

## Organizational Creativity Among Academic Leaders In Higher Education Institutions Based On Smart Leadership Standards

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### *Abstract*

*This study examines the interaction between Kuwaiti higher education institutions based on smart leadership standards Authoritarian leadership and their citizenship behavior, which is based on two perspectives: Kuwaiti higher education institutions based on smart leadership standards risk aversion and authority. This paper discusses the mechanism of Kuwaiti higher education institutions based on smart leadership standards authoritarian leadership and compulsory citizenship behavior (CCB) from the two paths of psychological safety and Group stress of employees in the organization. The results of 270 longitudinal paired samples showed that: (1) authoritarian leadership was positively related to CCB; (2) authoritarian leadership in the organization could reduce employees' psychological safety and increase employees' group stress; (3) psychological safety and group stress respectively play a role of complete mediation and partial mediation between authoritarian leadership and CCB. The research results have certain reference value to human resource management practices of enterprise managers.*

*Key Words: Kuwaiti higher education institutions, smart leadership standards, Authoritarian Leadership; Compulsory Citizenship Behavior; Psychological Safety Perception.*

### **1. Introduction**

The study of Kuwaiti higher education institutions based on smart leadership standards on Public Educational organization citizenship behavior (PEOCB) in the past has focused on the improvement of organizational effectiveness, such as voluntariness and altruism (Morrison, 1999). Organ(1997) redefined OCB, extending its boundary to involuntary citizenship, and Podsakoff et al.(2000) made a landmark review of previous research in the field of OCB, which pointed out the future research trend from the public behavior of instrumental motive etc. The research in this field has gradually focused on the dark side of

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OCB, where OCB is not voluntary but forced by outside pressure as a passive citizenship behavior. Gadot (2006) argued that such passive citizenship behavior was particularly important to managers and named it as compulsory citizenship behavior (CCB), which is formally defined as “a kind of involuntary citizenship behavior which means that an employee is forced to do something because he/she feels pressure from the subject, object and (work) environment”. Such definition shows that CCB is a kind of forced behavior in individual’s subjective perception. .

The study of CCB is still limited by far and researchers mainly discuss the existence of CCB in organizations and its negative effect on organizational performance (Gadot, 2007; Peng, Zhao, 2011). Few studies also exist in examining the causes of abuse in both authoritarian leadership and image management (Peng et al. 2010). So far, the role of impression management in the prediction of CCB is limited in theoretical analysis of scholars, and there is no empirical evidence showing the relationship between them. But CCB, triggered by authoritarian leadership, has been examined by empirical studies (Zhao et al, 2013), which preliminarily confirms the correlation between authoritarian leadership and CCB.

As a matter of fact, abusive leadership in Kuwaiti higher education institutions based on smart leadership standards organizations is not a typical leadership behavior, and authoritarian leadership is more widespread and prevalent in Chinese organizations (Farh & Cheng, 2000). However, from the main line of relevant research, the existing research is mainly interpreted from individuals’ psychological reactions, considering psychological risk and threat perceptions of employees, which means that authoritarian leadership poses a threat to the psychological safety of subordinates (Chen & Yu, 2013; Zhao et al, 2013). But it may have overlooked the role of authority in it. In other words, employees have to obey under a deep sense of Group stress, especially in the context of Chinese organizations, where power distance is high and authorities may have more influence over subordinates (Huang, 2009). Only a handful of scholars have explored the first path, while the second is limited to similar theoretical analyses (such as Wan et al., 2011), which lacks empirical testing. Therefore, in order to solve the above problems, this study is based on the analysis of the previous literature and the actual situation. In this paper, we constructed the double-mediation path model of “authoritarian leadership-psychological security/Group stress-CCB” from two perspectives: risk avoidance and authoritative obedience, so that we can understand the mechanism of CCB in a more comprehensive and profound way.

## 2. Theory and Hypothesis

### 2.1 Kuwaiti higher education institutions based on smart leadership standards Authoritarian Leadership and CCB

The study of authoritarian leadership originated in Kuwaiti higher education institutions based on smart leadership standards. It is a kind of command leadership. The way leaders communicate with subordinates is one-way, and they have absolute authority over subordinates. Leaders often hide their behavior in order to maintain their image as an authority figure in the eyes of their employees; Leaders set high standards on subordinate performance and subordinate discipline, and criticize employees who perform poorly and fail to keep discipline, requiring employees to complete tasks step by step according to their own requirements (Farh & Cheng, 2000). Although studies have shown a significant correlation between authoritarian leadership and organizational citizenship behavior (Zhao, 2016), there has been few research on the effects of authoritarian leadership on coercive citizenship behavior and the mechanisms of the two.

Authoritarian leadership increases pressure behavior and instrumental behavior of employees in organizations. When leaders manage employees with absolute authority, not only does it put a lot of pressures on employees, but it also has a negative impact on organizational climates. At the employee level, employees interact with each other. When employees feel that their colleagues around them are often behaving in a coercive manner, they also act in a coercive manner, in order to get rid of the pressure from their superiors. Employees may engage in scheming behavior or ingratiate their leaders in order to gain promotion opportunities. With more and more studies on the negative effects of OCB, scholars at home and abroad have turned their attention to compulsive citizenship behavior. In the context of Chinese organizations, power distance within an organization and individual collectivism can influence employee behavior, making it easier for employees to demonstrate coercive citizenship behavior under the pressure from superiors. Although there has been some research on the relationship between authoritarian leadership and organizational citizenship behavior, Zhang & Huai (2012) found that authoritarian leadership has different effects on organizational citizenship behavior of subordinates with different power distance orientation through employees' trust in leaders. However, research on how coercive citizenship behavior is influenced by authoritarian leadership and the mechanism of the mediation between authoritarian leadership and coercive citizenship behavior are still lacking.

H1: Kuwaiti higher education institutions based on smart leadership standards Authoritarian Leadership is positively correlated with CCB.

## 2.2 Kuwaiti higher education institutions based on smart leadership standards The mediating effect of Group Stress

Group stress is originally a social psychological concept, which refers to the psychological pressure that group members feel when they in thought or behavior have a contradiction with the group norm, but have to conform to the group's opinions and norms in order to maintain a good relationship with the group, and is generally expressed in crowd psychology and convergent behavior. In the ambiguous situation, group stress makes group members tend to make accepted by the group of behavior and decision-making. Popularly speaking, group stress is the influence of a group on its members, in other words, the psychological pressure of the opinions of the majority in a group on an individual. It forces the individual to abandon his or her true ideas and to conform to the views and opinions of the majority of the group.

For the definition of CCB, researchers generally agree with the concept of Gadot(2006), that is, under the pressure from the subject and object, as well as the working environment, employees have to show an involuntary citizenship behavior. This definition highlights one of the important factors generated from the CCB-pressure, in which an individual feels pressure from all sides within a group, and in which the group stress as a kind of pressure exists in organization. At the same time, this pressure can lead people to make decisions and carry out actions that are contrary to their will. This determines the possibility of the correlation between group stress and CCB. The bringers of both are individuals within the organization, both of whom bring psychological stress and discomfort to employees, both of which force them to make reluctant actions and decisions(Greenidge & Coyne, 2014; Jain & Cooper, 2012; Liu & Zhao, 2017). The difference is that CCB focuses on the behavior of employees under group stress both within and out of their job duties. One can assume that if CCB exists in an organization, as people tend to conform to group norms or to the opinion of the group majority, this will enhance the presence of CCB in the organization, which means that group stress has a positive correlation with CCB. CCB also seems to have an impact on the organizational culture, as employees who do not perform CCB are likely to be punished by the leaders, and as a result, CCB also seems to reinforce the effect of group stress. This is strengthened through the reinforcement of group normative pressure in group stress which not only influence the emergence of strong group norms in the group, but also out of the employees' job responsibilities.

Zhao et al. (2014) also deduce from the theoretical view that the sense of pressure may be the mediating variable between authoritarian leadership and CCB. The pressure they expound is caused mainly by the improper behavior of the co-workers, which is a kind of typical Group stress. In light of the above analysis, this study suggests that:

H2: Group stress is the mediating variable between authoritarian leadership and CCB.

### 2.3 The mediating effect of Psychological Safety

Psychological safety is a belief that employees believe that even if they are involved in a risky activity, they are not possible to be harmed (Kahn, 1990). It is a reflection of the long-term interaction of interpersonal relationships in the organization, and human factors can have a significant impact on individuals' psychological safety (Edmondson, 1999).

The theory of organizational identity suggests that after individuals join organizations, they tend to be more and more attuned to the current organization over time. This results in employees' stronger agreement and acceptance to their organization goals and values, and their personal attachment and commitment levels to the organization are also higher (Mowday et al, 1979). However, authoritarian leadership often undermines the organization's vision planning. It not only reduces employees' understanding and recognition of the organization's goals, but also prevents employees to internalize themselves as part of the organization; Nor does the improper behavior of leaders make subordinates feel humanized care of the organization, and relationships between leaders and their immediate subordinates are often not very harmonious (Tepper, 2007). In the relationship-oriented society in China, this is likely to result in unhappy and meaningless work (Gao, 2009). When misdirected, employees' trust in managers and organizations decreases, and the requirements of extra effort reduces employees' perceived accomplishments, affiliations and power incentives, and even doubts about the willingness to do the work (Alannah et al, 2001). Especially the hostile behavior of improper supervisors could expose employees to a direct threat (Tepper et al, 2004), and all of these may reduce individuals' senses of psychological safety.

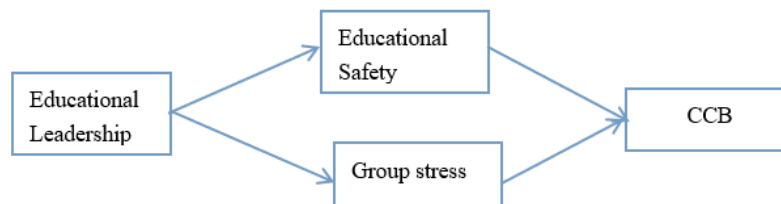
In Kuwaiti higher education institutions based on smart leadership standards organizations, individuals always attach importance to harmony and the doctrine of moderation (Yang, 1996), preferring to be "prudent" in order to avoid offending others. Because employees' perceptions of their work environment can be affected by previous attitudes and behaviors, when employees' psychological safety were reduced, they believe that they are likely to be unnecessarily troubled

by their actions. They are therefore less likely to “take risks” and challenge authority. At this point, employees are more likely to shrink psychologically and behaviorally, and to avoid being punished underhand. They tend to be highly tolerant of leadership-defined cross-border behavior, even when they are dissatisfied and rarely explicitly mentioned, since they feel psychologically insecure. In this way, even when forced to act as citizens, employees often choose to conform, providing a breeding ground for coercive civic behavior in the organization.

As such, we make the following hypothesis:

H3: Kuwaiti higher education institutions based on smart leadership standards Psychological safety plays a mediating role between authoritarian leadership and CCB (figure 1).

**Figure 1 Study Model**



### 3. Research Methods

#### 3.1 Questionnaire Design

In order to ensure the veracity and accuracy of the questionnaire, this study focused on the possible common method variation and the social approval tendency of the subjects in the questionnaire design, and a series of pre-control measures are taken. It was also subjected to post-mortem tests to minimize the distortion of the measurements.

Time-lapse method. According to the views of Podsakoff et al (2003) and Peng et al (2006), the best way to avoid CMV is to segregate, especially from source isolation (matching samples from different sources). But the conditions for its implementation are stricter. It is often required that one of the causal variables be the behavior/performance of the other side of the attitude, which is not feasible if both are attitudinal variables. In this study, CCB was named behavioral variable. But from the point of view of the scale item, the measurement was still the “forced perception” of the subjects, and it was not appropriate to use different matching samples from different sources. So a different kind of isolation: time isolation was used to measure the self-variables separately from the variables at different times (i.e., paired samples at different times). This is done by using the

longitudinal design of the entire survey in two separate instances. At the first time (Time1, abbreviated as T1), this study mainly measured the perceptions of supervisors' authoritarian leadership of the independent variable, the pressure and psychological safety of the superiors of the mediating variable, and the orientation and instrumentality of the relation between the variables. The second time (Time2, T2) measured the remaining dependent variable of CCB and control variables of organizational openness, work-fluid perception and organizational embedding, with a four-month interval. In order to reduce the relationship between the two surveys, this study divided the basic information into two parts. T1 included only sex, age, academic qualifications and seniority at the end of the questionnaire; and following the guidance, T2 consists of three items: nature of the enterprise, salary level and position.

The third factor test. Because the concepts involved in this study are basically attitudinal cognition, which are subjective and changeable, and the variables involved in T1 and T2 are more sensitive, the questionnaire was controlled statistically in design in each stage of the survey. In statistics, it is the possible source of control in CMV, and one of the common methods is to test the uncorrelated signal factor. The method is to add a variable that is independent of any causal variable (that is, without a theoretical basis) in the questionnaire. As a marker variable, if the concept were not related to this variable, the effect of CMV is not present. If it is relevant, it needs to be excluded.

### 3.2 Sample Selection

In order to reduce the possible sample deviation, the time-isolation method was used to conduct two formal surveys of the same subjects, and data were collected through on-site investigation questionnaire.

Considering that random samples are difficult to obtain, in order to make data more representative and to match with the second stage, this study was based primarily on the principles of relationship and convenience, and the respondents were selected from three cities. To make the sample more generally representative, and taking into account the coverage and comparability of samples, the researchers selected companies of different natures of business to investigate. The T1 survey took place from July to September. Prior to the formal investigation, the researchers firstly contacted and received assistance from the human resources departments of the three companies through a relationship and came to the company before the appointed time to learn about the overall state of the business, and then selected the appropriate department. Then according to the employee number, researchers randomly drew a certain number of staff as the object of investigation. A total of 400 questionnaires were distributed, and 364 questionnaires were collected, with a sample recovery rate of

91%. Data was then bound and sealed according to the employee number. In the data entry process, the exclusion was based on the following criteria: 1. more than half of the “uncertainty” be selected; 2. the answer to the questionnaire in the same sector be clearly identical; 3. The answer be clearly regular, such as choosing the same score, choosing “Z” and so on. Time 1 finally obtained 339 effective samples with a valid sample rate of 84.8%.

The T2 survey was conducted approximately four months later from December to March, for a period of approximately one month. The researchers also contacted the Human Resources Department of the company. Because they need to match the data with the first time, with data removed during the first survey invalid, only staff of the effective samples in the first time should be investigated. A total of 339 questionnaires were distributed and 316 questionnaires were collected in response to the changes in personnel, resulting in a loss of 46 interviewees (8 were transferred, 12 were separated, 8 were absent and 18 were on leave). Finally,, 270 samples were successfully paired with T1 and T2. The demographics distribution of the sample shows that the distribution of samples was not abnormal and was suitable for data analysis.

### 3.3 Measurement Tools

All of the concepts in this study are measured in Likert 5 point scales. Due to the number of concepts involved, the existence of some negative concepts, the fatigue of the respondent to fill out the questionnaire and the possible resistance to negative measurement (Tepper, 2000), in this study, short scales were chosen in the case of the validity difference of the scale, so as to get the real answer as much as possible.

(1) Authoritarian leadership. For authoritarian leadership, this study utilized Cheng, Chou & Farh’s (2000) three-dimensional and 13-item scale for the measurement of paternalistic leadership. The reliability and validity of the scale were investigated (Farh, 2008).

(2) CCB. The 5 items developed by Gadot (2006) were used for measuring the reliability of the five projects tested by domestic empirical tests (Peng et al., 2011).

(3)Group stress. Revision of the scale used by AmirKhan(2012) included five items. The subsequent two small-scale tests showed that the validity of the test was good.

(4)Psychological Safety. This study used the revised scale in the context of Li and Yan(2007) in China with a total of 5 topics. The scale is based on the relevant scales of May, Gilson & Harter (2004) and Edmonson (1999) with high reliability.

## 4. Data Analysis and Results

### 4.1 Common Method Variance

Common Method Variance (CMV) refers to the fact of false correlation between two variables measured by the same measuring tool, which prevents from showing the real relationship between the concepts (Podsakoff et al, 2003; Peng et al, 2006). Since this study is a single method (self-filled questionnaire) in measuring the research concepts, according to the recommendations of Peng tai-guang (2006), the single-method subatomic method and the control of CMV effect should be adopted. And because the concept of this study involves people's negative attitude evaluation, social approval can be considered as the main source of CMV. So we take the single-method subatomic method to test the existence of CMV.

**Table 1 Comparison Results of Public Single-Method Latent Factor Model**

Model	$\chi^2$	df	$\chi^2/df$	CFI	GFI	IFI	NNFI	RMSEA	$\Delta\chi^2$
Mode A	1445.2	425.1	3.399	0.893	0.891	0.862	0.827	0.108	120.1
Model A'	1325.1	411.7	3.219	0.913	0.926	0.934	0.897	0.096	N/A

Note: Model A refers to the model of factors in which the homologous method deviates, and the model A' refers to the model of factors in which there is no homologous method deviation.

The results of Table 1 show that the fitting degree of the model is ideal when the method factor is not present. When the method factor is considered as the source of the deviation, the fitting degree of the model is reduced. And according to the criteria of Lin & Hou(1995), if the value is greater than 3.84, it shows that the difference is significant, and the model with high fitting is obtained. The difference of 120.1 of the two models is significant, so the non-method model A' with higher fitting degree is better. So it can be concluded that the control of homologous deviation is better in this study, and the homologous deviation has little effect on the results.

### 4.2 Reliability and Validity Test

All 270 samples were divided at random into two parts. The first half of 135 samples were used as exploratory factor analysis (EFA) and the second half of 135 samples were used as confirmatory factor analysis (CFA) to evaluate the validity of the questionnaire.

First, the KMO value of the whole questionnaire and each concept was tested. The whole KMO value of the questionnaire was 0.79, and the KMO value of each concept was 0.70, and were all satisfied with Bartlett's spherical test ( $p < 0.000$ ), which indicated that the concept was suitable for factor analysis. The EFA results show that the factor

load values of the corresponding topics in each concept are 0.60 and most of them is bigger than 0.70(the lowest is the fifth item of authoritarian leadership, 0.64) . The cumulative variance of interpretation of each concept is 50% (the lowest is 51.59% for authoritarian leadership) , so we conclude that the variable factors have a clear structure.

The test of concept reliability depends on its internal consistency, that is, the Cronbach  $\alpha$  Coefficient, the minimum acceptable standard is 0.70. The results show that the Cronbach  $\alpha$  Coefficient of each concept is 0.70(the lowest is 0.74 for the work-fluid perception), which shows that the reliability of each variable is good.

The EFA shows that the content of the questionnaire is of good validity, and we then conduct the CFA through AMOS16.0 to test the structural validity of the questionnaire. The table 2 show that all the concept  $\chi^2/df < 3$ , and the RMSEA is less than 0.1, which shows that the total fitting degree of each concept is higher. In order to verify the validity of the concept, we calculated the average variance extraction (AVE) and the combination reliability (CR) of the concept. The results showed that the CR value of each concept was greater than 0.7, except that the embedding value of Ave was 0.40 slightly lower than 0.5. Other concept AVE values are all larger than 0.5 and are above the square value of the Matrix, indicating that the concept has good polymerization validity and discriminant validity.

**Table 2 Results Of Public Confirmatory Factor Analysis (CFA) And AVE And CR Values (N=135)**

Variables	$\chi^2/df$	CFI	NNFI	IFI	RMSEA	Cronbach $\alpha$	AVE	CR
Authoritarian Leadership	3.26	0.93	0.91	0.8	0.083	0.79	0.51	0.86
CCB				9		0.85		
Group stress	2.65	0.93	0.95	0	0.074	0.83	0.56	0.81
Psychological Safety	3.44	0.91	0.93	9	0.088	0.91	0.60	0.83
	3.22	0.96	0.94	5	0.076		0.53	0.89

#### 4.3 Hypothesis Testing

After controlling homologous deviations and Social desirability bias, the hypothesis is tested in this study. The Correlation Coefficient between the concepts is shown in Table 3. The results showed that authoritarian leadership was positively correlated with CCB and Group stress ( $r=0.27$ ,  $p< 0.01$ ;  $r=0.19$ ,  $p<0.05$ ); negative correlation with Psychological Safety ( $r=-0.55$ ,  $p<0.01$ ) and the correlation with the three control variables was not significant. CCB was significantly correlated with group stress  $r=0.22$ ,  $p<0.01$ ) and negative correlation

with psychological safety ( $r=-0.43$ ,  $p<0.01$ ). Thus, hypothesis 1 is validated.

**Table 3 Descriptive Statistics And Correlation Coefficients Of The Concept (N=270)**

Variables	Mean	SD	1	2	3	4
1.AS	3.44	0.91	(0.71)			
2.CCB	3.69	0.93	0.27**	(0.75)		
3.GP	3.59	0.78	-0.55**	0.22**	(0.82)	
4.PS	3.26	0.82	0.19*	-0.43**	-0.17*	(0.79)

Note: \*\*\* means  $p<0.001$ ; \*\* means  $p<0.01$ ; \* means  $p<0.05$ ; and square root of AVE in brackets at diagonal line. AS=authoritarian leadership; GP=Group stress; PS=Psychological Safety.

In order to test the intermediate function of the variable in the model, the three-step regression method was used to test Baron & Kenny (1986). The first step is to examine the relationship between the independent variable and the dependent variable. The second step is to examine the relationship between the independent variable and the mediating variable. The third step is to examine the independent variable, the mediating variable and the regression equation of the variable to see if its coefficient is significant, in order to determine whether there is an mediating effect.

Models 1 and 2 examined the effect of authoritarian leadership on Group stress, models 1' and 2' are the influence of authoritarian leadership on psychological safety, models 3 and 4 tested the effect of authoritarian leadership on CCB, and model 5 examined the role of mediation variables.

**Table 4 the stepwise Public regression results of Group stress(N=270)**

Variables	DV: Group stress		DV: Psychological Safety		DV: CCB		
	Model 1	Model 2	Model 1'	Model 2'	Model 3	Model 4	Model 5
Control Variables	N/A		N/A		N/A		
authoritarian leadership		0.342***		-0.160***		0.233**	0.114
Psychological Safety							-0.389***
Group stress							0.152*
R <sup>2</sup>	0.004	0.138	0.068	0.094	0.096	0.153	0.310
F value	0.154	8.375***	5.412**	5.583***	7.62***	8.614***	19.346***

$\Delta R^2$	0.134	0.016	0.092	0.149	0.306
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Model 1 and 1' examines whether the control variable has an impact on Group stress and psychological safety. It can be seen the F value is significant, which means that the control variable has no effect on Group stress, but has a positive effect on psychological safety. In Model 2 and 2', the influence of authoritarian leadership on Group stress and psychological safety was examined. The results showed that authoritarian leadership had a positive effect on Group stress (regression coefficient  $r=0.342$ ,  $p<0.001$ ), and had a negative effect on psychological safety ( $r=-0.160$ ,  $p<0.001$ ). The effect of the control variables on CCB is in model 3. The F value is significant, which shows that the control variable has effect on CCB. The model 4 examined the causality between authoritarian leadership and CCB, and it was obvious that authoritarian leadership had a positive effect on CCB ( $r=0.233$ ,  $p<0.01$ ). Based on model 4, model 5 added the mediating variable of Group stress and psychological safety. The results showed that the influence of authoritarian leadership on CCB was not significant ( $r=0.114$ ,  $p>0.05$ ), which showed that Group stress and psychological safety both play a full mediating role in the relationship of authoritarian leadership and CCB. But the coefficient of psychological safety( $r=-0.389$ ,  $p<0.001$ ) was greater than Group stress( $r=0.152$ ,  $p<0.05$ ). R<sup>2</sup> showed that the mediating effect explained 19.1% variance more than the direct effect (see table 4 for details). Therefore, H2 and H3 were validated.

## 5. Discussion and Conclusion

### 5.1 Discussion

Kuwaiti higher education institutions based on smart leadership standards Reasonable Public organizational citizenship practices often bring additional benefits to the organization, such as improving organizational effectiveness, increasing team performance, and so on, but inappropriate civic behavior can be counterproductive (Enrico, 2010) in order to reduce the effectiveness of the organization. Therefore, it is important to explore the possible causes of its formation and thus to reduce the harm caused by such behavior. In the context of Chinese organizations, the collectivism and power gap is high, and authoritarian leadership is not only widespread but also more influential than in the West. CCB is one of its negative consequences. However, many managers and scholars have not paid enough attention to this, so the results of this study may provide them with relevant reference as follows:

(1) Authoritarian leadership has a significant positive effect on CCB. In this study, the direct relationship between authoritarian leadership

and CCB was tested by a positive sample in the Chinese organization context. The results showed that there is a positive correlation between authoritarian leadership and CCB, which is consistent with Western theoretical deduction.

(2) Group stress plays a full mediating role between authoritarian leadership and CCB. The working group and working environment around the employees are very important, which create a sense of intense compulsion for the staff as a result of external pressure, and thus leads to CCBs.

(3) Psychological safety also plays a full mediating role between authoritarian leadership and CCB. Authoritarian leadership leads subordinates to perceive the threat to their psychological safety caused by the supervisor's behavior. To balance or reduce the threat, even if it is against their will, subordinates also choose to obey the CCBs required by the superior.

## 5.2 Theoretical and Practical Significance

The main theoretical significance of this study is as follows:

(1) The influence of authoritarian leadership on CCB is verified. The existence of CCB in the organization was determined (the mean was 3.24). This conclusion is consistent with the conclusions of Gadot (2006) and Peng et al. (2011) and, like the latter, suggests that CCB is higher in the Chinese context than in the West (3.02). This not only reveals another dark side of OCB except for self-interest motivation (that is, involuntary emotion), but also proves that CCB is a common phenomenon in the organization, which has a relative cross-cultural stability.

(2) The mechanism of authoritarian leadership and CCB is identified. The present study focuses on the role path of the psychological safety angle of risk avoidance. This study not only probes into this path, but also identifies the mediating role of the other path—the Group stress, the effect of two paths is tested and the results show that the effect of the two paths is significantly higher than that of single path. This is still rare in academic circles.

This study verifies the mediating effect of psychological safety and Group stress on authoritarian leadership and CCB. In Psychology, the influence of attitude on individual behavior is divided into objective and subjective factors, and objective factors are external factors. The main factor is internal factors (Aronson et al. , 2007) . The two-role mechanism is the dual intermediate path of this study: The object effect, the authoritarian leadership in the organization causes heavy pressure to the employees; the main body effect, employees' need for psychological safety -- in a dual sense of asymmetry, employees have

to show the CCB. This has found a mechanism for the influence of authoritarian leadership on CCB to advance the research in this field and enrich the theoretical basis of OCB field.

The research also has some reference value to human resource management practices:

The existing research shows that CCB is disadvantageous to employee performance. In the long run, it may not be conducive to the improvement of organizational effectiveness. Therefore, if the organization plans to reduce the negative interference with the long-term stability and development, we need to pay attention to the CCB in the organization, reduce the degree of CCB and even avoid its generation. The discussion of its influencing factors and the mechanism of action provides the possibility for the realization of this goal.

First, research shows that authoritarian leadership can induce CCB in employees, which suggests that organizations can reduce the occurrence of CCBs by reducing their supervisors' misconduct. But in the face of the new economic wave, increased competition between enterprises has greatly increased organizational performance orientation and even led to authoritarian leadership by some managers, which may suggest that authoritarian leadership is not easy to eliminate. The dual-mediating pathways of psychological safety and superior pressure suggest that managers have authoritarian leadership in the organization. By changing individuals' perceptions of these two pathways, and thus reducing the sense of urgency of employee behavior, it is possible as follows:

On the one hand, managers can take other appropriate measures to enhance the psychological safety of their staff. For example, managers can communicate with their staff on a regular basis in order to promote good understanding and support from both managers and employees; and encouraging teamwork among individuals and it is conducive to the formation of a participative working atmosphere; the management endeavors to build a benign and inclusive organizational atmosphere, which can help to improve employees' psychological security, and further reduce their sense of being forced. On the other hand, it provides a certain way to reduce the Group stress of the employee.

Furthermore, it is worth noting that the results of this study suggest that the mediating effect of psychological safety is greater than Group stress, and that Group stress also affects employees' psychological safety. It is a reminder that if we are to organize resources and capabilities with limited resources, we should grasp the main contradiction and give priority to the countermeasures to improve

psychological safety of the staff. At the same time, several mechanisms of action have an impact, which means that when conditions arise, organizations would be better placed to complement each other in order to minimize the number of CCBS.

There are some limitations in this study: (1) the sample enterprises selected in this study were not random, and researchers adopted the principle of convenience and relation, which resulted in a lack of homogeneity in the sample. So errors may occur when a variable is measured with the same scale. Therefore, the universality of the results of this study is still to be further examined by other studies. (2) although it is a dual pathway of action, the fact that Group stress being partial mediation implies that there are other ways to influence the effect of authoritarian leadership and CCB. If the organization were fair, the organization approves, supervisor trust and etc. also can play mediating roles, and the future research should explore these possible mediating ways in order to reveal the mechanism of authoritarian leadership and CCB.

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