

Exploring the Nexus: Hierarchy, Identity, and Citizenship Behavior in Prison Organizations

Chenghe Men

Abstract

This study investigates the interrelationships between hierarchical dynamics, organizational identity, and organizational citizenship behavior (OCB) in prison organizations. Through regression analysis, structural equation modeling, and hierarchical linear modeling, the study validates 11 hypotheses regarding the influence of emotional attachment, personal life integration, and obedience to superiors on organizational identity and OCB. Findings reveal significant positive correlations between emotional attachment, obedience to superiors, organizational identity, and OCB. Team cohesion moderates the relationship between organizational identity and individual-oriented OCB. The mediating role of organizational identity is evident in the relationship between hierarchical dynamics and OCB. The study underscores the importance of fostering positive leader-member relationships and promoting organizational cohesion to enhance employee engagement and performance.



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1. Introduction

1.1 Background of Study

The primary mission of prisons is to punish and reform criminals. The Zhejiang prison system has been at the forefront of this mission, continuously enhancing its approaches to ensure the effective punishment and rehabilitation of inmates. Initiatives such as promoting a positive prison culture, providing mind-building education, and exploring conflict co-governance have contributed to delivering law-abiding citizens back to society. Notably, the re-offending rate among ex-offenders from Zhejiang prisons is significantly lower than the national average. This success is attributed to the dual focus on law enforcement and socialized education, coupled with a continuous enhancement of professional capabilities among prison police officers. The number of officers passing the national unified legal professional qualification examination has been rising annually, enhancing the overall professionalism of the police force (Sun, 2022). To ensure prison safety and improve performance, the Zhejiang prison management department has actively promoted adjustments in prison layout and management models, transitioning from extensive to refined management. This evolution includes improved hardware facilities and advanced information management systems. Moreover, the emphasis on a job responsibility system has clarified work standards and expectations, strengthening management assessments and accountability mechanisms. However, this heightened focus on accountability has presented a dilemma for prison workers, particularly senior managers. While physical defense measures and professional duties are prioritized, fostering police officers' initiative and engagement in organizational citizenship behaviors (OCB) remains challenging. This challenge is compounded by a prevalent mindset where officers prefer to avoid actions beyond their defined responsibilities to minimize risks associated with accountability (Law et al., 2019).

1.2 Problem Statement

OCB has been extensively studied in human resource management and organizational behavior, with research highlighting its importance in enhancing operational efficiency and organizational performance (Bolino et al., 2002; Podsakoff et al., 2000). For example, Kim (2005) found a positive correlation between OCB and organizational performance among government employees. Despite these findings, there is limited research on OCB within the unique context of prisons, particularly concerning the hierarchical relationships between superiors and subordinates. Prisons, with their high-power distance and distinct operational modes, place significant emphasis on organizational culture and strength. The quality of work in prison areas directly affects overall prison performance. Thus, it is crucial to understand the factors influencing police officers' OCB in this setting. This study aims to explore the impact of hierarchical relationships on police officers' OCB and the underlying mechanisms involved. Specifically, it examines the roles of organizational identity and team cohesion in this context. Organizational identity reflects individual officers' perceptions of their organization, while team cohesion represents the organizational-level centripetal force (Turner, 1999). Existing theories and studies suggest that strong organizational identity leads to greater employee engagement in behaviors beneficial to the organization, including OCB (Bergami & Bagozzi, 2000; Dutton et al., 1994). For prison police officers, their identification with the organization can significantly influence their civic behaviors. This study investigates whether organizational identity serves as a mediating variable between hierarchical relationships and OCB, exploring whether it is a complete or partial mediator. Additionally, it examines whether team cohesion moderates the relationship between organizational identity and OCB, akin to a lubricant in a transmission system, facilitating more efficient operation (Sun & Zuo, 2023).

1.3 Research Questions

The primary research questions of this study are as follows:

- (1) How does the superior-subordinate relationship of policemen in Zhejiang prison districts affect their organizational citizenship behavior (OCB)?
- (2) How does the superior-subordinate relationship among policemen in Zhejiang prison districts affect organizational identification?
- (3) What is the impact of organizational identification on the OCB of police officers in Zhejiang prison districts?
- (4) What is the mediating role of organizational identification in the relationship between superior-subordinate relationships and OCB?
- (5) What is the moderating effect of team cohesion on the relationship between organizational identification and OCB?

1.4 Research Significance

The relationship between superiors and subordinates has a profound influence on important work outcomes. Research indicates that Chinese leaders categorize subordinates based on relational quality, offering more bonuses and promotion opportunities to those with high-quality relationships (Law et al., 2019). This dynamic enhances trust and performance (Lin, 2002). Despite its importance, there is a scarcity of empirical studies examining the impact of the superior-subordinate relationship on OCB, especially within the unique context of Chinese prisons. This study utilizes social exchange theory and social identity theory to explore how superior-subordinate relationships affect individual perceptions and organizational belonging, subsequently influencing OCB. Given the collectivist nature of Chinese prisons, where individuals are seen as integral parts of the organization, this study focuses on organizational identity and team cohesion. Organizational identity reflects the self-concept and belonging of district police officers, significantly influencing their willingness to engage in OCB (Turner, 1999). Previous studies have highlighted the impact of organizational identity on employee behavior, such as OCB and cooperative behavior (Bergami & Bagozzi, 2000; Dutton et al., 1994). For police officers, a strong identification with their organization can lead to proactive behaviors that benefit the institution. This study seeks to understand whether organizational identity mediates the relationship between hierarchical relationships and OCB and to what extent team cohesion moderates this relationship (Sun & Zuo, 2023). This research not only addresses the significant role of superior-subordinate relationships, a construct derived from the Chinese context, but also investigates its impact on OCB through the mediating role of organizational identification. Additionally, it examines the moderating role of team cohesion, providing a comprehensive understanding of these dynamics from both individual and organizational perspectives. This approach deepens the theoretical exploration of OCB by considering local cultural contexts and organizational factors. OCB is critical in prison work, though it is not mandated by formal role responsibilities. Prison officers often resist tasks outside their roles due to a lack of direct benefits and potential risks. This behavior can lead to ignored issues that jeopardize prison safety and the rehabilitation process. Additionally, the formal compensation system does not clearly reward OCB, leading to a lack of enthusiasm among officers to engage in such behaviors despite their long-term benefits to the organization (Law et al., 2019).

2. Literature Review

2.1 Superior-Subordinate Relationship

The relationship between superiors and subordinates is crucial in human resource management as it directly impacts job satisfaction, organizational citizenship behavior, employee performance, and overall organizational performance. This section reviews the

superior-subordinate relationship (SSG) in the context of Chinese organizations, highlighting its definition and impact.

The concept of "guanxi," first introduced by Fei Xiaotong in 1948, describes the intricate interpersonal relationships in Chinese society. This differential pattern of relationships forms the basis for the superior-subordinate relationship in the workplace. Scholars have variously defined SSG:

- (1) Relationship Basic Theory posits that SSG is based on shared experiences or attributes, such as family ties or common backgrounds, creating a dichotomous variable of "yes" or "no" (Chow & Ng, 2004; Yi, 2002). However, this approach is limited by its inability to capture the dynamic nature of relationships.
- (2) Tool Exchange Theory emphasizes the instrumental and utilitarian aspects of SSG, where relationships are formed to gain resources and mutual benefits (Boyd & Taylor, 1998; Wong, 2003; Zhang, 2013). This theory highlights the transactional nature of SSG, focusing on the exchange of benefits.
- (3) Like Family Members theory, rooted in Confucian culture, views SSG as extending kinship-like emotional bonds to non-relatives, fostering a familial community in the workplace (Hwang, 1987; Chen et al., 2009). This theory underscores the emotional and loyalty aspects of SSG.

Research on SSG primarily examines its dimensions and impacts:

- (1) Dimensions of SSG: Measurement scales vary, including unidimensional (Law, 2000), three-dimensional (Chen et al., 2009), and four-dimensional models (Ren, 2014). The three-dimensional scale by Chen et al. (2009) is widely used, assessing emotional attachment, integration into personal life, and obedience to superiors.
- (2) Impact of SSG: At the individual level, SSG influences job satisfaction, turnover intention, and organizational citizenship behavior (Wong, 2010; Liu, 2013). High-quality SSG can lead to enhanced employee motivation and loyalty, while also posing risks such as impression management and unethical behavior (Nie, 2015; Zhang, 2014). At the leadership level, SSG affects administrative decisions and feedback-seeking behavior (Kenneth S. Law, 2000; Jun Xie, 2014), but may also encourage nepotism and corruption (Chen & Friedman, 2011).

2.2 Organizational Citizenship Behavior

The concept of organizational citizenship behavior (OCB) stems from Barnard's notion of "willingness to cooperate." Katz (1978) expanded this concept, indicating that high organizational effectiveness necessitates behaviors such as active participation, conscientious performance of responsibilities, and engagement in roles beyond formal requirements to foster innovation and collaboration (Katz, 1978). Organ (1988) further formalized OCB, defining it as spontaneous behaviors by organizational members that are not part of formal job duties but enhance organizational efficiency. This definition has been supported by subsequent scholars, such as Borman (2004), who emphasized that OCB includes non-task-specific behaviors that strengthen internal connections and improve organizational competitiveness (Borman, 2004). Additionally, Krishnan and Arora (2008) described OCB as discretionary behaviors that help colleagues and the organization, thereby boosting organizational efficiency (Krishnan & Arora, 2008).

Chinese scholars have also contributed to this field. Lin and Fan (1994) defined OCB as behaviors beyond formal compensation systems that benefit organizational development. Yang (2014) introduced the concept of "organizational ownership," relevant to Chinese employees, reflecting a strong sense of organizational identity (Yang, 2014). Lin et al. (2019)

described OCB from a social exchange and impression management perspective, defining it as beneficial behaviors for organizational development without expected rewards (Lin et al., 2019). These definitions highlight OCB's core characteristics: proactive, non-task-required behaviors that promote organizational development.

Research on OCB has yielded various dimensional models. Bateman and Organ (1983) identified general compliance and altruism as key dimensions (Bateman & Organ, 1983). Organ (1988) later proposed a five-dimensional model including civic virtues, responsibility, humility, altruism, and sportsmanship, which has been widely accepted (Organ, 1988). Williams et al. (1991) suggested a two-dimensional model of personal and organizational citizenship behavior, each with seven items, demonstrating good reliability and validity (Williams et al., 1991). Van et al. (1994) emphasized loyalty and support, dividing OCB into organizational loyalty, participation, and obedience (Van et al., 1994). Podsakoff et al. (2000) provided a comprehensive seven-dimensional model, including self-development, helping behavior, organizational loyalty, civic morality, individual initiative, sportsmanship, and organizational obedience (Podsakoff et al., 2000). In China, Lin Shuji (1992) proposed dimensions such as self-enrichment and assisting colleagues, while Zhang et al. (2003) identified six dimensions relevant to the Chinese context (Lin, 1992; Zhang et al., 2003). OCB's antecedents include individual and organizational factors. Individual characteristics, such as personality traits, perceptions, emotions, and attitudes, significantly influence OCB. For instance, the Big Five personality traits have been shown to promote OCB (Leephaijaroen et al., 2016). Employees' tenure and qualifications also impact their OCB, with longer tenure and perceived overqualification often reducing OCB (Kim et al., 2018; Ma et al., 2019). Emotional states play a crucial role, as poor mood can decrease OCB (Wei Wu et al., 2019). Moreover, the alignment between employees and organizational goals enhances OCB (Ashfaq et al., 2020). Organizational factors influencing OCB include leadership style, organizational culture, and trust. Empowering leadership fosters psychological empowerment, enhancing OCB (Li et al., 2017; Luo et al., 2019). Authentic leadership and transformational leadership also positively affect OCB through social exchange mechanisms (Tahir et al., 2020; Gu et al., 2020). High-performance work systems and supportive organizational cultures encourage OCB by improving employee skills and engagement (Yan et al., 2016; Tarek et al., 2017). Trust within the organization, rooted in emotional connections, further stimulates OCB (Yildiz, 2019).

2.3 Organizational Identity

Organizational identity has been extensively defined by scholars, with consensus regarding its nature as a distinctive form of social identity. Simon (1945) introduced the term "organizational identity," building upon social exchange and self-categorization theories. March and Simon (2013) elaborated on this concept, defining organizational identity as individuals' self-definition within a social group. Patchen (1970) described organizational identity as alignment with organizational goals, interests, and emotional loyalty. Tajfel (1979) viewed it as the result of individual self-definition, with values and emotional affiliations converging with the organization. Cheney (1983) emphasized organizational identity as an identification relationship and a dynamic process within a social context. Ashforth and Mael (1992) emphasized employees' perception of themselves as part of the organization, resonating with its outcomes. Hall and Schneider (1992) conceptualized organizational identity as the alignment of personal and organizational goals, while embracing cultural values. Dutton and Dukerich (1989) viewed it as a strong sense of dependence and belonging, rooted in behavioral and belief systems. While Chinese scholars have contributed diverse perspectives on organizational identity, defining it as a means of maintaining unity within an organization (Zhou et al., 2022), reflecting individuals' self-concepts and standards (Xu et al., 2023), or

emphasizing emotional bonds and belonging (Yang et al., 2022; Li & Wang, 2022), among others. Zhang and Li (2023) emphasized the connection between organizational members' self-awareness and organizational identity. Scholars approach organizational identity from various angles, reflecting a dual focus on the relationship between employees and their organization, and employees' self-exploration within the organizational context. Consequently, organizational identity encompasses both behavioral manifestations and a sense of belonging among employees towards their employing organization. Scholars have delineated organizational identity through various measurement dimensions, utilizing scales like Mael and Ashforth's (1992) six-question scale, Cheney's (1983) three-dimensional approach, and Smidts' (2001) integration of cognitive and emotional factors. Dick et al. (2004) expanded this to include cognition, emotion, evaluation, and behavior, while Bergami and Bagozzi (2000) introduced cognitive mapping techniques. Additionally, Wang (2005) proposed a hierarchical model based on the ERG theory, which Wang Yanbin (2012) validated across different enterprise types. Guo (2014) further delineated organizational identity into four aspects: cognition, emotional belonging, positive evaluation, and autonomous behavior, reflecting psychological needs and organizational alignment. Factors influencing organizational identity span individual, organizational, and environmental dimensions. Individual factors such as tenure and personality traits significantly shape organizational identity (Mael & Ashforth, 1992; Best & Nelson, 1985). Organizational factors including culture, support, and leadership style also play crucial roles (Smidts, 2001; Van Dick, 2004). Moreover, environmental factors, particularly organizational reputation and differences, impact organizational identity (Morgan, 2004).

2.4 Team Cohesion

Team cohesion plays a crucial role in influencing not only employees' work attitudes, behaviors, and performance but also the effectiveness of enterprise management. This concept has been a subject of study since the 1950s, with scholars across various disciplines engaging in theoretical discussions and empirical research on team cohesion theory (Law et al., 2019; Sun & Zuo, 2023). Initially introduced by Festinger (1950), team cohesion is broadly understood as the overall influence of an organization in retaining its members. While scholars may have varying interpretations, it is generally agreed that mutual obligations and joint responsibility for organizational tasks form the core of team cohesion (Law et al., 2019). Widemeyer, Brawley, and Carron (1998) suggested differentiating between individual and organizational perspectives of cohesion, as well as task-oriented and interpersonal relationship-oriented cohesion. Scholars have debated the dimensions of team cohesion, with some viewing it as one-dimensional while others delineate it into interpersonal relationship-oriented cohesion and task-oriented cohesion (Law et al., 2019). Mullen and Copper (1994) further divided team cohesion into mutual attraction, shared responsibility for tasks, and pride in the organization. Carless and De Paola (2000) identified task-oriented cohesion, interpersonal-oriented cohesion, and the organization's attraction to individuals as key components. Various factors influence team cohesion, including organizational size, members' identification with the organization, interpersonal ties, diversity, and the need for affiliation (Law et al., 2019). However, there is a scarcity of literature offering specific recommendations for enhancing team cohesion in business management (Sun & Zuo, 2023). Team cohesion significantly impacts employees' sense of belonging and organizational citizenship behavior (OCB). A cohesive environment fosters positive emotions, enhances organizational commitment, and promotes OCB (Law et al., 2019). Furthermore, team cohesion encourages social responsibility, mitigates the bystander effect, and cultivates a happier work environment (Sun & Zuo, 2024). Recent studies have emphasized the significance of team cohesion in Chinese organizations, highlighting its positive effects on organizational performance (Wu, 2020). Scholars

underscore the importance of sustained cohesion for the healthy development of enterprises, considering it a vital aspect of corporate culture (Meng, 2019; Xiao & Zhang, 2020). Additionally, organizational factors such as leadership and communication quality play crucial roles in shaping team cohesion (Li, Yang, & Bai, 2023).

2.5 Theoretical Basis

2.5.1 Social Exchange Theory

The Social Exchange Theory, initially proposed by Barnard (1938) and later refined by March and Simon (1958), posits that individuals engage in reciprocal relationships based on the exchange of contributions and rewards within organizations. Building upon this framework, Blau (1964) categorized human exchange behavior into economic and social exchanges. Economic exchanges involve formal agreements between parties, while social exchanges are voluntary interactions driven by trust and the expectation of future rewards (Bateman & Organ, 1983). Trust plays a pivotal role in social exchange, as it underpins the belief that reciprocation will occur over time. Social exchange theory has served as a theoretical foundation for understanding organizational citizenship behavior (OCB), with research indicating that OCB is a form of reciprocity between employees and organizations (Bateman & Organ, 1983). Scholars have extensively applied social exchange theory to explore various aspects of organizational behavior, including psychological contracts, organizational commitment, job satisfaction, and organizational support (Bateman & Organ, 1983). This theoretical framework underscores the importance of organizations providing appropriate incentives to foster employee engagement and reciprocation, ultimately contributing to organizational goals and outcomes (Blau, 1964).

2.5.2 Social Identity Theory

Social Identity Theory, introduced by Tajfel and Turner in 1972, posits that individuals establish their social identity through categorization, identification, and comparison processes, also known as the CIC theory (Law et al., 2019). This theory emphasizes that individuals derive their sense of self from their affiliation with social groups, leading to intra-group preferences and intergroup biases (Tajfel et al., 1979). Social identity is shaped by individuals' identification with group characteristics and their desire for positive comparisons between their in-group and relevant out-groups (Tajfel et al., 1979). Moreover, individuals adjust their self-concepts based on group membership, fostering a sense of belonging and enhancing self-esteem through social comparisons (Tajfel et al., 1979). This process involves self-categorization, where individuals perceive themselves as part of a particular group, and social comparison, wherein they evaluate their group's status and reputation relative to others (Tajfel et al., 1979). Social identity theory distinguishes between interpersonal and intergroup behaviors, highlighting the impact of group membership on individual attitudes and behaviors (Tajfel et al., 1979). Furthermore, it explores strategies individuals employ to maintain a positive social identity, such as seeking favorable intergroup comparisons and engaging in social mobility or change (Tajfel et al., 1979; Baumeister & Leary, 1995). The theory's insights have been applied in organizational contexts, where a sense of belonging and identification with the organization significantly affects employees' attitudes and behaviors (Baumeister & Leary, 1995). By integrating social exchange theory and social identity theory, scholars aim to comprehensively understand the dynamics of superior-subordinate relationships, organizational identity, and organizational citizenship behavior (Law et al., 2019).

2.5.3 Leader-Member Exchange Theory

The theoretical landscape of leadership research has evolved significantly, from early trait theories to more nuanced approaches considering situational factors. One prominent theory that emerged to address the limitations of prior models is the Leader-Member Exchange (LMX)

theory. Initially proposed by Graen et al. (1970), LMX theory challenged the assumption of uniformity in leader-subordinate relationships, asserting that leaders interact differently with various subordinates based on resource allocation and individual characteristics. This theory marked a shift towards understanding leadership within the context of interpersonal dynamics and organizational hierarchies. Subsequent research by Graen et al. (1995) highlighted the formation of in-group and out-group distinctions, where subordinates within the leader's inner circle receive preferential treatment, leading to higher levels of trust, loyalty, and performance. Moreover, longitudinal studies have revealed the dynamic nature of LMX relationships, progressing through stages from group formation to organizational integration (Green et al., 1996). Notably, the Chinese cultural context has provided a rich ground for exploring LMX dynamics, emphasizing the role of interpersonal exchanges in shaping organizational behavior (Sun & Zuo, 2023). As scholars delve deeper into LMX theory, they have developed multidimensional scales to capture the complexity of leader-member relationships. While early studies viewed LMX as a single continuum, subsequent research identified dimensions such as emotion, contribution, loyalty, and professional respect (Dienesch & Liden, 1986; Liden & Maslyn, 1998). Furthermore, variations in cultural contexts have led to adaptations of LMX scales, exemplified by Wang et al. (2004), who tailored measurements to the Chinese cultural milieu. This nuanced understanding of LMX has paved the way for investigating its antecedents and outcomes, ranging from leader and member characteristics to contextual variables (Dienesch, 1986). Leaders' personal traits, member demographics, similarity between leaders and members, and organizational factors all play crucial roles in shaping the quality of LMX relationships (Liden et al., 1997; Graen & Uhl-Bien, 1995). Ultimately, the LMX theory offers a comprehensive framework for studying leadership behavior and organizational dynamics, bridging the gap between individual attributes and systemic influences.

2.6 Hypotheses and Conceptual Model

The study explores organizational dynamics, especially superior-subordinate relations, organizational identity, organizational citizenship behavior (OCB), and team cohesion, grounded in social exchange and identity theories. We postulate 19 hypotheses based on literature and theoretical analysis. Emotional attachment, personal life integration, and obedience to superiors positively correlate with organizational identity (H1a, H1b, H1c). Emotional attachment, personal life integration, and obedience to superiors positively correlate with OCB towards individuals and the organization (H2a, H2b, H3a, H3b, H4a, H4b, H5a, H5b). Organizational identity mediates relationships between the aforementioned variables and OCB towards individuals and the organization (H6a, H6b, H7a, H7b, H8a, H8b). Team cohesion moderates the relationship between organizational identity and OCB towards individuals and the organization (H9a, H9b). The hypotheses proposed in this study revolve around several key constructs. Firstly, emotional attachment, personal life integration, and obedience to superiors are posited to have significant positive correlations with organizational identity (Law et al., 2019). Specifically, emotional attachment, personal life integration, and obedience to superiors are expected to influence both individual-oriented and organization-oriented OCB positively (Law et al., 2019). Moreover, organizational identity is hypothesized to mediate the relationships between emotional attachment, personal life integration, obedience to superiors, and OCB (Law et al., 2019). Additionally, team cohesion is suggested to moderate the relationship between organizational identity and OCB (Sun et al., 2024).

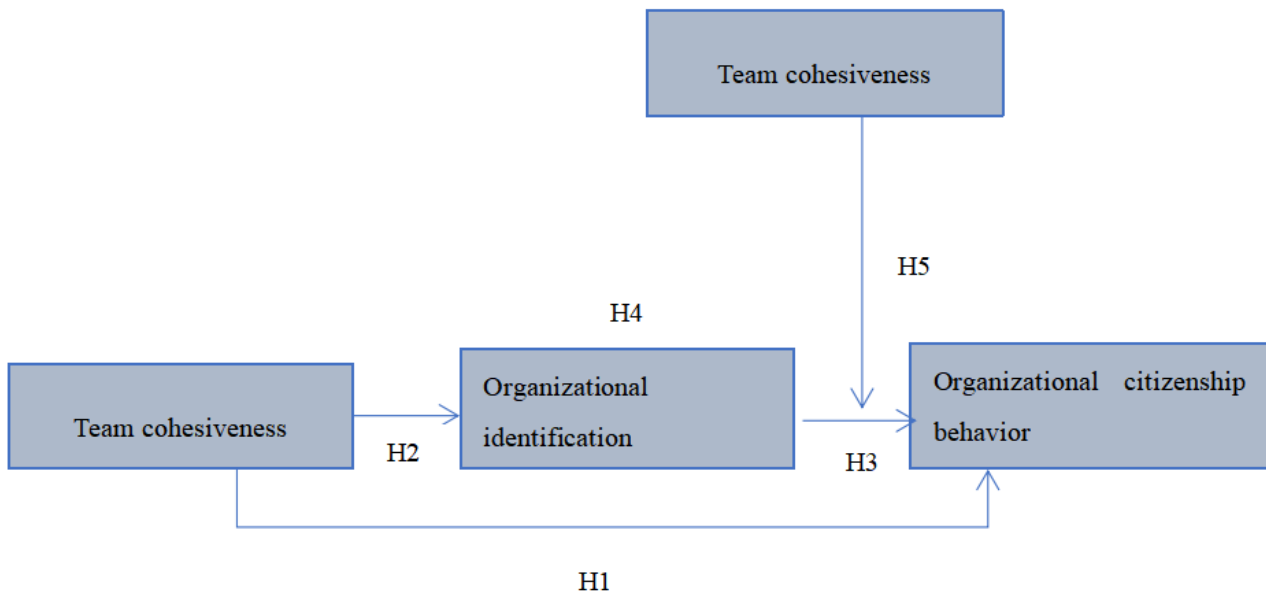


Figure 1: Conceptual Model

The proposed research framework, depicted in Figure 2-1, illustrates the conceptual model guiding this study. It elucidates the interplay between the variables of interest and serves as a roadmap for empirical investigation. By testing the hypotheses derived from this framework, the study seeks to contribute to a deeper understanding of the mechanisms underlying the influence of superior-subordinate relationships on OCB within organizational contexts.

3. Methodology

3.1 Research Methods

The research methodology employed in this study encompasses both quantitative and qualitative approaches, focusing on three key methods. Firstly, the interview method was utilized to gather insights from experts and scholars, informing the questionnaire design process. In-depth interviews with prison personnel were conducted to grasp both group and individual characteristics, ensuring questionnaire relevance. Secondly, the questionnaire survey method involved the development and distribution of a survey instrument. Drawing on established questionnaires from prior research and employing bidirectional translation, a comprehensive survey instrument was crafted. A large-scale survey was then conducted, distributing 600 questionnaires and collecting 468 valid responses. Finally, data analysis was conducted using SPSS 26.0, encompassing correlation analysis, reliability analysis, exploratory factor analysis (EFA), one-way ANOVA, independent sample T-test, confirmatory factor analysis, and path analysis, as per empirical research requirements.

3.2 Research Design and Small Sample Prediction

This study's research design and small sample prediction draw upon established scales for hierarchical relationships, organizational identity, team cohesion, and organizational citizenship behavior. These scales have undergone experimental validation for reliability and validity. Considering the Chinese cultural context, a bidirectional translation method was employed to refine questionnaire items' language, order, and direction. Small sample testing involved selecting 200 research samples and conducting tests on total correlation number CITC and α Consistency reliability coefficient to adjust items. Exploratory factor analysis was then performed to finalize the survey questionnaire. The questionnaire survey aims to quantitatively analyze the relationship between hierarchical relationships, organizational

identity, and organizational citizenship behavior, as well as explore team cohesion's moderating effect (Law et al., 2019; Sun & Zuo, 2024). Principles of questionnaire design play a crucial role in ensuring the survey's scientific rigor and reliability. Scholars such as Ma Qingguo (2002), Li Huaizu (2004), and Al Babi (2005) have proposed guiding principles, with Al Babi emphasizing aspects such as clarity, brevity, and the placement of demographic information. The questionnaire design process in this study encompassed literature review, bidirectional translation, and content revision, tailored to the Chinese cultural context and the characteristics of prison organizations (Law et al., 2019; Sun & Zuo, 2024). Self-reporting in questionnaire surveys offers convenience but may be susceptible to participant reaction bias due to cultural influences. This study mitigated bias through measures such as clarifying concepts, using mature scales with adjustments, including reverse questions, and ensuring anonymity in responses (Law et al., 2019; Sun & Zuo, 2024).

3.3 Definition and Measurement of Variables

In the definition and measurement of variables, this study adopts established scales and methodologies from previous research. For hierarchical relationships, the three-dimensional scale used by Chen et al. (2009) is employed, ensuring reliability and validity (Chen et al., 2009). Organizational identity is measured using the four-item scale utilized by Han & Harms (2009), focusing on emotional attachment and sense of belonging (Han & Harms, 2009). Organizational citizenship behavior is assessed using the Organizational Citizenship Behavior Questionnaire (OCBI) from Williamst and Anderson et al. (1991), with eight items measuring individual and organizational behaviors (Williamst & Anderson, 1991). Team cohesion is measured using a scale revised from Dobbins and Zaccaro's (1986) Team Cohesion Scale by Roland E.K. and Kevin W.M.D. (1997), comprising eight items reflecting group dynamics (Roland E.K. & Kevin W.M.D., 1997). Control variables include gender, age, education level, job level, and income level of police officers in the monitoring area, ensuring comprehensive analysis and accounting for potential confounding factors (Chen et al., 2009; Han & Harms, 2009; Williamst & Anderson, 1991; Roland E.K. & Kevin W.M.D., 1997).

3.4 Design and Analysis of Survey Questionnaires

The design and analysis of survey questionnaires are pivotal in exploring complex organizational dynamics such as hierarchical relationships within prison environments. This section elucidates the methodological intricacies involved in designing and validating survey instruments tailored to discern emotional attachment, personal life integration, obedience to superiors, organizational identity, organizational citizenship behavior (OCB), and team cohesion among inmates and prison staff. A preliminary small-scale survey was conducted in March 2023 across five prisons in various Chinese cities, including Hangzhou, Ningbo, Wenzhou, and Jiaying. Twenty wards were selected, treating each ward as an organizational unit, resulting in a sample size of 200 questionnaires distributed with a 100% response rate. After screening for validity, 194 questionnaires were deemed appropriate for pre-testing the scale. The scales utilized in this study, denoted as AA (emotional attachment), PLI (personal life integration), DS (obedience to superiors), TI (team identification), OCBI and OCBO (organizational citizenship behavior towards individuals and organizations, respectively), and TC (team cohesion), underwent rigorous pre-testing for reliability and validity. Descriptive statistics were computed for each dimension of the hierarchical relationship scale, revealing mean, standard deviation, skewness, and kurtosis values. For instance, emotional attachment (AA) scores ranged from 4.8125 to 5.3802, indicating moderate levels across wards. Similarly, personal life integration (PLI) and obedience to superiors (DS) exhibited distinct variability, laying the groundwork for subsequent analyses.

Utilizing the 194 valid questionnaires, reliability and validity tests were conducted, encompassing Corrected Item Total Correlation (CITC) analysis and Exploratory Factor Analysis (EFA). CITC values exceeding 0.5 validated the inclusion of items within each subscale, while EFA substantiated the underlying factor structure. Notably, stringent criteria were applied, with items demonstrating CITC values below 0.5 and exhibiting cross-loadings being eliminated, ensuring the robustness of subsequent analyses.

A correlation analysis was performed, affirming the internal consistency of emotional attachment, personal life integration, and obedience to superiors subscales. Cronbach's α coefficients surpassed the recommended threshold of 0.7, confirming the reliability of the hierarchical relationship scale. Additionally, EFA corroborated a three-factor structure, underscoring the multidimensionality of hierarchical relationships within prison settings. Organizational identity, a pivotal construct in prison environments, was scrutinized for reliability and validity. Results indicated high internal consistency, with Cronbach's α coefficients exceeding 0.9. EFA revealed a unidimensional structure, attesting to the coherence of organizational identity among inmates and staff.

The reliability and validity of the Organizational Citizenship Behavior Scale were ascertained, with CITC values exceeding 0.5 and Cronbach's α coefficient surpassing 0.9, affirming the scale's reliability. EFA validated a two-dimensional structure, distinguishing between behaviors targeted towards individuals (OCBI) and the organization (OCBO). Lastly, the Team Cohesion Scale underwent reliability testing and EFA, resulting in the removal of items exhibiting low CITC values. The revised scale demonstrated high internal consistency, with Cronbach's α coefficient exceeding 0.8. EFA revealed a robust factor structure, underscoring the cohesion dynamics within prison teams.

3.5 Reliability and Validity

This study conducted rigorous reliability and validity testing of research data, involving precise data collection, descriptive statistics, and quality evaluation. Survey samples were carefully selected to represent Zhejiang prison police officers, focusing on organizational citizenship behavior and team cohesion. Samples came from various prisons in Zhejiang, especially Hangzhou, Jinhua, and Huzhou. Determining the sample size was pivotal for statistical accuracy, particularly in structural equation modeling (SEM). Scholars like Bentler and Chou (1987) and Hou Jietai et al. (2004) have suggested varying sample size requirements. Following Gorsuch's (1983) recommendation and empirical ratios from prior studies, the study maintained a ratio of 1:10 or above between the number of test items and the number of subjects, with a minimum individual sample size of 280. Data collection ensued through a meticulously crafted questionnaire distributed via email and onsite methods to ensure accuracy and effectiveness. The questionnaire comprised 38 items covering independent, mediating, dependent, and moderating variables, along with background information. Likert scale responses, ranging from 1 (complete disagreement) to 7 (complete agreement), facilitated the expression of unobservable variables. Six prisons in Zhejiang Province received 100 questionnaires each, totaling 600. By September 5, 2023, 532 questionnaires had been collected, with 468 deemed valid after screening, yielding an effective response rate of 78%. In this study, internal consistency reliability analysis was conducted, focusing on hierarchical relationships, organizational identity, organizational citizenship behavior, and team cohesion.

For hierarchical relationships, the internal consistency coefficients of emotional attachment, personal life integration, and obedience to superiors exceeded 0.8, meeting reliability requirements. Similarly, organizational identity exhibited a satisfactory internal consistency

reliability coefficient of 0.767. Furthermore, organizational citizenship behavior demonstrated high internal consistency coefficients of 0.921 and 0.848, ensuring scale reliability. Team cohesion also met reliability criteria, with a coefficient of 0.782 after removing an item with low correlation. Construct reliability analysis, with coefficients exceeding 0.60, affirmed the reliability of hierarchical relationships, organizational identity, organizational citizenship behavior, and team cohesion. Aggregation validity tests confirmed the accuracy of measurement models, with standardized factor loadings above 0.6 and AVE values surpassing 0.5, indicating good convergent validity. Discriminant validity tests and confirmatory factor analysis confirmed distinctiveness between constructs. Content validity was ensured by adapting established Western scales to fit the Chinese cultural and prison work contexts. Pre-testing further verified the scales' reliability and validity for this study.

4. Results and Discussion

4.1 Descriptive Statistical Analysis of Samples

After initial testing and assessments, the final survey questionnaire was created for a broader survey. Measures were taken to mitigate hierarchical concerns among respondents by providing guidance manuals. Multiple channels were used to anonymously collect data solely for academic purposes, yielding 468 valid questionnaires. Regarding demographic characteristics, it is notable that all police officers in the investigated prisons were male, with no female representation. Notably, the majority of respondents were under 40 years old, constituting 82.1% of the sample. Clerks predominated among job ranks, representing 68.2% of the sample. Moreover, 73.5% of respondents held a bachelor's degree, with a small portion possessing graduate degrees. The vast majority reported monthly incomes above 5000 yuan. On average, organizational members had served for 42.1 months within their current organization and 121.9 months overall. Given potential non-randomness in sample selection, a normal distribution test was conducted on sample data. Control variables such as age, job level, education level, and monthly income were digitized for analysis. Results indicated that the sample data adhered to normal distribution requirements, as skewness and kurtosis values fell within acceptable ranges.

Table 1: Normal Distribution Test for Samples (N=468)

Variable	Mean	SD	Max	Min	Skewness		Kurtosis	
					Statis tic	Std. Error	Statis tic	Std. Error
Age	2.776	0.802	2	5	0.753	0.113	-0.134	0.226
Position level	2.365	0.709	4	1	1.121	0.113	0.581	0.226
Education level	2.774	0.490	4	1	-0.886	0.113	0.925	0.226
Monthly income	2.98	0.706	5	1	-0.160	0.114	1.035	0.228
Organizational positions	42.115	46.13	337	1	2.284	0.116	9.647	0.232

An analysis of variance was performed to examine whether various dimensions of hierarchical relationships differed significantly across groups. Results revealed significant variations in emotional attachment, personal life integration, obedience to superiors, organizational identification, OCBI, OCBO, and team cohesion scores among hierarchical groups ($p < 0.001$).

Age exhibited significant correlations with emotional attachment and personal life integration but not with obedience to superiors or organizational identity. Job level, education level, and tenure in the organization showed no significant associations with hierarchical relationships or organizational identity. However, monthly income significantly impacted personal life integration, obedience to superiors, and organizational identification ($p < 0.05$). Additionally, tenure within the team significantly influenced emotional attachment, while tenure within the organization affected emotional attachment and personal life integration ($p < 0.05$).

Comparatively, dependent variables related to individual and organizational citizenship behaviors were not significantly influenced by age, job level, education level, or tenure in the organization. Nonetheless, monthly income significantly affected both OCBI and OCBO ($p < 0.05$).

Table 2: Analysis of Variance for Variables

	Sum of Squares	df	Mean Square	F	Sig.
Emotional attachment					
Inter group	356.894	58	6.153	2.598	0.00
Within the group	786.915	409	1.924		
Total	1143.809	467			
Personal life integration					
Inter group	480.333	58	8.282	5.33	.000
Within the group	635.534	409	1.554		
Total	1115.867	467			
Obey superiors					
Inter group	402.847	58	6.946	4.026	.000
Within the group	705.52	409	1.725		
Total	1108.367	467			
Organizational identification					
Inter group	429.965	58	7.413	3.48	.000
Within the group	871.194	409	2.13		
Total	1301.159	467			
OCBI					
Inter group	315.149	58	5.434	4.808	.000
Within the group	462.238	409	1.13		
Total	777.387	467			
OCBO					
Inter group	373.334	58	6.437	5.281	.000
Within the group	498.554	409	1.219		
Total	871.889	467			
team cohesiveness					
Inter group	221.941	58	3.827	3.847	.000
Within the group	406.846	409	0.995		
Total	628.787	467			

4.2 Correlation analysis, Multicollinearity and Homologous Variance Test

Correlation analysis was conducted to explore relationships among control variables and main constructs. Age exhibited a significant negative correlation with emotional attachment ($\beta = -0.15$, $p < 0.01$) and personal life integration ($\beta = -0.12$, $p < 0.05$) but showed no significant correlation with obedience to superiors. Education level and position level did not significantly correlate with other variables such as superior-subordinate relationships, organizational identification, organizational citizenship behavior, or team cohesion. Monthly income showed a significant positive correlation with personal life integration ($\beta = 0.186$, $p < 0.01$), organizational identification ($\beta = 0.158$, $p < 0.01$), OCBI ($\beta = 0.136$, $p < 0.05$), OCBO ($\beta = 0.168$, $p < 0.01$), and team cohesion ($\beta = 0.125$, $p < 0.05$). Length of service in the organization was significantly negatively correlated with emotional attachment to superior-subordinate relationships ($\beta = -0.103$, $p < 0.05$) and with team cohesion ($\beta = -0.097$, $p < 0.05$). Length of service in prison was significantly negatively related to integration into personal life. Moreover, superior-subordinate relationships, organizational identification, organizational citizenship behavior, and team cohesion exhibited significant positive correlations. These findings highlight the nuanced relationships between demographic variables, organizational factors, and various dimensions of workplace behavior, shedding light on factors that influence organizational dynamics and employee attitudes and behaviors.

Table 3: Correlation Analysis of Control Variables and Main Constructs

	1	2	3	4	5	6	7	8	9	10	11	12	13
1	1												
2	-0.059	1											
3	0.441**	0.019	1										
4	0.422**	-0.007	0.435**	1									
5	0.256**	-0.035	0.08	0.09	1								
6	0.872**	-0.096*	0.492**	0.489**	0.286**	1							
7	-0.15**	-0.031	0.021	0.044	-0.103*	-0.16**	1						
8	-0.12*	0.011	-0.005	0.186**	-0.068	-0.111*	0.341*	1					
9	-0.05	0.031	0.058	0.074	-0.085	-0.064	0.442**	0.39**	1				
10	-0.045	-0.008	0.085	0.158**	-0.063	-0.06	0.584**	0.297**	0.436**	1			
11	0.021	0.056	0.049	0.136*	-0.042	0.001	0.447**	0.179**	0.297**	0.608**	1		
12	-0.002	-0.014	0.071	0.168**	-0.08	0.005	0.475**	0.236**	0.365**	0.622**	0.706**	1	
13	-0.08	-0.007	0	0.125*	-0.097*	-0.079	0.535**	0.336**	0.45**	0.693**	0.66**	0.611**	1

Table 4: Variance Inflation Factors

	Variable	Tolerance	VIF
Control variables	Education level	0.976	1.025
	Age	0.228	4.391
	Occupation class	0.677	1.478
	Work income	0.652	1.534
	Organization tenure	0.878	1.139
	Prison tenure	0.193	5.168
Explanatory variables	Emotional attachment	0.58	1.725
	Personal life integration	0.747	
	Obey superiors	0.675	1.338
	Organizational identity	0.464	2.156
Moderator	Team unity	0.479	2.09

Multicollinearity testing is crucial in economic and management research to ensure accurate model estimation and variable significance testing. In this study, the variance inflation factor (VIF) and tolerance were used to assess multicollinearity, with generally accepted criteria stating that VIF values between 0 and 10 indicate the absence of multicollinearity problems. Results indicated that VIF values for control and explanatory variables fell within this range, suggesting no multicollinearity issues. Specifically, variables such as organizational tenure, age, income level, education level, job level, and prison tenure exhibited VIF values ranging from 1.025 to 5.168, indicating acceptable levels of collinearity. Similarly, explanatory variables like emotional attachment, personal life integration, obedience to superiors, and organizational identity demonstrated VIF values between 1.338 and 2.156, further supporting the absence of multicollinearity. Moreover, exploratory factor analysis revealed that the largest factor explained only 33.6% of the variance, indicating minimal homologous variance. Therefore, it is unlikely that homologous variance significantly affected the study's findings, given the diverse sample characteristics and the low explained variance by the largest factor in the analysis. These results validate the reliability of the research model and ensure robustness in subsequent analyses.

4.3 The Impact of Hierarchical Relationships on Organizational Identity

The impact of hierarchical relationships on organizational identity was analyzed using structural equation modeling based on survey data. Results indicated a significant positive correlation (standardized path coefficient = 0.65, $p < 0.001$) between emotional attachment and organizational identification, supporting hypothesis 1a. However, integration into personal life did not show a significant relationship with organizational identity (standardized path coefficient = 0.02, $p > 0.05$), contradicting hypothesis 1b. Conversely, obedience to superiors was significantly positively correlated with organizational identity (standardized

path coefficient = 0.24, $p < 0.01$), supporting hypothesis 1c. Goodness of fit indices, including GFI=0.91, NFI=0.93, RFI=0.91, NNFI=0.93, and RMSEA=0.1, indicated an acceptable model fit.

Table 5: Impact of Hierarchical Relationships on Organizational Identity

Variable relationship	SPC	T value	Result
Emotional attachment → organizational identification	0.65**	13.95	H1a (Y)
Integration into personal life → Organizational identification			H1b (N)
	0.02	0.38	
Integration into personal life → Organizational identification	0.24*	5.45	H1c (Y)
Goodness of fit index values: GFI=0.91, NFI=0.93, RFI=0.91, NNFI=0.93, RMSEA=0.1			

These findings suggest that emotional attachment and obedience to superiors play crucial roles in shaping organizational identity within hierarchical relationships. However, contrary to expectations, personal life integration did not exhibit a significant influence on organizational identity. Overall, these results highlight the complexity of factors contributing to organizational identity and underscore the importance of emotional bonds and perceived leadership effectiveness in shaping employees' identification with their organizations.

4.4 The Impact of Hierarchical Relationships on Organizational Citizenship Behavior

The impact of hierarchical relationships on organizational citizenship behavior (OCB) was examined through structural equation analysis using survey data. Results revealed significant positive correlations between emotional attachment and both individual-oriented OCB (OCBI) (standardized path coefficient = 0.51, $p < 0.001$) and organization-oriented OCB (OCBO) (standardized path coefficient = 0.55, $p < 0.001$), supporting hypotheses 2a and 2b, respectively. However, personal life integration did not show a significant relationship with OCBI (standardized path coefficient = -0.03, $p > 0.05$) or OCBO (standardized path coefficient = -0.02, $p > 0.05$), thus rejecting hypotheses 3a and 3b. Conversely, obedience to superiors exhibited a significant positive correlation with both OCBI (standardized path coefficient = 0.17, $p < 0.01$) and OCBO (standardized path coefficient = 0.23, $p < 0.01$), supporting hypotheses 4a and 4b. Additionally, goodness of fit indices, including NNFI=0.92, NFI=0.92, RFI=0.90, NNFI=0.93, and RMSEA=0.1, indicated an acceptable model fit. Furthermore, analysis of T-values revealed that the correlation between emotional attachment and OCB (OCBI and OCBO) was significantly stronger (T-values: 10.32 and 10.04, respectively) compared to the correlation between obedience to superiors and OCB (T-values: 3.53 and 4.75, respectively), suggesting that emotional attachment has a more potent positive predictive effect on OCB than obedience to superiors.

Table 6: Impact of Hierarchical Relationships on Organizational Citizenship Behavior

Variable relationship	SPC	T value	Result
Emotional attachment→OCBI	0.51***	10.32	H2a (Y)
Emotional attachment→OCBO	0.55***	10.04	H2b (Y)
Personal life integration→OCBI	-0.03	-0.73	H3a (N)
Personal life integration→OCBO	-0.02	-0.36	H3b (N)
Obey superiors→OCBI	0.17**	3.53	H4a (Y)
Obey superiors→OCBO	0.23**	4.75	H4b (Y)
Goodness of fit index values: NNFI=0.92, NFI=0.92, RFI=0.90, NNFI=0.93, RMSEA=0.1			

These findings underscore the significance of emotional attachment in fostering both individual and organization-oriented citizenship behaviors within hierarchical relationships, highlighting its pivotal role in organizational dynamics.

4.5 The Impact of Organizational Identity on Organizational Citizenship Behavior

A structural equation analysis was conducted to examine the relationship between organizational identity and organizational citizenship behavior (OCB) using survey data. Results revealed significant positive correlations between organizational identity and both individual-oriented OCB (OCBI) (standardized path coefficient = 0.75, $p < 0.001$) and organization-oriented OCB (OCBO) (standardized path coefficient = 0.80, $p < 0.001$), supporting hypotheses 5a and 5b, respectively. The goodness of fit indices, including GFI=0.87, NFI=0.97, RFI=0.965, NNFI=0.97, and RMSEA=0.090, indicated a satisfactory fit of the model.

Table 7: Impact of Organizational Identity on Organizational Citizenship Behavior

Variable relationship	SPC	T value	Result
Organizational Identity→OCBI	0.75***	16.40	H5a (Y)
Organizational Identity→OCBO	0.80***	14.65	H5b (Y)
Goodness of fit index values: GFI=0.87, NFI=0.97, RFI=0.965, NNFI=0.97, RMSEA=0.090			

These findings suggest that a strong organizational identity is associated with higher levels of both individual and organization-oriented citizenship behaviors. In other words, employees who identify strongly with their organization are more likely to engage in behaviors that benefit both themselves and the organization as a whole. This underscores the importance of fostering a strong sense of organizational identity among employees as a means of promoting positive organizational citizenship behaviors, ultimately contributing to organizational effectiveness and success.

4.6 The Mediating Role of Organizational Identity

In investigating the mediating role of organizational identity between hierarchical relationships and organizational citizenship behavior (OCB), this study utilized structural equation modeling to scrutinize the impact mechanism. The empirical analysis, facilitated by LISREL software, established a structural equation model incorporating hierarchical relationships, organizational identity, and OCB. The model's goodness of fit indices, including a RMSEA of 0.085, GFI=0.85, NNFI=0.95, and NFI=0.95, except for a slightly lower GFI, met recommended thresholds, affirming the model's effectiveness. Comparison between direct and indirect effect models revealed noteworthy insights. The standardized path coefficients and significance levels shifted notably in the presence of organizational identity as a mediating variable. Specifically, emotional attachment's significant positive correlation with both OCBI and OCBO diminished when organizational identity was included in the model, rendering these relationships insignificant. Similarly, the significant relationship between obedience to superiors and OCB became insignificant in the indirect effect model. Conversely, personal life integration exhibited no significant correlation with OCB in either model.

Table 8: Model Comparison of the Effect of Superior-Subordinate Relationships on Organizational Citizenship Behavior

RP	DAM		IEM	
	SPC	T value	SPC	T value
Emotional attachment→OCBI	0.51**	10.32	-0.02	-0.44
Emotional attachment→OCBO	0.55**	10.04	0.01	0.12
Personal life integration→OCBI	-0.03	-0.73	-0.02	-0.58
Personal life integration→OCBO	-0.02	-0.36	0.00	-0.11
Obey superiors→OCBI	0.17**	3.53	-0.02	-0.42
Obey superiors→OCBO	0.23**	4.75	0.05	1.16
Goodness of fit index values: GFI=0.85, NFI=0.95, RFI=0.94, NNFI=0.95, RMSEA=0.085				

These findings suggest that organizational identity acts as a complete mediator between emotional attachment and obedience to superiors, indicating its pivotal role in explaining the relationship between hierarchical relationships and OCB.

4.7 The Moderating Effect of Team Cohesion

In examining the moderating effect of team cohesion on the relationship between organizational identity and organizational citizenship behavior (OCB), a hierarchical linear model (HLM) was employed due to the study's consideration of both individual and organizational variables. The HLM analysis revealed significant insights. Regarding Hypothesis 9a, predicting that team cohesion strengthens the positive association between organizational identity and OCBI, the results indicated a significant moderating effect ($\gamma U=0.21, T=0.05, p<0.05$). Conversely, for Hypothesis 9b, which posited a similar interaction effect on OCBO, the analysis revealed a non-significant moderating effect ($\gamma=-0.07, T=0.06, ns$).

Table 9: HLM Analysis of Team Cohesion Between Organizational Identity and OCBI

	Model 1	Model 2	Model 3
Intercept term (γ_{00})	5.55**	5.55**	5.54**
Level 1			
Organizational Identity(γ_{10})		0.46**	0.49**
Level 2			
Team cohesion(γ_{01})			0.81**
Interaction term			
Team unity			0.21*
X Organizational Identity(γ_{11})			
$\hat{\sigma}^2$	1.13	0.69	0.63
T00	0.60**	0.68	0.78
T11		0.07	0.05*
R ² Level-1 intercept formula b		0.39	0.29

Table 10: HLM Analysis of Team Cohesion Between Organizational Identity and OCBO

	Model 1	Model 2	Model 3
Intercept term (γ_{00})	5.3**	5.31**	5.29**
Level 1			
Organizational Identity(γ_{10})		0.44**	0.45**
Level 2			
Team cohesion (γ_{01})			0.90**
Interaction term			
Team unity			-0.07
X Organizational Identity(γ_{11})			
$\hat{\sigma}^2$	1.22	0.74	0.75
T00	0.72**	0.81	0.16
T11		0.07	0.06
R ² Level-1-2 interaction effect c		0.11	0

These findings indicate that while team cohesion enhances the relationship between organizational identity and OCBI, it does not significantly impact the relationship between organizational identity and OCBO. The study thus provides nuanced insights into the differential moderating effects of team cohesion on various dimensions of organizational citizenship behavior.

4.8 Understanding the Dynamics of Hierarchical Relationships, Organizational Identity, and Organizational Citizenship Behavior

The study delves into the complex interplay among hierarchical relationships, organizational identity, and organizational citizenship behavior (OCB) in the context of prison organizations. Regression analysis was conducted to scrutinize the correlation between the three variables, leading to the validation of 11 hypotheses (H1a to H5b). Subsequently, the mediating role of organizational identity (H6a to H8b) was examined through structural equation modeling,

while the moderating effect of team cohesion (H9a to H9b) was assessed using a hierarchical linear model. The findings elucidate the outcomes of hypothesis validation.

Hypothesis H1a, which posits a positive correlation between emotional attachment and organizational identity, garnered support from the analysis (Standardized path coefficient = 0.65, $T=13.95$, $p<0.001$). The emotional bond between employees and leaders fosters a sense of belongingness and identification with the organization, driven by reciprocated support and care. However, Hypothesis H1b, suggesting a similar correlation between personal life integration and organizational identity, was not supported (Standardized path coefficient = 0.02, $T=0.38$, ns). Personal interactions, primarily unrelated to work, did not significantly influence organizational identity. Conversely, Hypothesis H1c, proposing a positive correlation between obedience to superiors and organizational identity, received empirical backing (Standardized path coefficient = 0.24, $T=5.45$, $p<0.001$). Obedience to superiors, aligned with organizational goals, strengthens organizational identification and fosters collaborative engagement towards organizational objectives. Furthermore, Hypotheses H2a and H2b, postulating positive correlations between emotional attachment and individual-oriented OCB (OCBI) and organizational-oriented OCB (OCBO), respectively, were supported (Standardized path coefficient = 0.51, $T=10.32$, $p<0.05$; Standardized path coefficient = 0.55, $T=10.04$, $p<0.05$). Strong emotional bonds and support from superiors enhance organizational citizenship behaviors directed towards individuals and the organization.

However, Hypotheses H3a and H3b, pertaining to the correlation between personal life integration and OCBI and OCBO, respectively, were not supported. Personal interactions with superiors did not significantly influence OCB, possibly due to their non-work-related nature. Moreover, Hypotheses H4a and H4b, suggesting positive correlations between obedience to superiors and OCBI and OCBO, respectively, were supported (Standardized path coefficient = 0.17, $T=3.53$, $p<0.001$; Standardized path coefficient = 0.23, $T=4.75$, $p<0.001$). Obedience to superiors facilitates organizational citizenship behaviors, reflecting commitment and collaboration towards organizational goals. Likewise, Hypotheses H5a and H5b, proposing positive correlations between organizational identity and OCBI and OCBO, respectively, received empirical support (Standardized path coefficient = 0.75, $T=16.40$, $p<0.001$; Standardized path coefficient = 0.80, $T=14.65$, $p<0.001$). Strong organizational identification aligns individuals' behaviors with organizational objectives, fostering proactive engagement and sacrifice for organizational interests. Additionally, Hypotheses H6a and H6b, regarding the mediating effect of organizational identity between emotional attachment and OCBI and OCBO, respectively, were supported. Organizational identity mediated the relationship between emotional attachment and OCB, enhancing organizational commitment and engagement. However, Hypotheses H7a and H7b, positing similar mediating effects between personal life integration and OCBI and OCBO, respectively, were rejected. Personal interactions did not significantly mediate the relationship between individual behaviors and OCB. Moreover, Hypotheses H8a and H8b, proposing mediating effects of organizational identity between obedience to superiors and OCBI and OCBO, respectively, were supported. Organizational identity mediated the impact of obedience on OCB, indicating a pathway through which obedience fosters organizational commitment and engagement. Finally, Hypothesis H9a, suggesting a moderating effect of team cohesion on the relationship between organizational identity and OCBI, was supported. Strong team cohesion enhanced the relationship between organizational identity and individual-oriented OCB. However, Hypothesis H9b, proposing a similar moderating effect on OCBO, was not supported. Team cohesion did not significantly influence the relationship between organizational identity and organizational-oriented OCB.

In summary, the study elucidates the multifaceted dynamics of hierarchical relationships, organizational identity, and OCB, shedding light on the mechanisms underlying organizational behavior within prison organizations.

5. Conclusion

This study undertook a comprehensive examination of the intricate relationships between hierarchical dynamics, organizational identity, and organizational citizenship behavior (OCB) within prison organizations. Through rigorous empirical analysis and hypothesis testing, significant insights have emerged, contributing to our understanding of organizational behavior and management practices in a unique institutional setting. This section provides a synthesis of key findings and their implications, followed by recommendations for future research directions.

Firstly, our findings underscore the pivotal role of emotional attachment in shaping organizational identity. Employees' emotional bonds with their superiors foster a sense of belonging and identification with the organization, leading to increased organizational citizenship behaviors (OCBs) directed towards individuals and the organization as a whole. This highlights the importance of nurturing positive leader-member relationships to enhance organizational commitment and engagement among employees. Secondly, while personal life integration did not exhibit a significant direct correlation with organizational identity, obedience to superiors emerged as a significant predictor. Employees' adherence to the directives of their superiors reflects a deeper alignment with organizational goals and values, contributing to a stronger sense of organizational identity. This underscores the significance of leadership effectiveness in fostering organizational cohesion and alignment. Moreover, our study elucidated the mediating role of organizational identity in the relationship between hierarchical dynamics and OCB. Organizational identity serves as a mechanism through which emotional attachment and obedience to superiors influence employees' engagement in citizenship behaviors. Understanding these underlying mechanisms is crucial for designing effective organizational interventions aimed at promoting desirable behaviors and enhancing organizational performance. Furthermore, the moderating effect of team cohesion on the relationship between organizational identity and individual-oriented OCB underscores the importance of intra-team dynamics in shaping employee behavior. Strong team cohesion amplifies the positive impact of organizational identity on individual-level behaviors, highlighting the role of social context in influencing employee attitudes and actions.

In light of these findings, several implications for organizational practice and future research emerge. Firstly, organizations should invest in fostering positive leader-member relationships and promoting a shared sense of identity to enhance employee engagement and commitment. This may involve leadership development programs, team-building activities, and communication strategies aimed at strengthening interpersonal connections and reinforcing organizational values. Additionally, organizations should recognize the importance of context-specific factors, such as team cohesion, in shaping employee behavior. Tailoring management practices to leverage the positive influence of team dynamics can yield significant benefits in terms of employee morale, productivity, and retention. From a research perspective, future studies could explore the underlying mechanisms through which organizational identity influences employee behavior in different organizational contexts. This may involve examining the role of organizational culture, leadership styles, and organizational structures in shaping employee perceptions and attitudes. Furthermore, longitudinal studies could provide valuable insights into the long-term effects of organizational interventions on employee behavior and organizational performance. By tracking changes in employee attitudes and behaviors over

time, researchers can gain a deeper understanding of the dynamic nature of organizational dynamics and the factors that contribute to sustainable organizational success.

In conclusion, this study offers valuable insights into the complex interplay between hierarchical relationships, organizational identity, and organizational citizenship behavior within prison organizations. By elucidating the underlying mechanisms and contextual factors that shape employee behavior, this research contributes to our understanding of organizational dynamics and informs evidence-based management practices aimed at fostering a positive organizational culture and maximizing employee engagement and performance.

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