

Relationship Between Organizational Citizenship Behavior And Organizational Commitment: Mediating Effect Of Psychological Capital

¹Dr. Palwasha Bibi, ²Dr. Ashfaq Ahmad, ³Muhammad Sohail, ⁴Dr. Nazim Ali

^{1,2} Assistant professor, Centre for management and commerce, University of swat

³ Lecturer, Centre for management and commerce, University of swat

⁴ Associate Professor, Department of Commerce and Management Sciences, University of Malakand
(Corresponding Author)

Abstract

The objective of this study was to test the mediating effect of psychological capital on the relationship between organizational citizenship behavior and organizational commitment. Data were gathered from 316 faculty members including lecturers, associate professors, assistant professors and professors of 5 private sector universities: Iqra National University, Sarhad University of Science and Information Technology, Abasyn University, Qurtuba University of Science and Information Technology and City University operating in Khyber Pakhtunkhwa, Pakistan. The results of correlation revealed a significant relationship between OCB and OC (.337**, $p = 0.000$), OCB and PC (.455**, $p = 0.000$) and PC and OC (.308**, $p = 0.000$). the results of Structural equation modeling showed a positive impact of organizational citizenship behavior on organizational commitment (Beta value, .24). Organizational citizenship behavior also showed a significant impact on psychological capital (Beta value .52). Similarly, psychological capital showed a significant impact on organizational commitment (Beta value .30). The impact of organizational citizenship behavior on organizational commitment reduced from .39 to .24 when psychological capital was introduced as a mediator. A partial mediation was confirmed.

Keywords: Organizational Citizenship Behavior; Psychological Capital; Organizational Commitment; Teachers; Private Universities; Pakistan.

Introduction

In the 1980s, the phrase "organisational citizenship behaviour" (OCB) was created to describe those who are prepared to go above and beyond what is required of them (Organ, 2018). Since then, studies on OCB have demonstrated a quick rise in the interest of academics to examine it, using it in a variety of fields and, as a result, in a variety of organisational settings (Podsakoff, MacKenzie, & Podsakoff, 2018). Lau and Lam (2008) have defined OCB as the "extra efforts performed by the whole team, that are above and beyond what is required, and contribute to the effective functioning of the organization".

According to Organ (2014), OCB is a type of optional workplace behaviour that contributes to the "maintenance and enhancement of the social and psychological context that supports task performance." OCB is composed of five dimensions which are "altruism, conscientiousness, sportsmanship, courtesy and civic virtue" (Organ, 1988). Altruism describes charitable deeds directed towards particular people. Conscientiousness describes helpful actions directed towards the organisation as a whole. Sportsmanship describes an employee's willingness to put up with less-than-ideal conditions without complaining. Courtesy, which

describes actions meant to avert future issues. Civic virtue describes an action of concern for the organization's survival. Mild to high level of OCB culminates in increased job performance (Al-Mahasneh, 2015; Basu, Pradhan, & Tewari, 2017; Chiang & Hsieh, 2012; Purwanto, 2022; Sa'adah & Rijanti, 2022; Supriyanto, Ekowati, & Maghfuroh, 2020; Wei, 2014), increased job satisfaction (Fatimah, Amiraa, & Halim, 2011; Odoch & Nangoli, 2013; Singh & Singh, 2018; Weikamp & Göritz, 2016), and decreased turnover intention (Coyne & Ong, 2007; Manoppo, 2020; Sharoni et al., 2012; Shbail & Shbail, 2020).

Within the discipline of positive psychology, the idea of psychological capital was established. Luthans, Avey, Avolio, Norman, and Combs (2006) defined PC as "an individual's positive psychological state of development" (p. 388), which is represented by four dimensions: 1. Self-efficacy, or the willingness to put in the effort required to complete difficult assignments; 2. Optimism, or the belief that one will succeed in actions taken both now and in the future; 3. Hope, or the willingness to persevere in pursuing goals and, when necessary, to reevaluate paths to these targets; and 4. Resilience, or the ability to deal with setbacks and hardships by "sustaining and bouncing back and even beyond" in order to achieve successes (Luthans, Avolio, Avey, & Norman, 2007; Luthans, Youssef, & Avolio, 2015). PC is associated with OC (Etebarian, Tavakoli, & Abzari, 2012; Hsu, Chun-Yang, Pi-Hui, & Ching-Wei, 2019; Nguyen & Ngo, 2020; Shahid & Ali, 2019; Tang, Shao, & Chen, 2019), job satisfaction (Badran & Youssef-Morgan, 2015; Kaplan & Biçkes, 2013; Ngwenya & Pelsler, 2020), and job performance (Gong, Chen, & Wang, 2019; Kappagoda, Othman, Zainul, & Alwis, 2014; Xu et al., 2022).

According to Allen and Meyer (2000), organisational commitment is a psychological condition that characterises a worker's connection

with the company and lowers the possibility that the worker would quit it. Furthermore, according to Allen and Meyer (2000), organisational psychologists have examined a number of work attitude variables; nevertheless, among these, only job satisfaction has received greater attention from researchers than organisational commitment. Employee devotion, motivation to continue as members of the organisation, and confidence in the organization's objectives and ideals are all considered aspects of organisational commitment (Mowday, Porter, & Steers, 2013). Moreover, there might be a significant connection between an individual's identity and their involvement in an organisation through organisational commitment (Mowday, Steers, & Porter, 1979). Three elements were highlighted in the organisational commitment model by Allen and Meyer (1990): Three types of commitment exist: (1) affective, (2) continuous, and (3) normative. Affective commitment is the term used to describe the emotional bond that employees have with the organisation and with participating in its operations. Continuous commitment includes a readiness to remain employed because to the benefits of continuing with the company or the expenses associated with leaving. Normative commitment includes every worker's desire to remain employed by the organisation. OC is positively connected with job performance (ALI & AHMAD, 2021; Hendri, 2019; Loan, 2020; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Ridwan, Mulyani, & Ali, 2020), work engagement (Albdour & Altarawneh, 2014; Rameshkumar, 2020; Sahni, 2019), job satisfaction (Adekola, 2012; ALI & AHMAD, 2021; Eslami & Gharakhani, 2012), and negatively related to turnover intention (ALI & AHMAD, 2021; Guzeller & Celiker, 2020; Marsh & Mannari, 1977; Rawashdeh & Tamimi, 2020), and job burnout (Akdemir, 2019; Meng et al., 2019). The following hypotheses are developed keeping in view the above discussion:

H1: OCB is significantly related to OC among faculty members of private universities, Pakistan (FMPUP).

H2: OCB is significantly related to PC among FMPUP.

H3: PC is significantly related to OC among FMPUP.

H4: The link between OCB and OC among FMPUP is mediated by PC.

Research methods

Sample and Data collection

Data were gathered from 316 faculty members including lecturers, associate professors, assistant professors and professors of 5 private sector universities which were Iqra National University, Sarhad University of Science and Information Technology, Abasyn University, Qurtuba University of Science and Information Technology and City University operating in Khyber Pakhtunkhwa, Pakistan. Three hundred and fifty questionnaires were physically administered to the respected teachers. Three hundred and sixteen (N = 316) questionnaires were received after two reminders. The respondents include 290 male and the rest 26 female. Twenty one (N=21) professors, sixty two

(N=62) Associate Professors, ninety five (N=95) Assistant Professors and one hundred and thirty eight (N=138) Lecturers took part in the current study.

Measurement

Organizational Citizenship Behavior

Organizational citizenship behavior was measured through Organisational Citizenship Behaviour scale (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). OCB comprises five facets which are “altruism, sportsmanship, conscientiousness, civic virtue, and courtesy”. Each facet is composed of 4 items. Items of Organisational Citizenship Behaviour include “Helps others who have heavy workloads” and “Helps others who have been absent” (Altruism). “Is always punctual” and “Does not take extra breaks” (Conscientiousness). “Consults with me or other individuals who might be affected by his/her actions or decisions” and “Does not abuse the rights of others” (Courtesy). “Consumes a lot of time complaining about trivial matters” and “Tends to make “mountains out of molehills” (Sportsmanship). “Keeps abreast of changes in the organization” and “Attends functions that are not required, but that help the company Image” (Civic Virtue). 7 point Likert scale “ranging from 1: strongly disagree to 7: strongly agree” was used.

Table 1: Reliability of “Altruism, Sportsmanship, Courtesy, Civic Virtue and Conscientiousness”

	Cronbach's Alfa
Altruism	.93
Sportsmanship	.89
Courtesy	.87
Civic Virtue	.88
Conscientiousness	.83

Psychological Capital

Psychological Capital was measured through psychological capital questionnaire (Luthans et

al., 2006). This scale is composed of four facets which are "Hope, Resiliency, Optimism, and Efficacy". Each facet of PC is composed of six items. Examples of psychological capital include "Right now I see myself as being quite successful at work," and "If I should find myself in a jam at work, I could think of several methods to get out of it" (Hope). "I typically take tough things at work in stride" and "When I experience a setback at work, I have trouble rebounding from it,

moving on (Resiliency)". "I feel confident representing my work area in meetings with management," and "I feel confident helping to create targets/goals in my work area" Efficacy. "If something can go wrong at work, it will," and "I always see the bright side of things about my employment" (Optimism). 6 point Likert scale "ranging from 1: strongly disagree to 6: strongly agree" was used.

Table 2: Reliability of "Hope, Resiliency, Optimism and Efficacy"

	Cronbach's Alfa
Hope	.94
Resiliency	.91
Efficacy	.93
Optimism	.87

Organizational Commitment

Organisational Commitment was measured through organizational commitment scale (Meyer, Allen, & Gellatly, 1990). This scale is composed of 3 facets which are "Affective, Continuous, and Normative Commitment". Each facet is composed of six items. A few items of organizational commitment include "I would be very happy to spend the rest of my career in this organization." and "I really feel as if this organization's problems are my own" (Affective

Commitment). "It would be very hard for me to leave my job at this organization right now even if I wanted to" and "I believe I have too few options to consider leaving this organization" (Continuous Commitment). "Even if it were to my advantage, I do not feel it would be right to leave" and "I would feel guilty if I left this organization now" (Normative Commitment). 6 point Likert scale "ranging from 1: strongly disagree to 6: strongly agree" was used.

Table 3: Reliability of "Affective, Continuous, and Normative"

	Cronbach's Alfa
Affective	.94
Continuous	.91
Normative	.93

Results

Table 4: Correlations among OCB, PC and OC

	OCB	PC	OC

OCB	Pearson Correlation	1	.455**	.337**
	Sig. (2-tailed)		.000	.000
	N	394	394	394
PC	Pearson Correlation	.455**	1	.308**
	Sig. (2-tailed)	.000		.000
	N	394	394	394
OC	Pearson Correlation	.337**	.308**	1
	Sig. (2-tailed)	.000	.000	
	N	394	394	394

** . Correlation is significant at the 0.01 level (2-tailed).

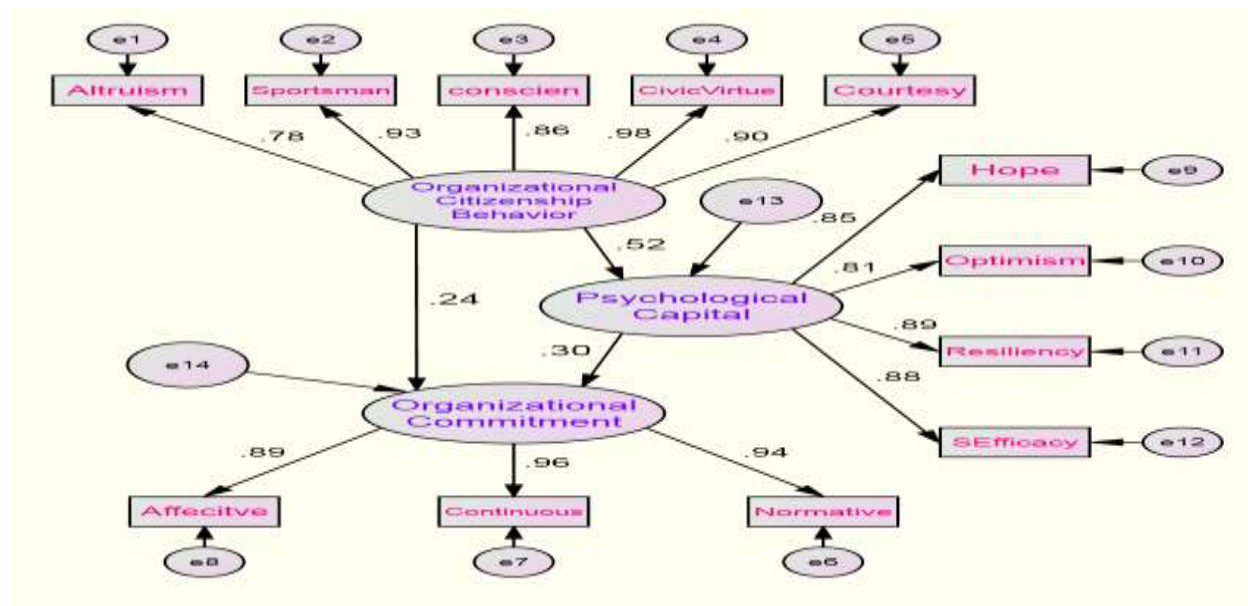
Table 4 reveals the relationship among OCB, PC and OC. The results revealed a significant relationship between OCB and OC (.337**, p = 0.000), OCB and PC (.455**, p = 0.000) and PC and OC (.308**, p = 0.000). Hence, we accept:

H1: OCB is significantly related to OC among faculty members of private universities, Pakistan (FMPUP).

H2: OCB is significantly related to PC among FMPUP.

H3: PC is significantly related to OC among FMPUP.

Model: OCB and OC through Psychological Capital



In the current research, the three-factor model—organizational citizenship behavior, psychological capital and organizational commitment—was tested through the use of structural equation modelling. RMSEA, .064; CIF, .983; GFI, .949; RMR, .053; DF, 51; P, .000;

CMIN/CHI SQUARE, 133.710; and CMIN/DF, 2.622 fit the data very well. This research showed a positive impact of organizational citizenship behavior on organizational commitment (with a regression value of .24). Organizational citizenship behavior also showed a significant

impact on psychological capital (regression value of .52). Similarly, psychological capital showed a significant impact on organizational commitment (regression coefficient of .30). The values of factor loadings of all facets of organizational citizenship behavior, psychological capital and organizational commitment are within acceptable. The impact of organizational citizenship behavior on organizational commitment declined from .39 to .24 when psychological capital was introduced as a mediator. A partial mediation was confirmed. Keeping in view the above results, we accept:

H1: OCB is significantly related to OC among faculty members of private universities, Pakistan (FMPUP).

H2: OCB is significantly related to PC among FMPUP.

H3: PC is significantly related to OC among FMPUP.

H4: The link between OCB and OC among FMPUP is mediated by PC.

Table: values of RMSEA, CIF, GFI, RMR, DF, P, CMIN/CHI SQUARE, and CMIN/DF

Index	Value
CMIN	133.710
DF	51
CMIN/DF	2.622
P	.000
CFI	.983
RMSEA	.064
AGFI	.922
GFI	.949
RMR	.053

Table 5 shows the values of RMSEA, CIF, GFI, RMR, DF, P, CMIN/CHI SQUARE, and CMIN/DF. The values of RMSEA, .064; CIF, .983; GFI, .949; RMR, .053; DF, 51; P, .000; CMIN/CHI SQUARE, 133.710; and CMIN/DF, 2.622 are in acceptable range. Therefore, the 3-factor model of organizational citizenship behavior, psychological capital and organizational commitment was accepted.

Conclusion

The objective of this study was to test the mediating effect of psychological capital on the relationship between organizational citizenship behavior and organizational commitment. Data were gathered from 316 faculty members including lecturers, associate professors, assistant

professors and professors of 5 private sector universities: Iqra National University, Sarhad University of Science and Information Technology, Abasyn University, Qurtuba University of Science and Information Technology and City University operating in Khyber Pakhtunkhwa, Pakistan. The results of correlation revealed a significant relationship between OCB and OC, OCB and PC and PC and OC. The results of Structural equation modeling showed a positive impact of organizational citizenship behavior on organizational commitment (Beta value, .24). Organizational citizenship behavior also showed a significant impact on psychological capital (Beta value .52). Similarly, psychological capital showed a significant impact on organizational commitment

(Beta value .30). The impact of organizational citizenship behavior on organizational commitment reduced from .39 to .24 when psychological capital was introduced as a mediator. A partial mediation was confirmed.

References

- Adekola, B. (2012). The impact of organizational commitment on job satisfaction: A study of employees at Nigerian Universities. *International journal of human resource studies*, 2(2), 1.
- Akdemir, Ö. A. (2019). The Effect of Teacher Burnout on Organizational Commitment in Turkish Context. *Journal of Education and Training Studies*, 7(4), 171-179.
- Al-Mahasneh, M. A. (2015). The impact of organizational citizenship behavior on job performance at Greater Amman municipality. *European Journal of Business and Management*, 7(36), 108-118.
- Albdour, A. A., & Altarawneh, I. I. (2014). Employee engagement and organizational commitment: Evidence from Jordan. *International journal of business*, 19(2), 192.
- ALI, D. N., & AHMAD, D. S. (2021). Impact Of Transformational Leadership On Teachers Turnover Intention In Private High Schools Of District Swat: The Mediating Role Of Organizational Commitment. *Elementary Education Online*, 20(1), 3629-3629.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of occupational psychology*, 63(1), 1-18.
- Allen, N. J., & Meyer, J. P. (2000). Construct validation in organizational behavior research: The case of organizational commitment Problems and solutions in human assessment: Honoring Douglas N. Jackson at seventy (pp. 285-314): Springer.
- Badran, M. A., & Youssef-Morgan, C. M. (2015). Psychological capital and job satisfaction in Egypt. *Journal of managerial Psychology*, 30(3), 354-370.
- Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of organizational citizenship behavior on job performance in Indian healthcare industries: The mediating role of social capital. *International Journal of Productivity and Performance Management*, 66(6), 780-796.
- Chiang, C.-F., & Hsieh, T.-S. (2012). The impacts of perceived organizational support and psychological empowerment on job performance: The mediating effects of organizational citizenship behavior. *International journal of hospitality management*, 31(1), 180-190.
- Coyne, I., & Ong, T. (2007). Organizational citizenship behaviour and turnover intention: A cross-cultural study. *The International Journal of Human Resource Management*, 18(6), 1085-1097.
- Eslami, J., & Gharakhani, D. (2012). Organizational commitment and job satisfaction. *ARPN journal of science and technology*, 2(2), 85-91.
- Etebarian, A., Tavakoli, S., & Abzari, M. (2012). The relationship between psychological capital and organizational commitment. *African journal of business management*, 6(14), 5057.
- Fatimah, O., Amiraa, A., & Halim, F. (2011). The relationships between organizational justice, organizational citizenship behavior and job satisfaction. *Pertanika J. Soc. Sci. & Hum*, 19(5), 115-121.
- Gong, Z., Chen, Y., & Wang, Y. (2019). The influence of emotional intelligence on job burnout and job performance: Mediating effect of psychological

- capital. *Frontiers in Psychology*, 10, 2707.
- Guzeller, C. O., & Celiker, N. (2020). Examining the relationship between organizational commitment and turnover intention via a meta-analysis. *International Journal of Culture, Tourism and Hospitality Research*, 14(1), 102-120.
- Hendri, N. (2019). The impact of organizational commitment on job performance.
- Hsu, Y.-P., Chun-Yang, P., Pi-Hui, T., & Ching-Wei, T. (2019). Managerial coaching, job performance, and team commitment: the meditating effect of psychological capital. *Advances in Management and Applied Economics*, 9(5), 101-125.
- Kaplan, M., & Biçkes, D. M. (2013). The Relationship Between Psychological Capital and Job Satisfaction: A Study of Hotel Businesses in Nevşehir. *Journal of Management & Economics/Yönetim ve Ekonomi*, 20(2).
- Kappagoda, U., Othman, P., Zainul, H., & Alwis, G. (2014). Psychological capital and job performance: The mediating role of work attitudes. Dr. Hohd. Zainul and Alwis, Gamini, *Psychological Capital and Job Performance: The Mediating Role of Work Attitudes* (June 27, 2014). *Journal of Human Resource and Sustainability Studies*.
- Lau, D. C., & Lam, L. W. (2008). Effects of trusting and being trusted on team citizenship behaviours in chain stores. *Asian journal of social psychology*, 11(2), 141-149.
- Loan, L. (2020). The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction. *Management Science Letters*, 10(14), 3307-3312.
- Luthans, F., Avey, J. B., Avolio, B. J., Norman, S. M., & Combs, G. M. (2006). Psychological capital development: toward a micro-intervention. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 27(3), 387-393.
- Luthans, F., Avolio, B. J., Avey, J. B., & Norman, S. M. (2007). Positive psychological capital: Measurement and relationship with performance and satisfaction. *Personnel psychology*, 60(3), 541-572.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2015). *Psychological capital and beyond*: Oxford University Press, USA.
- Manoppo, V. P. (2020). Transformational leadership as a factor that decreases turnover intention: a mediation of work stress and organizational citizenship behavior. *The TQM journal*, 32(6), 1395-1412.
- Marsh, R. M., & Mannari, H. (1977). Organizational commitment and turnover: A prediction study. *Administrative science quarterly*, 57-75.
- Meng, H., Luo, Y., Huang, L., Wen, J., Ma, J., & Xi, J. (2019). On the relationships of resilience with organizational commitment and burnout: a social exchange perspective. *The International Journal of Human Resource Management*, 30(15), 2231-2250.
- Meyer, J. P., Allen, N. J., & Gellatly, I. R. (1990). Affective and continuance commitment to the organization: Evaluation of measures and analysis of concurrent and time-lagged relations. *Journal of applied psychology*, 75(6), 710.
- Meyer, J. P., Paunonen, S. V., Gellatly, I. R., Goffin, R. D., & Jackson, D. N. (1989). Organizational commitment and job performance: It's the nature of the commitment that counts. *Journal of applied psychology*, 74(1), 152.

- Mowday, R. T., Porter, L. W., & Steers, R. M. (2013). Employee—organization linkages: The psychology of commitment, absenteeism, and turnover: Academic press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of vocational behavior*, 14(2), 224-247.
- Nguyen, H. M., & Ngo, T. T. (2020). Psychological capital, organizational commitment and job performance: A case in Vietnam. *The Journal of Asian Finance, Economics and Business*, 7(5), 269-278.
- Ngwenya, B., & Pelsler, T. (2020). Impact of psychological capital on employee engagement, job satisfaction and employee performance in the manufacturing sector in Zimbabwe. *SA Journal of industrial psychology*, 46(1), 1-12.
- Odoch, H., & Nangoli, S. (2013). Organizational citizenship behavior and job satisfaction. *Unique journal of business management research*, 1(4), 49-54.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*: Lexington books/DC heath and com.
- Organ, D. W. (2014). *Organizational citizenship behavior: It's construct clean-up time* Organizational citizenship behavior and contextual performance (pp. 85-97): Psychology Press.
- Organ, D. W. (2018). Organizational citizenship behavior: Recent trends and developments. *Annual Review of Organizational Psychology and Organizational Behavior*, 80, 295-306.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The leadership quarterly*, 1(2), 107-142.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2018). *The Oxford handbook of organizational citizenship behavior*: Oxford University Press.
- Purwanto, A. (2022). The role of transformational leadership and organizational citizenship behavior on SMEs employee performance. *Journal of Industrial Engineering & Management Research*.
- Rameshkumar, M. (2020). Employee engagement as an antecedent of organizational commitment—A study on Indian seafaring officers. *The Asian Journal of Shipping and Logistics*, 36(3), 105-112.
- Rawashdeh, A. M., & Tamimi, S. A. (2020). The impact of employee perceptions of training on organizational commitment and turnover intention: An empirical study of nurses in Jordanian hospitals. *European Journal of Training and Development*, 44(2/3), 191-207.
- Ridwan, M., Mulyani, S. R., & Ali, H. (2020). Improving employee performance through perceived organizational support, organizational commitment and organizational citizenship behavior. *Systematic Reviews in Pharmacy*, 11(12).
- Sa'adah, N., & Rijanti, T. (2022). The role of knowledge sharing, leader-member exchange (LMX) on organizational citizenship behavior and employee performance: an empirical study on public health center of pati 1, pati 2 and tranquil in central java. *International Journal of Social and Management Studies*, 3(1), 112-131.
- Sahni, J. (2019). Role of quality of work life in determining employee engagement and organizational commitment in telecom

- industry. *International Journal for Quality Research*, 13(2), 285.
- Shahid, M., & Ali, N. (2019). The Mediating Role of Psychological Capital and Organizational Commitment between Work Environment and Job Burnout. *Review of Economics and Development Studies*, 5(2), 381-386.
- Sharoni, G., Tziner, A., Fein, E. C., Shultz, T., Shaul, K., & Zilberman, L. (2012). Organizational citizenship behavior and turnover intentions: Do organizational culture and justice moderate their relationship? *Journal of Applied Social Psychology*, 42, E267-E294.
- Shbail, M., & Shbail, A. (2020). Organizational climate, organizational citizenship behaviour and turnover intention: Evidence from Jordan. *Management Science Letters*, 10(16), 3749-3756.
- Singh, S. K., & Singh, A. P. (2018). Interplay of organizational justice, psychological empowerment, organizational citizenship behavior, and job satisfaction in the context of circular economy. *Management Decision*, 57(4), 937-952.
- Supriyanto, A., Ekowati, V., & Maghfuroh, U. (2020). Do organizational citizenship behavior and work satisfaction mediate the relationship between spiritual leadership and employee performance? *Management Science Letters*, 10(5), 1107-1114.
- Tang, Y., Shao, Y.-F., & Chen, Y.-J. (2019). Assessing the mediation mechanism of job satisfaction and organizational commitment on innovative behavior: the perspective of psychological capital. *Frontiers in Psychology*, 10, 2699.
- Wei, Y.-C. (2014). The benefits of organizational citizenship behavior for job performance and the moderating role of human capital. *International journal of Business and Management*, 9(7), 87.
- Weikamp, J. G., & Göritz, A. S. (2016). Organizational citizenship behaviour and job satisfaction: The impact of occupational future time perspective. *Human Relations*, 69(11), 2091-2115.
- Xu, Q., Hou, Z., Zhang, C., Yu, F., Guan, J., & Liu, X. (2022). Human capital, social capital, psychological capital, and job performance: Based on fuzzy-set qualitative comparative analysis. *Frontiers in Psychology*, 13, 938875.