

## The effect of citizenship fatigue on organisational citizenship behaviour and turnover intention

Vatandaşlık yorgunluğunun örgütsel vatandaşlık davranışı ve işten ayrılma niyeti üzerine etkisi

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### Abstract

Conducted within the framework of the Conservation of Resources (COR) Theory, this research investigates how teachers' citizenship fatigue affects their engagement in organisational citizenship behaviour (OCB) and their likelihood of turnover intention. This study's sample includes 281 teachers employed in both public and private schools in Turkey. Data were obtained through the Citizenship Fatigue Scale, Organisational Citizenship Scale, and Turnover Intention Scale. The data analysis was carried out with SPSS 26 and AMOS 24 software. The Structural Equation Modeling Analysis conducted based on the collected data revealed that citizenship fatigue negatively predicted OCB directed at the organisation (OCBO) ( $\beta = -0.12, p < 0.05$ ) and positively predicted turnover intentions ( $\beta = 0.31, p < 0.001$ ). However, no significant relationship was found between citizenship fatigue and OCB directed at individuals (OCBI). These findings suggest that citizenship fatigue weakens voluntary behaviours, especially toward organisations and increases employees' turnover intention. The findings of the study informed the development of recommendations for both researchers and practitioners.

**Keywords:** Citizenship Fatigue, Organisational Citizenship Behaviour, Turnover Intention

**Jel Codes:** M10

### Öz

Kaynakların Korunması Teorisi çerçevesinde yürütülen bu araştırma, öğretmenlerin vatandaşlık yorgunluğunun örgütsel vatandaşlık davranışına (ÖVD) katılımlarını ve işten ayrılma niyetlerini nasıl etkilediğini araştırmaktadır. Bu çalışmanın örneklemi, Türkiye'de hem devlet okullarında hem de özel okullarda çalışan 281 öğretmenden oluşmaktadır. Veriler, Vatandaşlık Yorgunluğu Ölçeği, Örgütsel Vatandaşlık Ölçeği ve İşten Ayrılma Niyeti Ölçeği aracılığıyla elde edilmiştir. Veri analizi SPSS 26 ve AMOS 24 paket programları ile gerçekleştirilmiştir. Toplanan veriler doğrultusunda yapılan Yapısal Eşitlik Modeli Analizleri, vatandaşlık yorgunluğunun örgüte yönelik ÖVD'yi negatif ( $\beta = -0.12, p < 0.05$ ) ve işten ayrılma niyetlerini pozitif ( $\beta = 0.31, p < 0.001$ ) yordadığını göstermiştir. Ancak, vatandaşlık yorgunluğu ile bireye yönelik ÖVD arasında anlamlı bir ilişki bulunmamıştır. Bu bulgular, vatandaşlık yorgunluğunun özellikle örgüte yönelik gönüllü davranışları zayıflattığını ve çalışanların işten ayrılma niyetlerini arttırdığını göstermektedir. Araştırma bulgularına dayanarak araştırmacılar ve uygulayıcılara önerilerde bulunulmuştur.

**Anahtar Kelimeler:** Vatandaşlık Yorgunluğu, Örgütsel Vatandaşlık Davranışı, İşten Ayrılma Niyeti

**Jel Kodları:** M10

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## Introduction

Organisational citizenship behaviour (OCB), a longstanding area of interest for organisations, refers to the voluntary extra-role behaviours employees engage in beyond their assigned tasks and responsibilities, benefiting the workplace (Organ, Podsakoff, & MacKenzie, 2006). These extra-role behaviours are actions that are neither directly nor officially rewarded by the institution (Organ, 1988). OCBs represent a strong organisational environment (Novitasari, Asbari & Purwanto, 2022) and have many value-added outcomes for both the organisation and its employees. For example, OCBs contribute to job performance (Nartiyok, 2019), customer satisfaction (Yıldız & Amin, 2020), organisational performance (Podsakoff & MacKenzie, 2014) and organisational commitment (Hasani, Boroujerdi, & Sheikhesmaeilive, 2013). Most research on OCB focuses on the positive outcomes of OCB (He, Zheng, Zhao, Jiang, & Wu, 2019). At the same time, OCB points to voluntary behaviours by definition. However, some studies that challenge this belief suggest that OCB is not inherently voluntary or beneficial (Yam, Klotz, He, & Reynolds, 2017). Some findings indicate that citizenship pressure can motivate employees to engage in OCB (Bolino, Turnley, Gilstrap, & Suazo, 2010) and compulsory citizenship behaviours (Vigoda-Gadot, 2006). When employees' motivation to engage in OCB is driven by pressure or compulsion, citizenship fatigue may occur (deClercq, Suhail, Azeem, & Haq, 2021; Eliyahu & Somech, 2023; Neves & Andrade, 2021).

In recent years, several studies have shown that performing OCB can be frustrating and time-consuming for employees (Bolino & Turnley, 2005; Bolino & Klotz, 2015; Bolino, Klotz, Turnley, & Harvey, 2013; de Geus, Ingrams, Tummers, & Pandey, 2020). Employees who exhibit OCB are motivated to invest in cognitive, emotional and physical resources. However, when these resources are scarce, employees who make justice and benefit judgments experience internal tension, and this tension becomes a burden for them, leading to fatigue. Thus, employees who frequently engage in OCB may respond negatively when faced with situations requiring such behaviours (Bolino, Hsiung, Harvey, & LePine, 2015). This research seeks to explore the concept of citizenship fatigue and examine whether employees' experiencing citizenship fatigue predicts their engagement in OCB. In addition, according to Bolino et al. (2015), when employees experience citizenship fatigue, they tend to decrease their engagement in OCB rather than in task performance, which is an essential job requirement. Examining not only the impact of citizenship fatigue on OCB but also its potential effects on other organisational and individual factors contributes to a more comprehensive understanding of this concept. Accordingly, turnover intention has been included as a variable in this study to evaluate the effects of citizenship fatigue from a broader perspective. Turnover intention refers to employees' tendency and desire to leave their current positions (McInerney, Ganotice, King, Marsh, & Morin, 2015). The literature reveals that turnover intention is influenced by various psychological and organisational factors, with adverse conditions such as burnout notably increasing this intention (Li & Yao, 2022). Therefore, we will examine whether citizenship fatigue predicts turnover intention.

This research was conducted on a sample of teachers. Teachers fulfil their various duties toward students, parents, and colleagues by spending both academic and emotional labour (Hakanen, Bakker, & Schaufeli, 2006). Teachers may sometimes go beyond their assigned roles and engage in OCB. These behaviours can lead to results such as improving school climate, increasing student achievement and strengthening cooperation (Somech & Oplatka, 2014). According to Bolino et al. (2015), prolonged engagement in these voluntary behaviours can lead to burnout, emotional exhaustion, and citizenship fatigue. Within this framework, examining the effect of teachers' citizenship fatigue on their OCB and turnover intention is essential for educational institutions to develop sustainable workforce policies (Eliyahu & Somech, 2023; Muntean, Curşeu, & Tucaliuc, 2022). Since teachers' citizenship fatigue, OCB, and turnover intentions directly impact the quality of educational outcomes, examining the correlations between these variables is necessary to develop strategies that support the well-being and workplace performance of individuals in the education field.

This study was theoretically grounded in the COR Theory. It states that individuals possess limited resources (energy, time, emotion) in various areas of their lives and that people tend to protect and increase these resources (Hobfoll, 2001). Bolino et al. (2015) stated that citizenship fatigue is also related to the personal resources devoted to engaging OCB. In the present study, the assumptions that employees who experience fatigue due to the loss of resources may leave OCB and their turnover intentions may increase in order to regain these resources or not to lose more resources will be addressed within the scope of this theory. As a result, this research seeks to enhance the current scholarly literature on OCB and enhance comprehension of negative consequences of citizenship fatigue on employees and organisations from the COR perspective.

## Literature review

### Citizenship fatigue

Citizenship fatigue is "a state of affect and cognition characterised by feeling worn out, tired or on edge" from engaging in voluntary behaviours to do more than what is expected of them (Bolino et al., 2015). Bolino et al. (2015) indicate that citizenship fatigue is grounded in previous research that reveals what happens to employees when they prioritise the desires of others over their own. Citizenship fatigue differs from negative constructs such as compassion fatigue, burnout, stress and role overload that stem from the threat or lack of resources. Unlike these constructs, citizenship fatigue refers to employees who feel exhausted with engaging in OCB (Altaf, Sajid, & Ali, 2020). In other words, employees are more inclined to associate citizenship fatigue with OCB. Consequently, employees experiencing citizenship fatigue respond by decreasing their engagement in OCB (Bolino et al., 2015).

Although many factors can contribute to employees experiencing citizenship fatigue, the most prominent of these factors is OCB. Employees may experience fatigue as a reaction to their experiences during the period after engaging in OCB. In particular, citizenship fatigue emerges when employees engage in OCB as a result of feeling pressured to do so (de Clercq et al., 2021; Lan, Gong, & Yuan, 2022). Employees may sometimes engage in OCB out of compulsion rather than intrinsic motivation. In this case, employees' participation in compulsory citizenship behaviour may lead to citizenship fatigue (Neves & Andrade, 2021). Employees' motivations for engaging in OCB may also be effective in experiencing fatigue. For example, reports indicate that employees who engage in OCB for organisational motives experience lower levels of fatigue, while employees who engage in OCB for impression management motives experience higher levels of fatigue (Qui, Lou, Zhang, & Wang, 2020). Conversely, the degree of organisational support perceived by employees can also be a determinant of their fatigue. When employees perceive strong organisational support, they can preserve their resources and experience reduced fatigue (Bolino et al., 2015; Xu et al., 2021). In addition, the more positive the team-member interactions with employees, the less fatigue they will experience (Bolino et al., 2015). Alternatively, the emotional state of employees can also be a determinant in citizenship fatigue. In particular, Liu & Yu (2019) found in their study that employees' affective commitment decreased and emotional exhaustion increased due to low career adaptability, resulting in citizenship fatigue. Emotional commitment is also a factor that protects employees from citizenship fatigue, as noted by Bolino et al. (2015).

Not only does citizenship fatigue negatively impact employees, but it also has adverse consequences for the organisation. Firstly, according to Bolino et al. (2015), employees who experience fatigue tend to stop engaging in OCB as a response to this fatigue. However, while it negatively affects employees' thriving at work (Qui et al., 2020), it can also lead to low job performance (de Clercq et al., 2021). In addition, the role of citizenship fatigue in employees' counterproductive work behaviours (Xu et al., 2021) and low organisational commitment levels (Azila-Gbetteor, Novieto, Tulasi, Ahiabu, & Adzivor, 2024; Zugay, 2021) can be observed. The studies by Lan et al. (2020) and Zugay (2021) also found that citizenship fatigue positively influences employee turnover intentions, with higher fatigue levels potentially leading to increased turnover intentions. While employees' citizenship fatigue negatively affects their health, it also causes them to report health complaints (Fu, Peng & Wang, 2022) and decreases their psychological well-being. Finally, Neves & Andrade (2021) reported that citizenship fatigue is one of the drivers of employees experiencing work-family conflict.

### Conservation of resources theory (COR)

This theory has been used to explain the citizenship fatigue experienced by employees as a result of their participation in OCB. The theory suggests that individuals are driven to maintain their current resources while seeking to obtain more. These resources include things that people value, such as energy, time and personal characteristics. When individuals perceive a threat to their resources or experience resource loss, they focus on protecting what remains and recovering what has been lost (Hobfoll, 2001). COR theory (Hobfoll, 1989) provides a valuable framework for understanding how individuals react to stressful situations. As per COR, when employees face resource depletion in the workplace, they may experience psychological strain, manifesting as exhaustion, depressive symptoms, and other adverse mental health effects (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014) and tend to avoid such behaviours and further loss of resources because the loss of these resources can create a negative situation (Hobfoll, Halbesleben, Neveu, & Westman, 2018). According to the theory, resource depletion has a significantly greater impact than resource accumulation, with effects that are often both quicker and more pronounced (Hobfoll et al., 2018).

Bolino et al. (2015) argue that OCB does not always lead to citizenship fatigue; however, employees may experience fatigue when their resources are threatened or lost while engaging in OCB. While engaging in OCB may bolster employees' sense of competence and empowerment, it can also consume critical resources, such as time, energy, and knowledge. Moreover, because OCB is not officially rewarded, engaging in these behaviours without a guaranteed additional benefit can result in a net loss of resources (Eliyahu & Somech, 2023).

## Research hypotheses

### Hypotheses regarding the relationship between citizenship fatigue and OCB

Our initial hypothesis focuses on the effect of citizenship fatigue on employees' engagement in OCB. Current studies suggest that a positive correlation exists between citizenship fatigue and OCB and that employees who engage in OCB ultimately experience fatigue as a result of losing resources (Nisar, Haider, Waqas, Khan, & Selem, 2024). Moreover, Bolino et al. (2015) stated that employees experience fatigue due to the loss of resources, and this fatigue makes them less inclined to engage in OCB. COR Theory emphasises that employees tend to conserve their resources to mitigate these losses and protect their resources (Hobfoll, 2001). Given these explanations, although it is known that citizenship fatigue decreases engagement in OCB, there is uncertainty about which dimensions of OCB it is related to. Accordingly, we propose and test the following hypotheses.

*H<sub>1</sub>: Employees' citizenship fatigue has a significant negative effect on their OCBO.*

*H<sub>2</sub>: Employees' citizenship fatigue has a significant negative effect on their OCBI.*

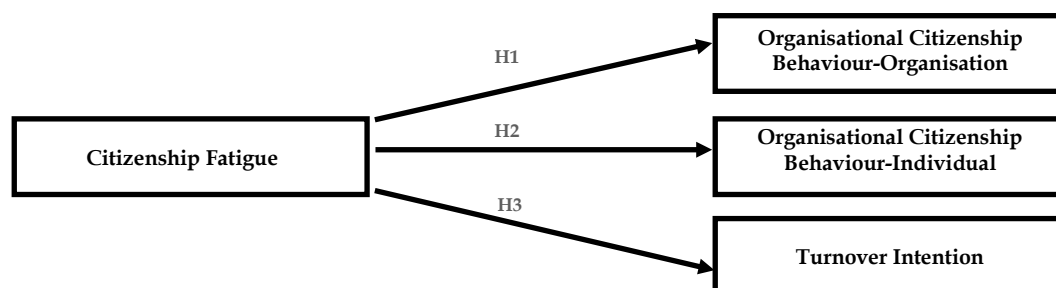
### Hypothesis regarding the relationship between citizenship fatigue and turnover intention

Moderate levels of engagement in OCB have been reported to reduce turnover intentions (Whitman, Van Rooy, & Viswesvaran, 2010). However, given that excessive engagement in OCB can lead to citizenship fatigue among employees, it remains unclear how this outcome affects employees' turnover intentions. Individuals experiencing citizenship fatigue frequently feel undervalued or frustrated, prompting them to disengage from the organisation. Moreover, this condition is not merely negative in itself; it also leads to adverse outcomes, such as a decline in future citizenship behaviours (Bolino et al., 2015). Therefore, it is thought that employees' non-participation in citizenship behaviour due to citizenship fatigue will increase their turnover intentions.

COR theory has been used to examine the decrease and increase of resources in educational contexts (Lee, 2019; Wang, Sun, Zhou, Li, & Zhou, 2022). According to COR Theory, employees' engagement in citizenship behaviours may lead to resource loss, and it is emphasised that employees who cannot obtain new resources or maintain their existing ones may experience citizenship fatigue (Bolino et al., 2015). From the perspective of COR theory, turnover intention is also expressed as a form of tension experienced by teachers who plan to stop teaching due to continuous loss of resources (Hobfoll, 2001). Considering this perspective, teachers may experience resource loss due to citizenship fatigue and may consider leaving their job. In line with these explanations, we test the following hypothesis:

*H<sub>3</sub>: Employees' citizenship fatigue has a significant positive effect on their turnover intention.*

The research model developed based on the hypotheses above is shown below.



**Figure 1:** Research Model

Source: Author

## Method

### Sample

Before data collection commenced, ethical approval was secured from the Süleyman Demirel University Social and Human Sciences Ethics Committee (dated 02/02/2024, decision number 145/22). A total of 281 teachers employed in both public and private schools under the jurisdiction of the Ministry of National Education participated in the study. The survey was distributed electronically to 850 individuals, yielding 295 responses and a response rate of %34.7. Fourteen forms that were incorrectly filled out or data points identified as outliers were removed from the analysis. Anderson & Gerbing (1988) stated that the number of participants should not be less than 150 and that a sample size equivalent to 5 to 10 times the number of scale items is considered sufficient. Accordingly, the participant count in this study can be regarded as sufficient.

Table 1 presents a summary of the participants' demographic characteristics.

**Table 1:** Sample Characteristics

Characteristics		Frequency	%
<b>Gender</b>	Male	97	34.5
	Female	184	65.5
<b>Marital Status</b>	Married	210	74.7
	Not married	71	25.3
<b>Age</b> Mean= 39.18 years S.D.= 8.89 years	23-30	49	17.4
	31-40	122	43.4
	41-50	72	25.5
	51 and above	38	13.5
<b>Sector</b>	Public school	254	90.4
	Private school	27	9.6
<b>Tenure</b> Mean= 15.05 years S.D.= 9.47 years	1-5	46	16.3
	6-10	66	23.5
	11-15	49	17.4
	16-20	45	16.1
	21-25	26	9.3
	26 and above	49	17.4

Note: N=281

Source: Author

Among the participants, %34.5 (n=97) were male, while %65.5 (n=184) were female. The proportion of married participants was %74.7 (n=210), while %25.3 (n=71) were single. The mean age of the participants was 39.18 years, with a standard deviation of 8.89., and their average length of service was 15.05 years (SD = 9.47). Additionally, 90.4% (n = 254) of the participants worked in public schools, while 9.6% (n = 27) worked in private schools.

## Measures

*The Citizenship Fatigue Scale (CFS)*, initially created by Bolino et al. (2015), was translated and adapted into Turkish by Karadeniz & Uzunbacak (2023). Consisting of six items, the scale utilises a 5-point Likert format ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

*Organisational Citizenship Behaviour Scale (OCBS)*: OCBS includes a total of 16 items, one of which is OCB toward the individual (OCBI) (8 items), and the other is OCB toward the organisation (OCBO) (8 items). Lee & Allen (2002) designed and introduced the scale, which is measured using a 7-point Likert format, ranging from 1 (Strongly Disagree) to 7 (Strongly Agree). Its Turkish adaptation was conducted by Karabey & Battal (2018).

*Turnover Intention Scale*: Originally developed by Wayne, Shore, & Liden (1997) and adapted into Turkish by Küçükusta (2007). The scale includes three items assessing a single construct and utilises a 5-point Likert rating system, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

*Demographic Information Form*: This form was prepared by the researchers to collect demographic information (presented in Table 1) from the participants.

## Data analysis

The dataset was analysed using SPSS 26 and AMOS 24 software. Prior to analysis, normality tests were conducted by calculating the skewness and kurtosis values for the study variables. Moreover, confirmatory factor analysis was used to test discriminant and convergent validity. To evaluate the reliability of the measurement tools, the internal consistency coefficient (Cronbach's Alpha,  $\alpha$ ) was computed. Additionally, Pearson Correlation Analysis was performed to explore the associations between the variables. Finally, hypotheses were tested with path analysis.

## Results

### Validity, reliability, and correlations

Confirmatory Factor Analysis (CFA) was conducted to evaluate the construct validity of the measurement instruments. The Confirmatory Factor Analysis results are given in Table 2. When the results of the factor analysis were examined, it was found that all scales showed a good fit according to the reference values (Hu & Bentler, 1999 ; Kline, 1998). In addition, it was understood that the 4-factor structure had good fit values in the measurement model test suggested by Anderson & Gerbing (1988).

**Table 2:** Factor Loading, Validity and Reliability

Variables	Items	Factor Loadings	CR	AVE	$\alpha$
CF	CF1	0.75	0.95	0.75	0.95
	CF2	0.93			
	CF3	0.88			
	CF4	0.90			
	CF5	0.92			
	CF6	0.80			
OCBI	OCBI1	0.68	0.88	0.51	0.86
	OCBI2	0.78			
	OCBI4	0.71			
	OCBI5	0.70			
	OCBI6	0.74			
	OCBI7	0.70			
	OCBI8	0.67			
OCBO	OCBO2	0.59	0.88	0.53	0.87
	OCBO3	0.56			
	OCBO4	0.67			
	OCBO5	0.69			
	OCBO6	0.85			
	OCBO7	0.85			
	OCBO8	0.84			
TI	TI1	0.79	0.83	0.62	0.82
	TI2	0.85			
	TI3	0.71			

**Notes:** CF = Citizenship Fatigue; OCBI = Organisational Citizenship-Individual; OCBO = Organisational Citizenship-Organisation; TI = Turnover Intention; CR = Composite Reliability; AVE = Average Variance Extracted;  $\alpha$  = Cronbach's Alpha

**Source:** Author

Table 2 shows the factor loadings, discriminant validity results, and internal consistency coefficients of the scale items. The findings indicate that all item factor loadings except item 3 in the OCBI subscale and item 1 in the OCBO subscale exceed the 0.32 threshold suggested by Tabachnick & Fidell (2001), and their internal consistency coefficients exceed the 0.70 threshold specified by Nunnally (1978). Regarding discriminant validity, the Composite Reliability (CR) values were found to be above 0.70,

indicating an acceptable level of internal consistency, and the AVE (Average Variance Extracted) values ranged between 0.53 and 0.75. As these values exceeded 0.50, discriminant validity was confirmed according to the criterion proposed by Fornell & Larcker (1981). Construct validity of the variables in the study was tested using Confirmatory Factor Analysis, following the two-stage approach suggested by Anderson & Gerbing (1988). According to this approach, the measurement model is tested in the first stage, and the structural model is tested after obtaining acceptable fit values. As a result of testing the measurement model using the AMOS program, the goodness-of-fit indices indicated an acceptable model fit ( $\chi^2/df=2.162$ ; GFI=0.85; CFI=0.94; TLI=0.93; SRMR=0.062; RMSEA=0.064). were within acceptable limits (Kline, 2011). Moreover, Harman's Single Factor Test was conducted to identify potential common method variance error (Podsakoff et al., 2003). The results revealed that a single-factor structure accounted for %29.41 of the total variance. Since this percentage is below %50, it suggests that common method variance error is not a concern.

### Descriptive statistics and correlation analyses

**Table 3:** Descriptive Statistics and Correlation Analyses

Variables	$\bar{x}$	SD	Skewness	Kurtosis	1	2	3	4
1. CF	3.09	1.19	-0.130	-0.922	(0.866)			
2. OCBI	4.23	0.57	-0.358	-0.659	0.033	(0.712)		
3. OCBO	4.14	0.63	-0.518	-0.245	-0.142*	0.580**	(0.727)	
4. TI	1.82	1.03	1.526	1.889	0.309**	-0.102	-0.285**	(0.787)

**Notes:**  $\bar{x}$ : Mean, SD: Standard Deviation, Values in parentheses are the square root of AVE.

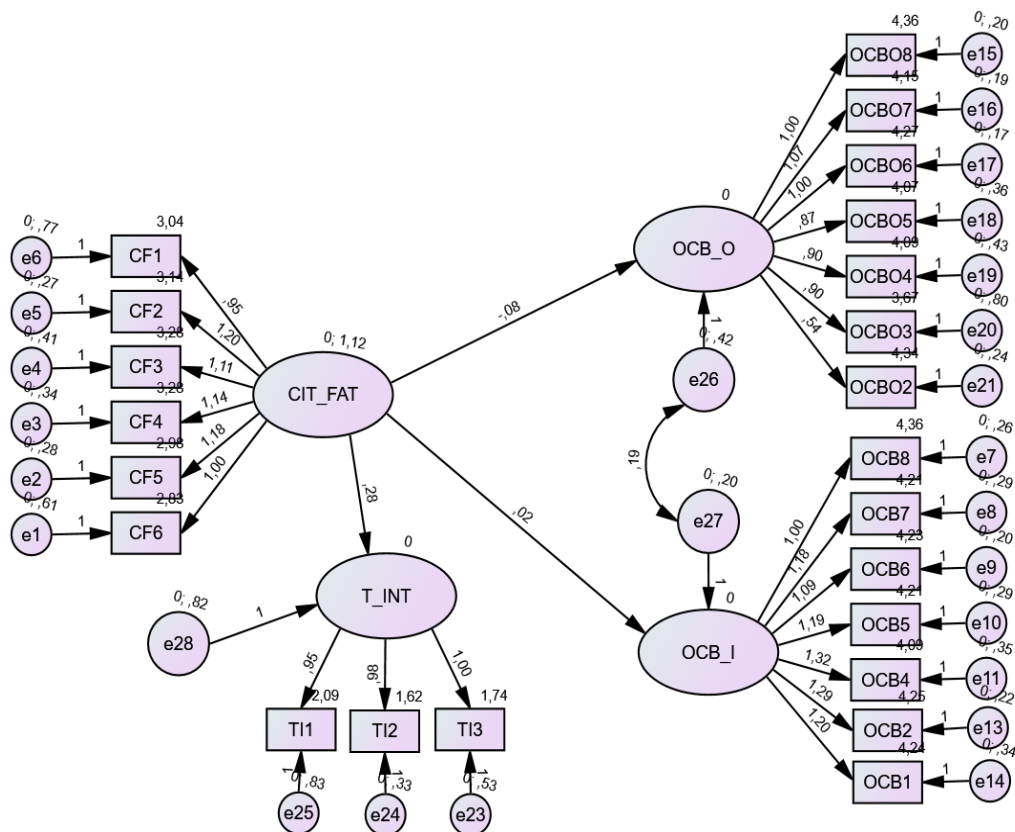
**Source:** Author

To conduct Multivariate Analyses, it is necessary to test whether the data are normally distributed. To assess this, skewness and kurtosis coefficients were analysed. According to George & Mallery (2010), data are considered normally distributed when skewness and kurtosis values fall within the range of -2 to +2. Upon examining Table 3, it is observed that the skewness and kurtosis values fall within the range of -0.922 to 1.889. Based on these results, the data were considered to be normally distributed. Table 3 also displays the results of the Pearson Correlation Analysis, which was conducted to examine the relationships among the study variables. As shown in Table 3, no significant relationship was identified between citizenship fatigue and OCBI ( $r = 0.033$ ,  $p > 0.05$ ). Conversely, citizenship fatigue was found to have a significant negative relationship with OCBO ( $r = -0.142$ ,  $p < 0.05$ ) and a significant positive relationship with turnover intention ( $r = 0.309$ ,  $p < 0.01$ ).

### Hypothesis testing results

The research hypotheses were tested with Structural Equation Modeling. Figure 2 shows the resulting model of the study. According to the goodness of fit values of the resulting model, the results have acceptable fit values ( $\chi^2/df=2.238$ ; GFI=0.92; CFI=0.93; TLI=0.92; SRMR=0.079; RMSEA=0.066) (Kline, 2011).





**Figure 2:** Results of the Final Research Model

**Note:** Unstandardised coefficients are reported.

**Source:** Author

Citizenship fatigue has a negative impact on employees' OCBO ( $\beta = -0.12$ ,  $*p < 0.05$ ). This finding indicates that employees experiencing citizenship fatigue tend to exhibit lower levels of volunteer behaviour toward the organisation. This reveals that employees' citizenship fatigue has the potential to reduce behaviours that are in the general interest of the organisation. The results show that citizenship fatigue does not have a significant impact on employees' OCBI ( $\beta = 0.04$ ,  $p > 0.05$ ). Finally, citizenship fatigue has a positive and significant impact on turnover intention ( $\beta = 0.31$ ,  $***p < 0.001$ ). This shows that employees experiencing citizenship fatigue have an increased tendency to leave their jobs, and thus, their motivation to stay in the organisation decreases.

**Table 4:** Hypothesis Testing Results of the Research Model

Paths	$\beta$	LLCI	ULCI	B	S.E.	
H <sub>1</sub> : Employees' citizenship fatigue has a significant negative effect on their OCBO.	-0.121*	-0.257	-0.011	-0.075	0.04	Supported
H <sub>2</sub> : Employees' citizenship fatigue has a significant negative effect on their OCBI.	0.037	-0.096	0.156	0.016	0.03	Not supported
H <sub>3</sub> : Employees' citizenship fatigue has a significant positive effect on their turnover intention.	0.311***	0.180	0.430	0.281	0.06	Supported

**Notes:**  $\beta$ = Standardised coefficients; LLCI= Lower limit in 95% confidence interval; ULCI= Upper limit in 95% confidence interval; B= Unstandardised coefficients; S.E.= Standard error.

**Source:** Author

## Discussion and conclusion

The study examined the impact of citizenship fatigue on OCB and turnover intention among teachers. Findings indicated that no significant relationship existed between employees' overall OCBI and citizenship fatigue. However, citizenship fatigue negatively and significantly predicted OCBO while positively predicting turnover intention.

Employees' extra behaviours that go beyond their duties at work are considered OCB, and Such behaviours yield numerous benefits for both the organisation and its employees. On the other hand, employees who engage in OCB may experience citizenship fatigue after a specific duration and may feel tired, exhausted and tense due to their engagement in OCB (Bolino et al., 2015). When the studies conducted on whether employees experiencing citizenship fatigue continue to engage in OCB are examined, Bolino et al. (2015) revealed that citizenship fatigue is a negative predictor of OCB. The increase in citizenship fatigue among employees reduces their engagement in OCB. The current research investigates the influence of citizenship fatigue on OCB in a similar, way and it was determined in more detail that employees experiencing citizenship fatigue only reduced their citizenship behaviours directed at the organisation and that there was no relationship with citizenship behaviour directed at individuals. This result suggests that employees consider the effect of organisational factors more when experiencing citizenship fatigue and stop engaging in OCBO. On the other hand, employees experiencing citizenship fatigue do not affect their OCBI.

When evaluated from the perspectives of COR Theory (Hobfoll, 2001) and Adams' Equity Theory, employees experience resource loss as they engage in OCB and experience citizenship fatigue as they cannot obtain sufficient resources in the face of this loss. When employees evaluate OCB by comparing justice and benefit when their resources are insufficient, they may experience internal tension, and this tension creates pressure on employees and may result in citizenship fatigue. In this case, employees may respond negatively when they encounter an opportunity or need for OCBs (Bolino et al., 2015). Therefore, employees want to get something in return from the organisation as they go beyond their duties and give from their resources. In cases where the organisation does not provide sufficient resources for its employees, it is considered a possible situation in which employees may stop engaging in OCB in return.

In addition, while employees experiencing citizenship fatigue negatively affects their OCBO, it does not affect their OCBI in any way. This implies that the variation between the two could be attributed to differences in the perspective of individualist and collectivist cultures on OCB. Moorman & Blakely (1995) emphasise that employees in collectivist cultures view helping behaviour as part of their job and do not consider it an extra-role activity. Therefore, it is thought that extra behaviours performed toward individuals are not considered OCB in Turkish society with a collectivist culture. It is necessary to reconsider whether extra behaviours performed toward coworkers are part of OCB, and more research findings are needed on this subject.

An additional finding of the study reveals that citizenship fatigue positively predicts turnover intention. As employees' citizenship fatigue increases, an increase in their turnover intention is also observed. This finding is consistent with the conclusions reached by Aydemir (2023), who emphasised the positive effect of citizenship fatigue on turnover intention. Moreover, prior research has indicated that citizenship fatigue can diminish employee commitment (Azila-Gbettor et al., 2024) and job performance (De Clercq et al., 2019). Considering the adverse consequences of citizenship fatigue, the positive effect on employees' turnover intention comes as no surprise. Considering this result in light of COR Theory (Hobfoll, 2001), it is thought that employees whose resources are depleted by engaging in OCB are more likely to experience citizenship fatigue. Additionally, employees whose needs are not met in their environment are more likely to increase their intention to leave the job.

The study's results serve as a basis for offering recommendations to both researchers and practitioners. Citizenship fatigue has recently become a subject of interest in the literature. Therefore, empirical studies to be conducted with different variables to test the existing structure will provide a more in-depth understanding of the structure. Moreover, the limited national literature (Aydemir, 2023; Karadeniz, Uzunbacak, & Karababa, 2023) suggests that more research is needed to better understand the cultural dimensions of citizenship fatigue. In addition, experimental studies could be conducted to examine the effects of organisational interventions aimed at reducing citizenship fatigue. Future research could employ more comprehensive Structural Equation Modeling, integrating potential mediators or moderators to clarify the effect of citizenship fatigue on turnover intention and OCB. Citizenship fatigue is one of the negative factors affecting the performance of employees in organisations. It is recommended that managers consider that their employees may experience fatigue as a result of engaging in OCBs. Therefore, they can develop reward strategies, provide fair task distribution, organise psychosocial support programs for their employees, and create a supportive organisational climate in order to support employees engaging in OCBs in their organisations.

Nevertheless, this study has certain limitations. One key limitation is that it was carried out with a sample of teachers. The findings can be generalised to teachers. Different results may be obtained in studies to be conducted on other professional groups. Additionally, the study's data were collected from

participants at a single time point, making it a cross-sectional study. Different results may be obtained in studies to be conducted by obtaining data on predictor and predicted variables at different time points. In addition, it is recommended to conduct longitudinal studies to talk about causal effects. Data were obtained from participants through self-report scales. To gain deeper insights into the findings, qualitative research utilising interview techniques can be conducted.

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