The effect of organisational commitment to organisational citizenship behaviour through meaningful work as a mediator

by Netty Merdiaty

The effect of organisational commitment to organisational citizenship behaviour through meaningful work as a mediator

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ABSTRACT

Few empirical studies have examined the connections between employees' commitment and organizational citizenship behaviors to the company. Also, not much is known about how a specific part of meaningful work affects the organization's citizenship behaviour of people who work as travel agents. Our study examines whether meaningful work mediates an organization's commitment to organizational citizenship behaviour. The research is quantitative with descriptive methods, and 104 participants participated. The scales were available online, and they filled them. Statistical analysis uses the PLS structural equation model to test the model. The main finding of the study demonstrates that (i) There is no relationship between organizational commitment and organizational citizenship behaviour shown in the statistical result is 0.055, (ii) the Statistical result of 0.826 between organization commitment to meaningful work shows that there is a direct link between two variables (iii) and there is the link is between meaningful work and organizational citizenship behaviour with the statistical result is 0.814, (iv) From this point on, the structural equation model shows that meaningful work is the only difference between organizational commitment and citizenship behaviour with P-Value 0.000. The study has shown that meaningful work as a full mediator can help organizational citizenship behaviour. Organizational commitment and citizenship behaviors are related and reinforced by meaningful work.

Introduction

The current travel agent business market significantly affects the organization's success. The situation has become uncertain due to economic changes and the ongoing COVID-19 pandemic; as many employees as possible at travel agents must be expected to exhibit behaviors outside the scope of their formal duties to keep the organization running. The business world in the field of travel agents has been dramatically affected by the pandemic. However, they continue to work despite challenging conditions and ignoring rewards. The role of employees is a significant factor in organizations achieving organizational goals (Aldrin & Merdiaty, 2019). thus, organizational citizenship behaviour becomes the way out because organizational citizenship behaviour has been identified as one of the most influential factors influencing the effectiveness and success of organizations (Jafari & Bidarian, 2012; Deery et al., 2017). Organ (1997) defines organizational citizenship behaviour as behaviour delivered by employees without expecting rewards. The organization's formal reward system does not recognize it. However, suppose all employees apply it in accumulation. In that case, it will increase productivity, and the essence of all these behaviors is that the person who performs organizational citizenship behaviour does not expect his gain. In addition, organizational citizenship behaviour is vital to organizations' adaptation to environmental changes (Shaheen et al., 2016). Based on organizational behaviour, each person is expected to have a certain level of productivity or performance, which is called organizational citizenship behaviour. It involves being willing to make sacrifices, being proactive, and taking the lead to help the organization reach its goals (Saleem & Amin, 2013). According to Afsar & Badir (2016),

organizations that encourage citizenship behaviour among their employees are more attractive workplaces because they can hire, retain, and train qualified employees.

Organizations need help finding solutions to promote and sustain organizational citizenship behaviour among employees in travel agent organizations. Employees' perceptions and evaluations of their workplace and organization play an essential role in their behavior and participation in overtime. Employees who think their work is important and meaningful will put in more time and work. Previous studies on meaningful jobs were placed as independent variables of organizational citizenship behaviors. However, Allan et al. (2019) found a slight correlation in moderation between meaningful work and organizational citizenship behaviour. Due to the low correlation coefficients, the link between meaningful work and organizational citizenship behaviour may be caused by something else. However, employees who think their jobs are important are likelier to share their ideas and creativity (Cai et al., 2018). Meaningful work has been shown to improve things like resilience (Van Wingerden & Poell, 2019a), individual work performance (Zeglat & Janbeik, 2019), work engagement, and organizational citizenship behaviour (Van Wingerden & Poell, 2019b; Chen & Li, 2013). Scholars are now paying more attention to meaningful work because it is vital to human resource management (Bailey et al., 2019). Organizational citizenship behaviors are defined as individual behavior that is not written in the job description, is constructive, and is not judged by others if displayed (Organ et al., 2011). Numerous authors cite factors and whole groups that may affect the manifestation of citizenship behaviors in the organization. Spector & Che divided the elements into six groups: attitude (e.g., commitment, level of job satisfaction), negative and positive emotions experienced in connection with the work performed, personality (e.g., diligence), the so-called stressors (e.g., conflicts and their role), employee relations with the supervisor, and the perception of organization commitment procedures (Spector & Che, 2014).

Employees of travel agents operating in Jakarta are relevant to be selected as participants in this study because of the nature of their work as an intermediary function for the sale of tickets and travel organization commitment. Reinhardt et al. (2011) Say that travel agent employees are used to doing non-routine and creative work. This means organizational citizenship behaviour will become an important part of their daily work. Further efforts are needed to form organizational citizenship behaviour for travel agent employees and support organizational citizenship behaviour (Lai et al., 2018). Given that organizational citizenship behaviour is essential to organizational success, more research is needed to investigate how to obtain such citizenship behaviour (Harvey et al., 20... Scientific Research devotes much of its attention to the antecedents of organizational citizenship behaviour. Many revealed that organizational citizenship behaviour is closely related to work behaviour, such as job satisfaction, perceptions of fairness, organizational commitment, and leadership behaviour. This study empirically investigated the dimension of meaningful work as a mediating variable in the connection between organizational commitment and organizational citizenship behaviour among Jakarta-based travel agency employees. Indonesian.

Literature Review

Organizational Commitment and Organizational Citizenship Behavior

Researchers have recently conducted in-depth research on the impact of organizational commitment on organizational citizenship behaviour. Organizational citizenship behaviour occurs when employees go above and beyond the roles and responsibilities stated in their job descriptions. It is defined as 'individual' behavior that is constructive and is not judged by others if displayed (Organ et al., 2011). It is not based on the organization's reward system but on the willingness of employees to put the organization's needs first (Organ et al., 2005). According to Meyer et al. (2012) research, employees' work and results are linked to these three types of commitment. A company's success depends on employees who do their jobs well and pay attention to the business (Bakker & Schaufeli, 2008). Organizational commitment has been the subject of much research because it is a crucial predictor of many behaviors in the workplace and helps explain how employees feel about their jobs (Posey et al., 2015).

The contribution of organizational citizenship behaviour to the organization includes increased employee and manager productivity, saving resources for management and the entire organization/agency, maintaining group functions, and coordinating activities very effectively. Working groups can improve an organization's ability to attract and retain the best employees and improve organizational stability and adaptability to changing corporate environments (P. M. Podsakoff et al., 2000). On the other hand, Shafazawana et al. (2016) found that organizational engagement was significantly associated with organizational citizenship behaviors. This means that higher levels of the organization participate in more organizational citizenship behaviors. According to Rurkkhum & Bartlett (2012), organizational commitment significantly impacts citizenship behaviour in terms of civic virtue, altruistic behaviour, conscientious behaviour, athletic behaviour, and polite behaviour.

Commitment Organization to Meaningful Work

According to Mowday et al. (2013), organizational commitment is the relative strength of an individual's identification with and involvement in a particular organization. Organizational commitment denotes belief in and acceptance of organizational goals and values, as well as a willingness to put forth significant effort on behalf of the organization. Research reported that there needs to be more research on work engagement related to meaningful work. Still, researchers will try to link these two variables to build hypotheses by looking at the employee's psychological state. Organizational commitment is a psychological state that describes the relationship between an employee and an organization, which can influence an employee's decision to continue or terminate membership (Sheldon, 1971). Work's meaning should be highly regarded because it satisfies a human's internal motives (Chalofsky

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& Krishna, 2009). It reflects the psychological contract between the employee and the organization, which is a mental mechanism for facilitating the stability of the work. Through such psychological support, employees with meaningful work show much better job performance than those who do not have this support. Thus, the employee will find meaningfulness in his work. The "meaning of work may help deepen (individuals') understanding of their selves and the world around them, facilitating their personal growth" (Steger et al., 2012a). Employees who feel their jobs are meaningful will actively share their creativity and innovation in the workplace (Allan et al., 2019a).

Meaningful Work to Organizational Citizenship Behaviour

Meaningful work has meaning, which refers to a person's perspective broadly related to the work done. In addition, meaningful work is the ultimate goal in this Work (Steger et al., 2012b). A recent Allan et al. (2019) meta-analysis found a small to moderate correlation between meaningful work and organizational citizenship behaviour. Due to the low correlation coefficients, other variables may serve as the underlying mechanism for the relationship between meaningful work and organizational citizenship behaviour (Allan et al., 2019b). Based on the theory stated by Steger et al. (2011), an individual who can consider his work meaningful and interpret the job positively can give positive meaning to work. This positive meaning can encourage individuals to think and act simply while working. An effective organization can be viewed from employee interaction at the individual, group, and organizational levels. This can be done with efficiency resulting in good human resource performance. The meaning of work for employees also determines their organization's commitment position in terms of self-realization, so crucial in increasing work performance (Kim et al., 2019).

Therefore, it is crucial essential companies or organizations to understand the importance of work orientation and meaningful work (Allan et al., 2018). An employee who considers his work meaningful will work professionally and in totality. This can trigger or cause the employee's emergence of organizational citizenship behaviour. Organizational citizenship behaviour is a quality of employees that can distinguish one organization's performance from others (N. P. Podsakoff et al., 2009). Based on the research results, it has known that there is a significant relationship directly between meaningful work and organizational citizenship behaviour, with a percentage of 74 % (Selamat & Ran, 2019).

Thus, four hypotheses can propose:

Hypotheses I; There is a significant effect of commitment organization on organization citizenship behaviour.
Hypotheses 2: There is a significant effect of an organization's commitment to meaningful work
Hypotheses 3: There is a significant effect of meaningful work on organizational citizenship behaviour
Hypotheses 4: Does meaningful work mediate the organization's commitment to organizational citizenship behaviour?

Table 1: Summary of Literature Review

Author (Date)	Subject	Variables	Methods	Findings
Aledeinat, M., & Alrfou, H. (2017)	Employee	Organizational support. Organizational commitment OCB	Review literature	Organizational citizenship behaviour is directly determined by organizational commitment and organizational support.
Sheldon, 1971	scientists and engineers in the laboratory with doctoral degrees	Commitment Organization	research laboratory	Both investments and involvements are associated with commitment to the organization. Investments appear to be the stronger of the two factors, particularly for those with low commitment to the profession and for older men.
Chalofsky & Krishna, (2009).	Employee American workforce	meaningful work; employee commitment; engagement	Review multidimensional. The approach combines the individual and psychological aspects of work. Motivation with the contextual and cultural factors that influence. employee motivation	Given the current state of the economy, hiring and retention are not as important as they were thought to be several years ago. , But organizations that want to be sustainable and prosperous over the long term need to consider still how to attract and grow high-performing and committed employees.
Steger et al., 2012	employees from a prominent Western research university	meaningful work, calling, meaning in life	Quantitative descriptive Correlational	Significantly, dimensions of MW accounted for significant variance in important work-related and general well-being

Table Cont'd				variables in both bivariate and multivariate analyses.
Allan et al., 2019	Employee	job attitudes, job characteristics theory, job outcomes, meaningful work, well-being, work engagement	Quantitative Correlational meta-analysis	This meta-analysis provides estimated effect sizes between meaningful work and its outcomes and reveals how meaningful work relates directly and indirectly to critical outcomes.
Steger et al. (2011)	undergraduate students of psychology	meaning in life; purpose in life; life satisfaction; well-being; search for meaning	Quantitative Regression	Results from two studies revealed that the relationship between meaning in life and life satisfaction was moderated by the extent to which the rater was searching for meaning in or her life.
Allan et al., 2016	working adults White/European American/ Caucasian. African/African American/ Black. Asian American, Hispanic/Latina/o, Indian/Native American/First Nations	Job satisfaction, meaningful work, depression, anxiety, stress	Quantitative Regression and correlation	Relations between meaningful work and both anxiety and stress are moderated by job satisfaction.
N. P. Podsakoff et al., 2009	Employee	organizational citizenship behaviors, contextual performance, meta-analysis, customer satisfaction	Quantitative Meta-analysis	stronger relationships were observed between OCBs and unit-level performance measures in longitudinal studies than in cross-sectional studies, providing some evidence that OCBs are causally related to these teria
Selamat & Ran, 2019	employees in of China	organizational justice, organizational citizenship behavior, organizational performance	Quantitative regression	Shows that distributive justice and interactional justice had a significant influence on organizational performance; distributive justice, procedural justice, and interactional justice had a significant influence on organizational citizenship behavior; Meanwhile, procedural justice can influence organizational performance through the mediating role of organizational citizenship avior
Kim et al., 2019	Hotel Employee	GHRM. Employees' organizational commitment	Quantitative. Regression	show that green human resource management enhances employees' organizational commitment, their eco-friendly behavior, and hotels' environmental performance
Posey et al., 2015	An employee from a wide range of industries and positions	organizational commitment, protection-motivated behaviors, protection motivation theory	Quantitative. Regression	Mplus identified other potential extensions to our conceptual model via modification indices. These additions included estimating the relationships between (1) intrinsic and extrinsic maladaptive rewards with response costs and (2) response efficacy with response costs. All were significant at the 0.05 level of significance or lower.

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| Shafazawana et al. (2016) | various secondary schools across Perak, Malaysia | Job satisfaction. Commitment. Organizational Citizenship Behaviour (OCB) | Quantitative. Correlational And regression | From the results obtained, job satisfaction, organizational commitment, and organizational citizenship behaviour revealed a statistically significant and positive correlation. |
| Rurkkhum & Bartlett (2012 | employees from four large organizations in Thailand: two publicly traded (one in the petrochemical industry and one in the energy industry) and two privately owned companies (one in the agribusiness industry and one in the industrial materials industry) | employee engagement; organizational citizenship behaviour | Quantitative. Correlational and regression | found for the hypothesized moderating effect of HRD practices between employee engagement and OCB. |

Research and Methodology

Sample and Data Collection

The researcher collected data from an employee working in travel agents in Jakarta- Indonesia, in 2022. The total sample is 104 employees in all fields (male = 41 and female= 63). First, the researcher contacts the human resource department for information about respondents and permission to share the questionnaire. Second, after getting permission from HRD, the researcher shares the online questionnaire using the platform used in companies in working groups. It is acceptable to use an online quantitative survey if it follows the Standard Operating Procedure (SOP) to ensure the participant's safety and the accuracy of the results. A survey questionnaire measures organizational commitment's impact on organizational citizenship behaviour via meaningful work. Quantitative analysis by the descriptive method was employed in this work because it may be used to estimate a phenomenon's strength (Queirós et al., 2017). Previously, experts with two English and Indonesian skills translated the questionnaire into Indonesian. The questionnaire is given to the respondents in Indonesian to avoid misunderstandings in answering questions in the questionnaire. Hypothesis testing uses correlational techniques to look for relationships and regressions between variables bound to free variables. The technic of sampling in this study is convenience sampling.

Data Analysis

This study aims to predict factors related to organizational citizenship behaviour among employees. This study used data analysis with Smart PLS software. PLS (Partial Least Square) is a variant-based structural equation analysis (SEM) that can stimulatingly test measurement and structural models. Measurement models are used for validity and reliability tests, while structural models are used for causality tests. Covariance-based and partial least squares are two of the most common ways to do structural equation modeling (PLS). So, PLS-SEM is chosen over covariance-based testing because it can evaluate nonparametric and unusual studies (Henseler, 2018). Furthermore, look at existing theories and their growing complexity (Hair et al., 2019). Also, PLS-SEM is a cutting-edge way to get accurate estimates. This method can also be used in behavioral studies that determine people's thoughts or actions, 2020; Raza et al., 2020; Ting et al., 2019).

Measurement Instruments

The scale items utilized in this study were derived from prior research and were valid and reliable. We modified the scale to make them more applicable to this investigation. First, the organizational citizenship behaviour Scale by Organ, Podsakoff, & Mckenzie (2007) was used to measure organizational citizenship behaviour. The scale examines altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Second, the Work and Meaning Inventory (WAMI) was developed by Steger, Dik, and Duffy (2012). There are ten items from three subscales, such as positive meaning (4 items), meaning making through work (3 items), and greater good motivation, which was used to assess meaningful work (3 items). Third, Allen and Meyer (2011) devised three ways to measure commitment to an organization: affective, normative, and continuance commitment. Each dimension had four questions: "I feel like this organization's problems are my own," and "This organization means a lot to me on a personal level." All the items were rated on a Likert scale with five points, from 1 (strongly disagree) to 5 (strongly agree).
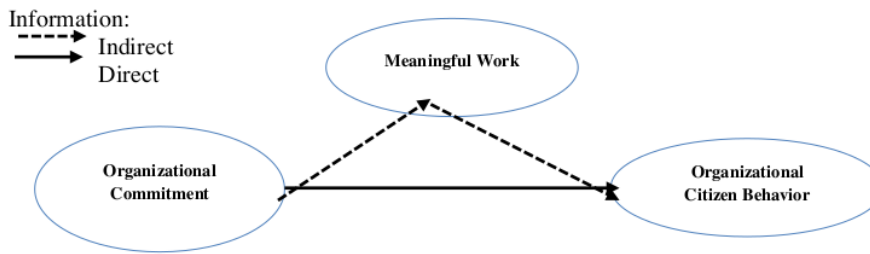
Information:

- - - → Indirect

──→ Direct

Meaningful Work

Organizational
Commitment

Organizational
Citizen Behavior

Figure 1: The Conceptual Framework

Result and Discussion

Measurement Model

Men (40%) and women (60%) are different, as shown by the answer to the question about respondent characteristics. 59.5% of those who took part had bachelor's degrees or diplomas from a college or university, and 17% had master's degrees or higher. This shows that most of the people who took part were educated. Regarding age, 65% were between 18 and 35, 35% were between 36 and 45, and young people did most of the work representing the samples. When evaluating the measurement model, the first thing looked at was how reliable the measurement scale each construct was. The loadings of the indicators with their constructs were examined to determine how reliable each item was. Loadings must be more than 0.7 (Hair et al., 2019). In this case, all of the loadings are equal to 0.7. So, it is vital to check the results of other measurement indexes for the items' constructs (Hair et al., 2019). The composite reliability (CR) and Dijkstra–rho Henseler's (A) were used to determine each construct's reliability. The CR value is more significant than 0.7 for every composite (Nunnally & Bernstein, 1994). Dijkstra–Henseler rho (A) is always greater than 0.7, which shows reliability (Hair et al., 2019). Table 1 shows that each construct is consistent with itself. After looking at reliability, the average variance extracted (AVE), which must be more than 0.5, was used to examine convergent validity (Fornell & Larcker, 1981). The results showed that all AVEs for each construct have a value between 0.597 and 0.667, which is higher than 0.5. The bootstrap resampling method (5,000 subsamples of the original sample size) is then used to determine how significant each loading was (Hair Jr et al., 2017). All the loadings are substantial, with a 97.5% confidence level.

Next, the Fornell–Larcker criterion was used to examine the discriminant validity. Each AVE constructs value square root must be higher than the correlation of that construct with other latent variables (Fornell & Larcker, 1981). The result shows that the value of the AVE construct is excellent; the value found in this study stays below the cut-off value, which shows that it is reliable and valid (Table 2)

Structural Model

Collinearity should be checked before analyzing structural relationships to ensure the regression results are not skewed. The variance inflation factor (VIF) should be less than three if possible (Hair et al., 2019). This study did not find a problem with collinearity because the VIF value was below the set limit.

The next step in testing the process was to look at the structure model to figure out how essential indicators and path coefficients are; 5,000 iterations of the bootstrap method were used (Chin et al., 2014); (Chin, 1998). Before the hypotheses were tested, the quality of the model was carried out. The coefficient of determination (R2), the effect size (f2), the cross-validated redundancy (Q2), and the path coefficient were used as criteria (Hair et al., 2019). All endogenous structures have R2 values of 0.75, 0.50, and 0.25, called strong, moderate, and weak. The results show that meaningful work has an R2 of 0.682, and organizational citizenship behaviour has an R2 of 0.739. This indicates that both variables are strongly affected by important outside factors. Table 3 shows the answer.

Table 2: Construct Reliability and Validity

Item	Loading	Cronbach' Alpha	Dijkstra–Henseler's rho (ρA)	CR	AVE
MW1	0.852	0.916	0.919	0.933	0.667
MW10	0.829				
MW2	0.899				
MW3	0.850	0.915	0.920	0.930	0.597
MW8	0.859				
MW9	0.759				
OC1	0.793				
OC10	0.829				
OC11	0.784	0.926	0.929	0.939	0.629
OC12	0.850				
OC14	0.761				
OC18	0.863				
OC4	0.815				
OC5	0.818				
OC8	0.812				
OC7	0.831				
OCB2	0.793				
OCB3	0.850				
OCB5	0.881				
OCB8	0.879				
OCB7	0.842				
OCB9	0.793				

Table 3: Discriminant Validity

	Meaningful Work	Organization Commitment	Organisation Behaviour	Citizenship
Meaningful Work	*0.817*			
Organization Commitment	0.826	*0.785*		
Organisation Citizenship Behaviour	0.859	0.727	*0.793*	

Note(S): The Square Root Of AVE Are Shown Diagonally In Italic; Meaningful Work; Organisation Commitment; Organization Citizenship Behaviour.

Table 4: Evaluation Model Structural

Relationship	β	T Value	Confidence interval (95%)	Supported	Variance (R²)	R² Adjusted	Q²	F²
Meaningful Work -> Organization Citizenship Behaviour	0.113	8.298***	0.635-1.026	Yes	0.083	0.084	0.439	0.001
Organization Commitment -> Meaningful Work	0.035	16.010***	0.710-0.906	Yes				0.024
Organization Commitment -> Organization Citizenship Behaviour	0.060	9.767***	0.556-0.845	No	0.071	0.072	0.450	0.890

Note(s): n = 5,000 sub-sample; **p < 0.01; ***p < 0.001

The results of the hypotheses testing using one-tailed testing are presented in Table 4. Two-tailed testing is recommended if the coefficient is assumed to have a sign (positive or negative) (Kock, 2015)

Table 5: Hypotheses

		Stdev	P Values
Hypotheses I	Organizational Commitment -> Organizational Citizenship Behaviour	0.038	0.769
Hypotheses 2	Organizational Commitment -> Meaningful Work	1.175	0.007
Hypotheses 3	Meaningful work -> Organizational Citizenship Behaviour	0.181	0.003
Hypotheses 4	Organizational Commitment -> Meaningful Work -> Organizational Citizenship Behaviour	0.105	0,000

Hypothesis 4 says that meaningful work and full functioning mediate the link between organizational commitment and organizational citizenship behaviour. After meaningful work was added to the model as a mediator, the direct effect of organisation commitment on the Organization Citizenship Behaviour became less critical. So, the link between organizational commitment and organizational citizenship behaviour is fully mediated by meaningful work.

Discussion

Based on the result of the structural model analysis and testing with SEM PLS, meaningful work is dominant in determining employees' organizational citizenship behaviour. The statistical hypotheses testing the effect of each variable on other variables are as follows: only three hypotheses were accepted (H2.H3.H4), and one was rejected (H1). The results of the study appear that the influence of gender affects to influence of meaningful work on organization citizenship behaviour, and commitment to meaningful work can be seen as significant for men and women, with the result showing a total P value of 0.000. However, the relationship between organisation commitment to organisation citizenship behaviour, male and female, does not show any relationship that can result from a P value of 0.336. The current situation in travel agent companies in Indonesia needs intensive psychological adjustments for workers to catch up due to the vacuum period of two years due to the Covid-19 pandemic.
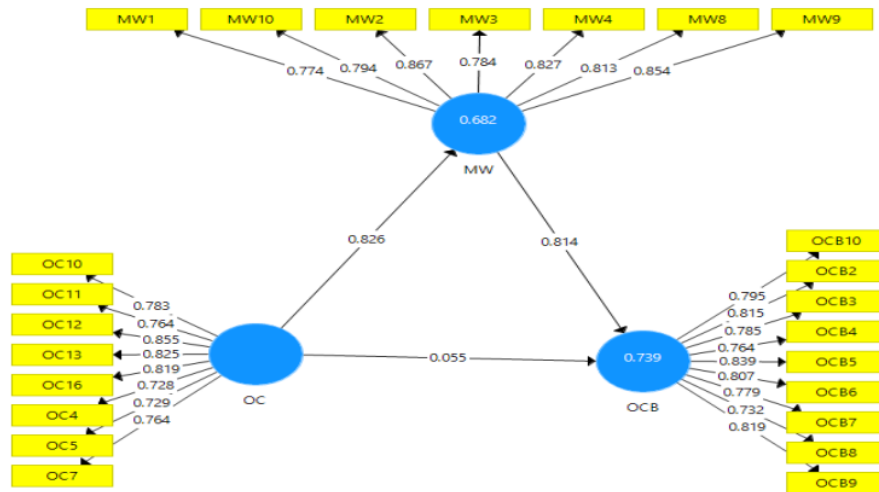

Figure 2: Structural Model

Hypothesis 1: It has been proven that there is no relationship according to statistical results. Although previous research found that organizational commitment and organizational citizenship correlated (Shafazawana et al., 2016; Rurkkhum &; Bartlett, 2012), this is an exciting finding, and there are differences or gaps in the results of studies conducted before Covid-19 and after Covid-19. Phenomenal epidemic conditions lead to behavioral differences. Of the three components of organizational commitment, only normative commitment significantly impacts the aggregate measure of organizational citizenship behavior. Findings related to research by Bakhshi et al. (2011) suggest that only normative commitments are significant. That is what results in no effect. According to Chu, Lee, Hsu, & Chen (2005); Tang & Ibrahim (1998); Williams & Anderson (1991) said, any other investigations have not been able to provide evidence for the existence of a significant and positive correlation between organizational citizenship behavior and commitment, especially in the era after the COVID-19 pandemic. These findings offer various theoretical and practical implications.

Hypothesis 2: proven as a statistical report, is the relationship between organizational commitment to meaningful work.

Hypothesis 3: as SEM PLS result, there is a relationship between meaningful work to organizational citizenship behavior. The result fits Selamat et al. (2017) research on the teacher that meaningful work motivates teachers to exhibit organizational citizenship behaviour, which involves going above and beyond their formal job requirements.

Hypothesis 4: proves that meaningful work, working as a full mediator to organizational citizenship behavior. Employees, to become organization citizenship behaviour, must feel the meaningfulness of their work first rather than directly from the organization's commitment to organizational citizenship behaviour. When people experience their work as meaningful, they can express themselves through their work activities as they experience congruence between their values and work activities (Chalofsky, 2003). Employee support is undoubtedly an essential part of whether a business is thriving. It is necessary to increase organizational commitment by paying attention to employee needs.

Conclusion

This study looks into the effect of meaningful work as a mediator on organizational commitment to organizational citizenship behaviour. Based on the overall results of this study, it can be concluded that meaningful work fully mediated the relationship between organizational commitment and organizational citizenship behaviour. In particular, travel agent employees who think their jobs are essential will act more like good citizens of the company. Organizations must have attention to the positive effects of meaningful work after covid -19 and how to manage the calling and motivation of employees when they work. Because work commitment cannot fully emerge from them, it is essential to develop it to increase the potential for organizational citizen behavior. Therefore, this study can be a good guide for organizations that want to help employees become more fully involved in their work to act like good company citizens in the different situations after covid-19.

Acknowledgement

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