri test edilmiştir. Bu basamakta yol katsayısı değerlerine karşılık gelen t değerlerini oluşturmak için tam model üzerinde 5000 yeniden örnekleme prosedürü kullanılmıştır. Model uyumu, iyi model uyumuna işaret eden Standartlaştırılmış Ortalama Karekök (SRMR) ve Normlaştırılmış Düzeltme İndeksi (NFI) değerlerine göre değerlendirilmiştir. Elde edilen bulgular %95 güven aralığında ve %5 anlamlılık düzeyinde değerlendirilmiştir.

Araştırma kapsamında test edilen hipotezler aşağıda yer almaktadır:

H₁: Zorunlu örgütsel vatandaşlık davranışının ahlaki çözülme üzerinde pozitif etkisi vardır.

H₂: Zorunlu örgütsel vatandaşlık davranışının çalışan yaratıcılığı üzerinde negatif etkisi vardır.

H₃: Ahlaki çözülmenin çalışan yaratıcılığı üzerinde negatif etkisi vardır.

H₄: Zorunlu örgütsel vatandaşlık davranışının çalışan yaratıcılığına etkisinde ahlaki çözülmenin aracı rolü vardır.

Bulgular: Katılımcıların %60'ı erkek ve yaş ortalaması 33,107±7,720'dir. %54 ile çoğunluk evli iken, %60,3 ile çoğunluk lise mezunudur. Katılımcıların %63,8'i özel havacılık sektörü çalışanıdır. İşletmedeki tecrübe yılının ortalaması 6,421±5,645 ve havacılık sektörü tecrübesinin ortalaması 8,579±6,678'dir.

Ölçüm modelinin değerlendirilmesinde, indikatör güvenirliği, iç tutarlılık güvenirliği, yakınsak geçerlilik ve ayırt edici geçerlilik en sık kullanılan yöntemlerdir (Henseler, Hubona ve Ray, 2016). Bu doğrultuda ilk aşamada faktör yükleri, kompozit güvenirlik (CR), Cronbach alfa ve rho_A katsayıları incelenmiştir (Ringle, Sarstedt ve Straub, 2012). Hair vd. (2021) tarafından aktarıldığı üzere, 0,70'ten büyük faktör yükleri, CR değerleri, Cronbach alfa ve rho_A katsayıları ölçüm modelinin güvenilir olduğunu göstermektedir. Çalışmada 3 faktörden oluşan ölçüm modelindeki, tüm faktör yükleri, CR değerleri, Cronbach alfa ve rho_A katsayıları 0,70'ten büyüktür ve bu sonuçlar ölçüm modelinin güvenirliğinin sağlandığına işaret etmektedir.

Ölçüm modelinin güvenirliğinin incelenmesinin ardından yakınsak geçerliği test etmek üzere çıkarılan ortalama varyans (AVE) değeri kontrol edilmiştir. Henseler vd. (2016) tüm yapılar için AVE değerinin 0,50 üzerinde olması ve CR değerlerinin tüm yapılar için AVE'den yüksek olması durumunda yakınsak geçerliğin sağlandığını belirtmektedir. Tüm yapılar için AVE değerleri 0,5'ten büyüktür ve tüm CR değerleri AVE'den küçüktür. Bu sonuçlara göre yakınsak geçerlik sağlanmıştır.

Araştırma sonuçlarına göre zorunlu örgütsel vatandaşlık davranışının ahlaki çözülme üzerinde pozitif ve anlamlı etkisi vardır (COCB → MLDE, $\beta=0,241$, $t=3,445$ ve $p=0,001$). Bununla birlikte zorunlu örgütsel vatandaşlık davranışının çalışan yaratıcılığı üzerinde negatif ve anlamlı etkisi vardır (COCB → EMCR, $\beta=-0,262$, $t=5,158$ ve $p=0,000$). Diğer taraftan ahlaki çözülmenin çalışan yaratıcılığı üzerinde negatif ve anlamlı etkisi vardır (MLDE → EMCR, $\beta=-0,342$, $t=6,718$ ve $p=0,000$). Elde edilen bu doğrusal etki sonuçlarına göre araştırmanın H1, H2 ve H3 hipotezleri kabul edilmiştir.

Aracı rol modeli test sonuçlarına göre zorunlu örgütsel vatandaşlık davranışının çalışan yaratıcılığına etkisinde ahlaki çözülmenin aracı rolü bulunmaktadır (COCB→MLDE→EMCR, $\beta=-0,108$, $t=3,000$ ve $p=0,003$). Bu sonuca göre H4 hipotezi kabul edilmiştir.

Sınırlılıklar: Bu araştırmanın bulguları, araştırmanın yapıldığı örneklemeyle sınırlı olduğu dikkate alınarak değerlendirilmelidir. Ayrıca araştırmada kullanılan ölçme araçlarıyla ölçülen büyüklükler de araştırmanın bir diğer sınırlılığıdır. Öte yandan zorunlu örgütsel vatandaşlık davranışı, çalışan yaratıcılığı ve ahlaki çözülme değişkenlerinin araştırmada kullanılan değişkenler olarak dahil edilmesi araştırma modelinin bir sınırlılığıdır.

Öneriler (Teorik, Uygulama ve Sosyal): Bu araştırmanın en önemli teorik bulgusunun zorunlu örgütsel vatandaşlık davranışı, ahlaki çözülme ve çalışan yaratıcılığına ilişkin mevcut literatüre katkı sağlayacağı düşünülmektedir. Bu araştırmanın bulgularının yönetici ve araştırmacıların ihtiyaçlarını kanıta dayalı bir yaklaşımla ele almalarına yardımcı olacaktır.

Gelecek araştırmalar daha büyük ve farklı örneklemeleri (sanayi, eğitim sektörü gibi) kapsayabilir. Ayrıca araştırmacılar ve yöneticiler tarafından yapılacak çalışmalarda işletmeler ve kuruluşlar için somut çıktılar olarak ifade edilen çalışan performansı ve hizmet kalitesi gibi farklı değişkenler de araştırma modeline dahil edilebilir.

Özgün Değer: Literatürde Zorunlu Örgütsel Vatandaşlık Davranışı ve Ahlaki Çözülmenin Çalışan Yaratıcılığına Etkisi ayrı ayrı ele alınmıştır. Ancak Zorunlu Örgütsel Vatandaşlık Davranışının Çalışan Yaratıcılığı üzerindeki etkisinde Ahlaki Çözülmenin rolü ele alınmamıştır. Bu bakımdan mevcut araştırmadan elde edilen bulgular literatürdeki boşluğu doldurmakta ve mevcut araştırmanın değerini ortaya koymaktadır. Ayrıca çalışan yaratıcılığının hem birey hem de örgüt açısından olumlu sonuçları dikkate alındığında zorunlu vatandaşlık davranışının çalışan yaratıcılığını olumsuz etkilemesinde ahlaki çözülmenin önemli bir faktör olduğu görülerek, olumsuz etkileri artırabileceği ortaya çıkmıştır. Araştırma çalışan yaratıcılığına alternatif bir çözüm geliştirerek değer yaratmaktadır.