



**THE MEDIATING ROLE OF JOB SATISFACTION IN THE EFFECT OF  
PSYCHOLOGICAL EMPOWERMENT ON ORGANIZATIONAL CITIZENSHIP**  
*Psikolojik Güçlendirmenin Örgütsel Vatandaşlık Üzerindeki Etkisinde İş Tatmininin Aracı  
Rolü*

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## ÖZ

Çalışmanın amacı, psikolojik güçlendirme, örgütsel vatandaşlık ve iş tatmini arasındaki ilişkileri incelemek ve iş tatmininin psikolojik güçlendirme ve örgütsel vatandaşlık arasında aracı bir rol oynayıp oynamadığını test etmektir. Çalışmada nicel bir araştırma tasarımı kullanılmış ve İstanbul'da perakende alanında faaliyet gösteren firma çalışanları üzerinde çevrimiçi yoluyla anket verileri toplanmıştır. Verileri analiz etmek ve önerilen aracılık modelini test etmek için AMOS 23 bilgisayar yazılımı kullanılarak yapısal eşitlik modeli kullanılmıştır. Çalışmanın analiz sonucunda, modelin yeterli uyumu göstermediği görülmüş ve bu nedenle model iyileştirme çalışmaları yapılmıştır. Modifikasyon indeks değerleri incelendiğinde, hata değişkenleri arasında yüksek düzeyde korelasyon olduğu görülmüştür. Çalışmada, değişkenler arasında zayıf pozitif yönlü ilişkiler bulunmuştur. Yapısal eşitlik modelinin sonucuna göre, iş tatmininin aracılık rolü bulunmamaktadır. Ek olarak, bu yanıt çalışmanın sınırlılıklarını tartışmakta ve gelecekteki araştırmalar için alanlar önermektedir.

**Anahtar Kelimeler:** Psikolojik Güçlendirme, Örgütsel Vatandaşlık, İş Tatmini

## ABSTRACT

The study aims to examine the relationships between psychological empowerment, organizational citizenship, and job satisfaction and test whether job satisfaction plays a mediating role between psychological empowerment and organizational citizenship. A quantitative research design was used in this study, and online survey data were collected from employees of retail firms in Istanbul. Structural equation modeling using AMOS 23 computer software was used to analyze the data and test the proposed mediation model. As a result of the analysis of the study, it was observed that the model did not show adequate fit, and therefore, model improvement studies were carried out. When the modification index values were analyzed, it was observed that there was a high level of correlation between the error variables.

In this study, weak positive relationships were found between the variables. According to the results of the structural equation model, job satisfaction has no mediating role. In addition, this response discusses the limitations of the study and suggests areas for future research.

**Keywords:** Psychological Empowerment, Organizational Citizenship, Job Satisfaction

## INTRODUCTION

The mediating role of job satisfaction suggests that it acts as a mechanism through which psychological empowerment influences organizational citizenship.

Psychological empowerment (PE) refers to employees' perceptions that they have control over their work, can make meaningful contributions, and have opportunities for personal growth and development within the organization (Meng and Sun, 2019: 983-984). Organizational citizenship behaviors (OCB) refer to extra-role behavior beyond the formal job descriptions, exceeding the specified role requirements and expectations, and willingly demonstrated by employees to contribute to the organization (Bozdoğan, 2021: 1069-1070). Job satisfaction (JS) reflects how a person evaluates the experiences, expectations, and needs at work and is an important factor mediating the relationship between psychological empowerment and organizational citizenship (Carless, 2004; 406-407).

Many studies show that psychological empowerment positively affects employees' organizational citizenship behaviors (Singh and Singh, 2018: 941-945; Shahab et al., 2018: 87-89; Ghalavi and Nastiezaie, 2020: 251-253; Le-Hoang Long et al., 2022: 6-10; Almohtaseb et al., 2023: 6-14). Psychological empowerment can encourage employees to take ownership of their jobs, participate more in their jobs and contribute to the overall effectiveness of the workplace. This may increase organizational citizenship behaviors.

Similarly, job satisfaction is also related to organizational citizenship behaviors. Satisfied employees may show more loyalty to the workplace and put more effort and effort into their

work. If the satisfaction level of employees in a workplace is high, employees may be more likely to exhibit organizational citizenship behaviors (Basirudin et al., 2016: 377). Therefore, it can be said that job satisfaction plays a mediating role in the effect of psychological empowerment on organizational citizenship behaviors (Ertürk, 2022: 348-349).

The mediating role of job satisfaction suggests that job satisfaction acts as a mechanism through which psychological empowerment affects employees' engagement in organizational citizenship. In other words, when employees feel psychologically empowered, this increases their job satisfaction, which in turn leads to an increased likelihood of engaging in organizational citizenship. Thus, the mediating role of job satisfaction suggests that psychological empowerment indirectly influences employees' engagement in organizational citizenship through its effect on job satisfaction.

Understanding and promoting this mediating relationship can be beneficial for organizations as it highlights the importance of psychological empowerment in promoting job satisfaction and organizational citizenship behaviors, which can ultimately contribute to the overall success and effectiveness of the organization.

## **THEORETICAL FRAMEWORK**

### **Psychological Empowerment**

Psychological empowerment is the sense of control, autonomy, and influence over one's life and work in psychology. It is a subjective experience of empowerment encompassing a person's beliefs, attitudes, and perceptions about their abilities to make decisions, set goals, and take action (Zimmerman, 1995: 581-582). Psychological empowerment is an important concept that underlines empowerment's psychological and emotional aspects.

Psychological empowerment is a concept associated with different outcomes in both personal and organizational platforms. When individuals feel psychologically empowered, their

motivation and job satisfaction increase (Regina et al., 2006: 72-74). They are more likely to take initiative, be proactive, and engage in problem-solving behaviors. Additionally, they are more likely to feel a sense of ownership and commitment toward their work and organization (Seibert et al., 2011: 982-983). Overall, psychological empowerment has the potential to foster a positive work environment where employees are motivated, engaged, and committed to their roles and the organization's success. It's a concept that emphasizes the importance of providing employees with autonomy, opportunities for skill development, and a supportive organizational culture.

Psychological empowerment has four dimensions. These dimensions are meaning, competence, choice, and impact. Meaning is the meaning attributed to the goal or objective of the task or the evaluation of one's ideals and standards. Competence is the degree to which a person can successfully perform task activities. Self-determination is the responsibility defined for one's actions. Impact desired effects on one's work processes. Choice is about the control and freedom that individuals have in directing their own lives and making decisions. Choice enables individuals to make decisions about their own lives, choose the paths they want, and shape their lives. This sense of freedom is an essential component of psychological empowerment (Spreitzer, 1995: 1443-1444; Spreitzer et al., 1997: 683-685; Hu and Leung, 2003: 386-368; Laschinger et al., 2004: 528-529; Joo et al., 2019: 186-188; Zhou and Chen, 2021: 2-3; Öztırak and Güney, 2022: 319).

In brief, psychological empowerment refers to an individual's subjective experience of feeling empowered, capable, and influential in their work and life. It is associated with positive outcomes and can be nurtured through various factors, ultimately contributing to individual and organizational well-being.

## Organizational Citizenship

Organizational citizenship refers to the behavior of employees that goes beyond their formal job responsibilities and contributes to organization's overall functioning and effectiveness. It involves voluntary actions and behaviors that are not explicitly mandated by job descriptions or formal policies but benefit to the organization and its members (Morrison, 1994; Jahangir et al., 2004; Subha, 2018: 1544-1545). Organizational citizenship behavior underlines that employees can go beyond their official duties to help create a more harmonious, efficient, and productive workplace.

With organizational citizenship behavior, employees voluntarily help and guide their colleagues in supporting them. They take actions such as sharing information or helping with tasks not part of their job responsibilities. Employees willingly take on additional work or responsibilities, even if they are not directly related to their job role. This may include participating in cross-functional teams, contributing to projects outside their department, or taking on extra tasks during busy periods (Organ and Lingl, 1995: 341-343). Employees show a sense of commitment and loyalty to the organization by defending its interests, speaking positively about the organization, and advocating for its success inside and outside the workplace (Paillé, 2009: 135-136).

There are six dimensions of organizational citizenship behavior. These dimensions are altruism, conscientiousness, courtesy, civic virtue, and sportsmanship. Altruism is the tendency of employees to help and support other employees by sacrificing their interests. Conscientiousness is the tendency of employees to do their jobs regularly and diligently. Courtesy is the tendency of employees to actively participate in social and organizational activities at the workplace. Civic virtue is the tendency of employees to respect the rules of the organization and protect the reputation of the organization. Sportsmanship is the positive

attitude of employees when dealing with difficult situations (Polat Dede, 2019: 296; Ersen et al., 2022: 595).

The concept of organizational citizenship recognizes that employees' actions can significantly impact an organization's overall functioning and performance (Chiang and Hsieh, 2012: 182-184). Employees engaging in citizenship behaviors can enhance teamwork, productivity, employee satisfaction, and organizational effectiveness (Yen and Niehoff, 2004: 1619-1622). These behaviors contribute to a positive work environment and foster a culture of cooperation, trust, and collaboration within the organization (Oussama and Johari, 2016: 346-348).

Organizations can encourage and promote organizational citizenship behavior by fostering a supportive and inclusive work environment, recognizing and rewarding such behaviors, providing employee involvement and participation opportunities, and promoting a culture that values and encourages proactivity, collaboration, and going above and beyond regular job duties.

### **Job Satisfaction**

Job satisfaction is the general satisfaction with one's job and various aspects of the job (Inayat and Khan, 2021: 1-2). It reflects the overall positive or negative feelings a person has about their work, including factors such as their job role, work environment, relationships with colleagues, compensation, growth opportunities, and the alignment of their values and interests with their work (Aziri, 2011: 77-78). It is important to note that job satisfaction can vary significantly from person to person, and what leads to satisfaction for one individual may not apply to another. Employers often strive to create a positive work environment that considers these factors to enhance employee satisfaction and overall organizational success.

Job satisfaction is subjective and can vary significantly from person to person. It is a subjective experience, meaning that what contributes to job satisfaction can vary significantly

from person to person since. People have different values, needs, and priorities when it comes to their work. Some may find satisfaction in intrinsic factors such as meaningful work, a sense of achievement, and personal development, while others may focus more on extrinsic factors like salary, benefits, and work-life balance (Huang and Van de Vliert, 2003: 160-163). Additionally, an individual's perception of job satisfaction can change over time due to shifts in personal circumstances, career goals, and organizational changes.

High job satisfaction is in the interest of employees and the organization. Employees who are satisfied with their jobs are more likely to be engaged, motivated, and productive. They may also experience lower stress levels and burnout, resulting in better overall well-being. For organizations, high job satisfaction can lead to improved employee retention, increased productivity, and positive work culture (Richemond and Needham, 2020: 571-576; Khan et al., 2020: 2-5). As a result, employees with high job satisfaction benefit organizations. Organizations prioritizing employee satisfaction tend to have better employee retention, better performance, and a more vibrant corporate culture.

### **Relationship between Variables and Formulation of Hypotheses**

#### **The Relationship between Psychological Empowerment and Organizational Citizenship**

Many studies show a positive relationship between psychological empowerment and organizational citizenship (Abdulrab et al., 2020: 909-910; Khusanova et al., 2019: 6-7; Lee et al., 2013: 330-331). According to the research results presented above, it is suggested in this study that positive job satisfaction levels of employees will have a positive effect on their job commitment.

**H<sub>0</sub>: Psychological empowerment has a significant effect on organizational citizenship.**

#### **The Relationship between Psychological Empowerment and Job Satisfaction**

Several studies have shown a positive relationship between psychological empowerment and job satisfaction (Kumar and Moorthy, 2015: 5-8; Li et al., 2018: 1277; Sun, 2016: 585-586).

When employees feel empowered, their job satisfaction increases. This is because psychological empowerment satisfies critical psychological needs, such as autonomy and competence, which are crucial for intrinsic motivation and well-being (Çelik and Atik, 2020: 75-77). Empowered employees are more likely to feel a sense of control over their work, have the freedom to make decisions, and have a greater understanding of the significance of their tasks. They also tend to have a greater sense of accomplishment and impact in their work. These factors increase job satisfaction and positive work experiences (Wang and Yang, 2021: 2-3). Moreover, psychological empowerment can also lead to higher engagement, motivation, and commitment to the organization. If employees are empowered, they are proactive, take initiative and have innovative behaviors. This increases job satisfaction and performance (Singh and Sarkar, 2018: 523-525). Overall, psychological empowerment is vital role in shaping job satisfaction by fulfilling individuals' psychological needs, promoting autonomy and competence, and fostering a positive work environment that values employee empowerment.

In the context of the above information, the hypothesis of the research was formed as follows:

**H1: Psychological empowerment has a significant effect on job satisfaction.**

### **The Relationship between Job Satisfaction and Organizational Citizenship**

Employees who are satisfied with their jobs tend to be more engaged, committed, and motivated. As a result, they are more likely to exhibit positive organizational citizenship behaviors (Yurcu and Akıncı, 2017: 63). Employees who have achieved job satisfaction are more helpful to the people they work with and their organization. Together they develop cooperative behavioral patterns.

In the context of this information, the hypothesis of the research was formed as follows:

**H2: Job satisfaction has a significant effect on organizational citizenship.**

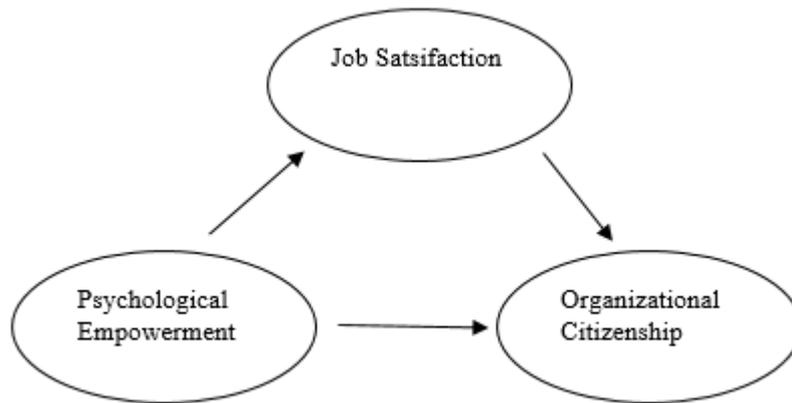
Based on the hypotheses regarding the positive relationships between the variables, the main hypothesis of the research was formed as follows:

**H3: Job satisfaction has a mediating role in the effect of psychological empowerment on organizational citizenship.**

### Model Design

The model design of the research is presented in Figure 1 below.

**Figure 1.** Research Model Design



## RESEARCH METHODOLOGY

### Sample, Data Collection, and Measurement

The study was conducted on the employees of companies operating in the retail sector in Istanbul. The companies selected in the sample were selected according to convenience sampling and the company employees were selected according to the random sampling method. The sensitivity of the estimation is 0.05. The data collection tool is the questionnaires created over the link and delivered by the authors. The application method of the data collection tools is the online method. 500 questionnaire forms were distributed; of which 90 were not returned at all, and 20 were excluded from the research due to incomplete and incorrect marking. Finally, data entry was provided to the SPSS program with 390 respondents.

The study used the psychological empowerment scale developed by Spreitzer (1995) and adapted into Turkish by Hancer (2005).

The organizational citizenship scale developed by Van Dyne and LePine (1998) and adapted into Turkish by Sancar and Bekaroğlu (2020) was used in this study.

In this study, the job satisfaction scale developed by Brayfield and Rothe (1951) and adapted into Turkish by Keser and Öngen Bilir (2019), whose 5-item short form was created by Judge et al. (1998), was used.

The authors allowed the use of scales in this study.

## FINDINGS

### Explanatory Factor Analysis

Exploratory factor analysis was applied to test the construct validity of psychological empowerment, organizational citizenship, and job satisfaction scales. The results of the exploratory factor analysis are given in Table 1.

**Table 1.** Kaiser-Meyer-Olkin and Bartlett's Sphericity Test Results

Variables	Kaiser-Meyer-Olkin (KMO)	Bartlett's Test of Sphericity			Variance %
		$\chi^2$	sd	p	
Psychological Empowerment	0,768	1770,86	66	0,000	62,32
Organizational Citizenship	0,656	1036,73	136	0,000	64,44
Job Satisfaction	0,614	309,84	10	0,000	65,37

Three factors were concluded from analysis result in line with the data collected in this study. According to Table 1, three factors explain 62.32% of the total variance. The original organizational citizenship scale consists of three factors: formal role behavior, organizational voice, and helpfulness. According to Table 1, three factors explain 64.44% of the total variance. According to the analysis, a single factor was found in the original job satisfaction scale. According to Table 1, one factor explains 65.37% of the total variance.

### Normality Test Results

The normality test results of the data are shown in Table 2.

**Table 2.** Normality Test Results

	Kolmogorov-Smirnov			Shapiro-Wilk			Skewness	Kurtosis
	Statistics	df	Sig.	Statistics	df	Sig.	Statistics	Statistics
Psychological Empowerment	0,236	390	0,000	0,859	390	0,000	-1,249	1,026
Organizational Citizenship	0,129	390	0,000	0,937	390	0,000	-0,457	2,159
Job Satisfaction	0,196	390	0,000	0,906	390	0,000	-0,927	0,131

According to Lorcu (2015), the skewness and kurtosis values should be between +1 and -1 to decide whether to use parametric or nonparametric tests for the analysis.

Skewness and Kurtosis values were analyzed since the p values were less than 0.05 in Kolmogorov-Smirnov and Shapiro-Wilk normality tests. When Table 2 is examined, the skewness and kurtosis values of psychological empowerment and organizational citizenship scales are not between +1 and -1. Although it is seen that only the skewness and kurtosis values of the job satisfaction scale are between +1 and -1, it is seen that the distribution is not normal. Thus, it was decided to use nonparametric tests for all three scales.

### Relationship between Variables

The results of the correlation analysis are given in Table 3.

**Table 3.** Analysing The Relationships Between Scales

Variables	N	r	p
Psychological Empowerment Organizational Citizenship	390	0,350**	0,000
Psychological Empowerment Job Satisfaction	390	0,246**	0,000
Organizational Citizenship Job Satisfaction	390	0,089	0,089

\*\*: $p < 0,01$  r: Spearman Correlation Coefficient

**Table 4.** Grading Table of Spearman Correlation Coefficient (p)

Grading Standards	Correlation Degree
$p=0$	No correlation
$0 <  p  \leq 0.19$	Very weak
$0.20 \leq  p  \leq 0.39$	Weak
$0.40 \leq  p  \leq 0.59$	Moderate
$0.60 \leq  p  \leq 0.79$	Strong
$0.80 \leq  p  \leq 1.00$	Very strong
1.00	Monotonic correlation

Source: <http://www.statstutor.ac.uk/resources/uploaded/spearman.pdf>

When Table 3 is examined, it is seen that there is a weak positive relationship between psychological empowerment and organizational citizenship scores ( $r=0,350$ ;  $p<0,05$ ). Employees who feel psychologically empowered tend to have higher levels of motivation and commitment. This sense of empowerment may lead them to be more proactive in contributing to the organization beyond their formal job role and thus exhibit higher organizational citizenship behaviors.

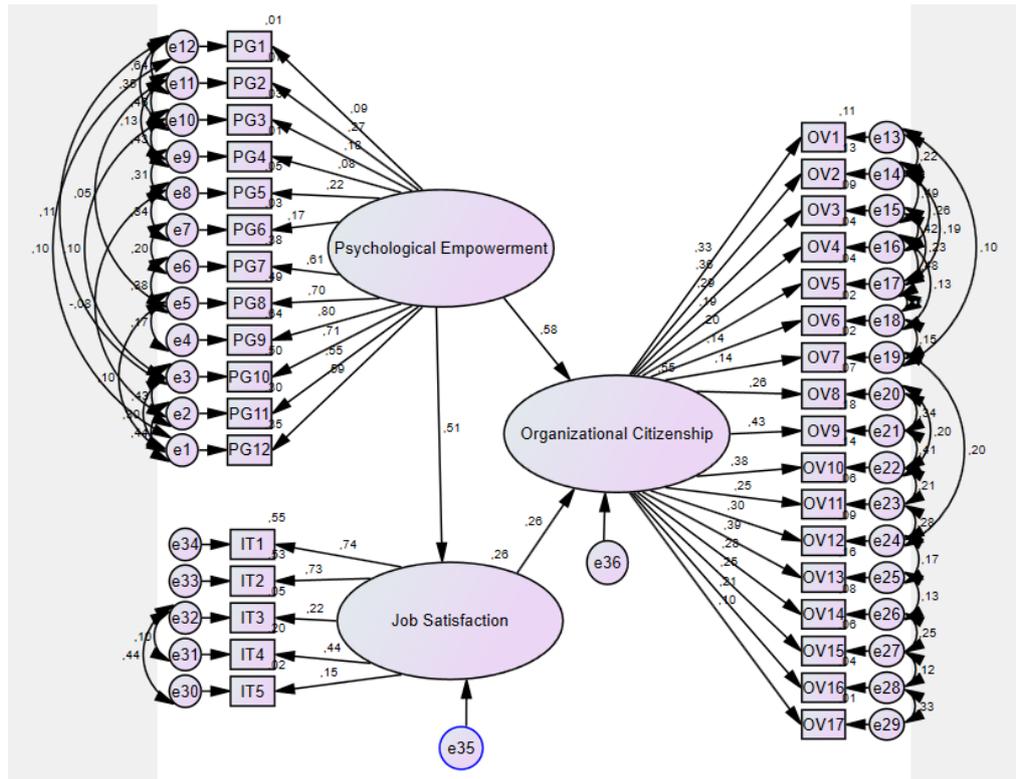
There is a weak positive relationship between psychological empowerment and job satisfaction ( $r=0,246$ ;  $p<0,05$ ). The interplay of autonomy, competence, meaningfulness, growth opportunities, recognition, reduced stress, positive organizational culture, and intrinsic motivation can explain the weak positive relationship between psychological empowerment and job satisfaction.

There is no significant relationship between organizational citizenship and job satisfaction variables ( $p>0,05$ ).

### **Testing the Structural Equation Model and Findings**

This section used structural equation modeling by AMOS 23 computer software to examine these relationships and test the model. As a result of the analysis, it was seen that the established model did not show sufficient fit. Therefore, model improvement studies were carried out. When the modification index values were analyzed, it was seen that there was a high level of correlation between the error variables. Covariances were created between these error terms, and the model was re-analysed. The validated measurement model is shown in Figure 2.

**Figure 2.** Structural Equation Model of the Study



For the compatibility of the research model, the fit criteria values given above were examined, and the following tables were created.

**Table 5.** Structural Equation Model Fit Criteria Evaluation Table

Model Fit Summary					
<b>CMIN</b>					
Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	148	798,745	481	0	1,661
Saturated model	629	0	0		
Independence model	68	3914,762	561	0	6,978
<b>Baseline Comparisons</b>					
Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	0,796	0,762	0,907	0,889	0,905
Saturated model	1		1		1
Independence model	0	0	0	0	0
<b>Parsimony-Adjusted Measures</b>					
Model	PRATIO	PNFI	PCFI		
Default model	0,857	0,682	0,776		
Saturated model	0	0	0		
Independence model	1	0	0		
<b>NCP</b>					

Model	NCP	LO 90	HI 90
Default model	317,745	243,932	399,446
Saturated model	0	0	0
Independence model	3353,762	3159,047	3555,835

<b>FMIN</b>				
Model	FMIN	F0	LO 90	HI 90
Default model	2,053	0,817	0,627	1,027
Saturated model	0	0	0	0
Independence model	10,064	8,621	8,121	9,141

<b>RMSEA</b>				
Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	0,041	0,036	0,046	0,998
Independence model	0,124	0,12	0,128	0

<b>AIC</b>				
Model	AIC	BCC	BIC	CAIC
Default model	1094,745	1124,01		
Saturated model	1258	1382,379		
Independence model	4050,762	4064,208		

<b>ECVI</b>				
Model	ECVI	LO 90	HI 90	MECVI
Default model	2,814	2,625	3,024	2,889
Saturated model	3,234	3,234	3,234	3,554
Independence model	10,413	9,913	10,933	10,448

<b>HOELTER</b>		
Model	HOELTER	HOELTER
	.05	.01
Default model	260	271
Independence model	62	64

The CMIN/DF value, which shows the chi-square goodness of fit value, was less than 5 (1.661). CFI and IFI values are also very close to 1. The fact that both values are close to 90% shows that the model is compatible. While the RMSEA criterion was 0.041, it can be stated that there is an adequate fit since it is lower than the limit value of 0.08. For this research, there are 34 observed variables and 187 parameters to be estimated in the model. The number of sample moments was calculated as 629 and the degree of freedom as 481. Since the assumptions of SEM were met, the parameter estimates for the model were made with the Maximum Likelihood estimation method.

### Hypothesis Results of the Research Model

Psychological empowerment has a statistically significant effect on organizational citizenship ( $\beta=0,58$ ). One unit increase in psychological empowerment will increase organizational citizenship by 0.58 units ( $H0$ : Accept). Psychological empowerment has a statistically significant effect on job satisfaction ( $\beta=0,51$ ). One unit increase in psychological empowerment will increase job satisfaction by 0.51 units ( $H1$ : Accept). No statistically significant effect of job satisfaction on organizational citizenship was found. This finding obtained in SEM analysis coincides with the correlation analysis in which we looked at the relationships between the variables before ( $H2$ : Reject). Therefore, it can be stated that the job satisfaction variable does not mediate ( $H3$ : Reject).

## CONCLUSION AND DISCUSSION

The mediating role of job satisfaction in the relationship between psychological empowerment and organizational citizenship implies that job satisfaction is an intermediate factor that helps explain how psychological empowerment influences organizational citizenship.

When employees feel empowered at work, they find their work more meaningful, their sense of autonomy increases, and their job satisfaction is high. Therefore, the organizational behaviors of employees who acquire these behavioral patterns increase. The consequences of this relationship are important for organizations. By promoting psychological empowerment in the workplace, organizations can encourage higher job satisfaction and subsequently increase the likelihood that employees will engage in behaviors that contribute to the organization's overall success. This, in turn, can lead to improved teamwork, higher employee morale, and increased organizational effectiveness.

In this study, a weak positive relationship was found between psychological empowerment and organizational citizenship scores. Similarly, the findings of a study conducted on nurses in

the literature support our results (Jafari et al., 2021: 4). The results of another study examining the relationship between servant leadership and teachers' organizational citizenship behaviors with the mediating role of psychological empowerment support our study (Ghalavi and Nastiezaie, 2020: 253). In this study, a weak positive relationship was found between psychological empowerment and job satisfaction. Similar results were obtained in studies examining the relationship between job satisfaction and psychological empowerment and trust (Zembyla and Papanastasiou, 2005: 449-450).

In line with the literature, this study emphasizes job satisfaction's importance and explains its relationship with psychological empowerment and organizational citizenship behaviors.

The practical implications of this study should also be considered. Organizations can use various methods to increase the level of psychological empowerment of their employees. Moreover, factors such as leadership styles and working conditions must be considered to increase job satisfaction and thus encourage organizational citizenship behaviors.

In conclusion, this study provides significant findings illuminating the impact of psychological empowerment on organizational citizenship behaviors and the mediating role of job satisfaction in this relationship. Considering the dynamics and competitive conditions of the business world, organizations need to develop strategies to increase job satisfaction.

Future research could explore several avenues to expand knowledge in this area based on the current work. Some potential areas for research include:

**Contextual Factors:** How contextual factors such as organizational culture, leadership styles, and job characteristics influence the relationships between the three variables in this study can be investigated.

**Mediators and Moderators:** Additional mediators and moderators that can explain the relationship between the three variables in this study can be investigated. For example, factors

such as self-efficacy, perceived organizational support, or intrinsic motivation can be examined as potential mediators.

**Comparative Studies:** Comparative studies can be conducted across different industries, sectors, or cultural contexts to assess the generalisability of the proposed relationships.

**Intervention Studies:** It may be essential to conduct intervention studies to examine the effectiveness of organizational interventions for the three variables in this study and their subsequent effects on organizational citizenship.

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