

“I Can Help You With That”: A Study on Organizational Citizenship Behavior

Marie Theres Klinge

s1099538

Work, Organization, and Health, Department of Psychology
Faculty of Social Sciences, Radboud University Nijmegen

SOW-PSMWOH70: Master Thesis and Internship

University Supervisor: Tirza van Noorden

Company Supervisor: Ali Seyedmehdi

Word Count: 5447

3rd of July 2023

Executive Summary

Like all businesses, *Publitas* strives for success. But, how? Undoubtedly, employee performance has to be reliable and efficient (Torlak, et al., 2021). Yet, at *Publitas*, we define success not only as reaching milestones and financial advancement but also as employee wellbeing and promoting our inspiring culture. Afterall, *Publitas* is “here to inspire”.

How to advocate such a culture? How do we maximize success? By supporting each other and being loyal, for instance, by offering suggestions to improve how work is done or helping a co-worker who has too much to do. These behaviors are summarized within the concept of “Organizational Citizenship Behavior” (OCB). OCB describes all behavior that exceeds expectations. It is practiced by team members voluntarily to support achieving the organization’s goals (Organ, 1997). OCB is believed to increase work efficiency through conscientiousness and ownership, resulting in better performance (Torlak, et al., 2021).

Based on the theory of planned behavior, this research paper aims to identify links between OCB and concepts related to *Publitas*’ values and habits, to ultimately provide recommendations on how to increase OCB and become more successful. Therefore, the question: “What is the association of person-organization fit, growth mindset, organizational commitment, organizational transparency, cultural inclusion, and psychological safety with OCB?”

In April 2023, a survey was shared with the *Publitas* team. The questionnaire investigated each beforementioned concept with a validated set of questions. The analyses were based on 27 participants’ responses.

The analysis of the data showed that employees feel like their values fit very well with *Publitas*’ values. Additionally, they experience *Publitas* to communicate transparently and to be culturally inclusive. A positive association between organizational commitment and OCB was found. This means that the more effort employees put into their work, the more

likely they are to engage in extra-role behavior, for instance helping out a colleague or postponing breaks to finish a project.

Therefore, it is suggested to focus on increasing commitment to facilitate OCB and maximize success. Saadati et al. (2016) suggest to increase commitment by offering educational facilities. While *Publitas* encourages learning, no concrete learning plans nor facilities, besides a possibility of a book subscription, are organized. Thus, it is suggested to budget and give the space for trainings or courses for employees to increase their professional and interpersonal skills.

Another suggestion to increase commitment is to emphasize procedural justice. This means that team members perceive compensation and rewards as fairly distributed (Ha & Lee, 2022). While *Publitas* compensation model already does fairly and transparently calculate the wage of every employee based on their job, location, and seniority level, there is no model for recognizing employee performance with rewards. So far, only work-anniversaries are rewarded with a “thank you” gift card. Here, it is recommended to implement also a reward-system to increase commitment, OCB, and ultimately, success.

Abstract

Any employee's voluntary behavior that exceeds their job description and is motivated by facilitating the organization's success is called organizational citizenship behavior (OCB). In previous research, OCB has been found to be positively associated with organizational success. To identify related factors, this research aimed to investigate the relationship of three attitude-affiliated variables and three subjective-norms-associated variables with OCB. Specifically, the variables investigated in the framework of the theory of planned behavior for attitude are person-organization fit, growth mindset, and organizational commitment (OC), and for subjective norms organizational transparency, cultural inclusion, and psychological safety. A questionnaire was shared among the employees of the company *Publitas*, in which responses were measured on validated scales. The results show that only OC is positively associated with OCB. Suggestions for follow-up research are provided as well as practical implications on how to facilitate OCB at *Publitas* through increased OC.

Keywords: Organizational Citizenship Behavior, Theory of Planned Behavior, Organizational Commitment

“I Can Help You With That”: A Study on Organizational Citizenship Behavior

All businesses strive for success. Financial gain, market leadership, global influence, employee satisfaction, or impact on environmental sustainability can be business' objectives (Toledo-López, et al., 2012; Walker & Brown, 2004). While organizations' goals and methods might differ, every business aims to achieve its objectives and be successful. Therefore, businesses need to consider a number of different aspects, including maximization of organizational performance and incorporation of the organization's purpose (Saadat & Saadat, 2016; Gast, et al., 2020). According to Liu et al. (2007), organizational citizenship behavior (OCB) contributes to organizational performance, i.e., organizational success.

Organizational Citizenship Behavior (OCB)

OCB refers to employee actions beyond the job description: The employee's behavior is voluntary, exceeding the organization's expectations, and directed to support the accomplishment of organizational goals (Organ, 1997). OCB means supporting colleagues and the organization's social system as well as organizational loyalty (Torlak, et al., 2021). Additionally, it relates to maximized task performance through conscientiousness and taking on extra tasks (Torlak, et al., 2021). OCB's impact on increased task performance in particular explains why OCB is a relevant factor for organizational success.

Already in the early 2000s research found that OCB contributes to organizational effectiveness (Jahangir, et al., 2004; Koys, 2001). More recent research underlines that the extra-role, proactive contribution from employees engaging in OCB supports organizational success, which is desired by companies in order to survive and thrive on competitive markets (Torlak, et al., 2021). Jahanger et al. (2004) stress the importance of investigating factors associated with OCB in order to increase organizational success.

Theory of Planned Behavior (TPB)

OCB is relevant for organizational success, but how can OCB be anticipated? While human behavior cannot be foreseen with certainty, researchers found identifiable tendencies (Ajzen, 1991). The Theory of Planned Behavior (TPB) is a well-reviewed and reliable framework predicting an individual's intention to engage in a certain behavior (Ajzen, 1991). As a behavior, OCB can be investigated using the framework of TPB. According to the framework, the three antecedents of behavior are attitude, subjective norm, and perceived behavioral control.

Attitude is based on personal beliefs (Ajzen, 1991). It is one's feeling towards engaging in a certain behavior, which can either facilitate, i.e., positive attitude, or inhibit, i.e., negative attitude, intention (Torlak, et al., 2021). Thus, a positive attitude to engage in OCB, will increase the likelihood of the behavior to take place (Torlak, et al., 2021). Attitude is formed internally within an individual and influences their intention to act.

Subjective norms are based on normative beliefs, which are shaped by the cultural context (Ajzen, 1991). Subjective norms are influenced by the expectations that for instance peers, coworkers, or management have about an individual's performance (Torlak, et al., 2021). When peers' attitudes and beliefs about OCB change, then the employee's behavior will change accordingly (Torlak, et al., 2021). Thus, subjective norms are impacted by external beliefs and opinions and influence the intention to act.

Prior research suggests that attitude and subjective norm are more accurate indicators of associations with proactive, extra-role behavioral than perceived behavioral control (Cui, et al., 2023; Ma, et al., 2020). In their research, Ma et al. (2020) found that perceived behavioral control is less powerful associated with hotel employees' OCB, when compared to subjective norms. Similarly, Cui et al. (2023) concluded that attitude and subjective norms are stronger related to voluntary behavior in nurses. Specifically, perceived behavioral

control has a significant, but weaker association with nurses' behavioral intention to voluntarily care for disabled elderly (Cui, et al., 2023). Thus, perceived behavioral control will be excluded from this research and only factors associated with attitude and subjective norms will be investigated.

Factors Associated with OCB

Many factors play into motivating employees to perform extra role behavior (Organ, 1997). However, it is out of the scope of this research to address all factors. Therefore, six relevant to this study's population were chosen for investigation. All six factors have been linked with OCB in previous studies, but more research is warranted. In this research, TPB is used as an underlying framework to better understand the relationship between the factors selected and OCB. Specifically, three of the six factors are based on one's internal motivation, i.e., attitude, to engage in OCB. These factors are person-organization fit, growth mindset, and organizational commitment. Thereafter, the other three factors will be elaborated on, organizational transparency, cultural inclusion, and psychological safety. These are based on the impact of the social environment, i.e., subjective norms, on the individual team member's intention to engage in OCB.

Person-Organization Fit (PO-fit)

The first factor to be included in this study is PO-fit. When the employee's values correspond with the organization's values, then there is a fit (Morley, 2007). PO-fit does not only focus on attributes that attract employees to an organization such as perks or compensation, but is concerned with the ways of working, i.e., habits and values (Morley, 2007). When employees perceive a PO-fit, they are incorporating the organization's culture and a congruence of values (Morley, 2007).

According to research among Indonesian university students that are active in event organizing committees, PO-fit positively relates to OCB (Margaretha & Wicaksana, 2020).

Similar results have been discovered by Kaur and Kang (2021) who collected 419 questionnaire responses from private bank employees in India. Their analysis showed a significant association between PO-fit and OCB. Hence, it can be concluded that a good PO-fit is associated with employees' motivation to engage in more extra-role behavior, i.e., OCB.

PO-fit is important for this research as this study's organization, *Publitas*, highly values their way of working established in the habits and values. All employees are to follow guidelines and behaviors in order to ensure a productive and efficient working atmosphere that allows for respectful, empathetic, and considerate interactions. Furthermore, Kaur and Kang (2021) call out for a study among different nationalities to investigate the relationship between PO-fit and OCB. The organization, *Publitas*, in which the study will be conducted has 103 employees of more than 20 different nationalities and is therefore a good fit to investigate this further.

Growth Mindset (GM)

Accepting mistakes, learning from failures, and seeking feedback are important elements at *Publitas*. These relate to the GM theory by Dweck (2017). According to the GM theory, any ability can be developed with a lot of effort and investment (Yeager & Dweck, 2020). At the workplace, leaders and employees committed to the GM will learn from their experiences and feedback to continuously improve their performance (Dweck, 2017). A company can encourage employees' GM by establishing a learning culture (Dweck, 2017). A learning culture is reflective, embraces learning from mistakes, and has significantly reduced competition between employees (Ibarra & Rattan, 2018). Practicing GM in the company culture can change its success drastically (Ibarra & Rattan, 2018).

According to a literature review by Han and Stieha (2020), several studies show that GM in leaders is associated with OCB in employees. Moreover, it has been found that employees' GM has positive associations with effective communication and collaboration

between hotel employees and managers in Cyprus (Özduran & Tanova, 2017). Additionally, data collected with surveys among Vietnamese hospitality companies shows an association between GM and proactiveness within and outside their role description, i.e., OCB (Tran & Choi, 2019).

GM will be included, because of the strongly GM-oriented company culture. Furthermore, Özduran and Tanova (2017) express a need for a more culturally diverse sample to account for a general trend of the relationship between GM and OCB, which fits well to the organization's population.

Organizational Commitment (OC)

The third factor refers to the amount of effort an individual puts into their work (Al-Jabari & Ghazzawi, 2019). Additionally, it includes one's emotional attachment to work, colleagues, and company (Purwanto, et al., 2021). OC incorporates an affective, a continuance, and a normative aspect (Indeed, 2023). The affective aspect has been found to be most strongly related with OC and it includes involvement and work performance maximization based on the psychological connection the employee experiences with the organization (Gregor-Planer, 2019).

According to a quantitative study by Purwanto et al. (2021), OC has a significant and positive association with OCB in the sample of 220 Indonesian supply chain managers. Grego-Planer (2019) distributed survey investigating OC and job satisfaction with OCB among 323 Polish employees of several public and private institutions.

OC has been titled and discovered already a few years ago, however, there is not a lot of research available on this topic (Al-Jabari and Ghazzawi, 2019). In this research, the focus will therefore include to investigate OC's association with OCB.

Organizational Transparency (OT)

Moreover, OT is positively associated with employee trust and engagement (Jiang & Shen, 2020). According to Berggren and Bernshteyn (2007), successful implementation of OT is the clear communication of organizational objectives translated into individual, SMART goals¹ for the employees. This ensures strategic implementation, enhances performance, and facilitates organizational success (Berggren & Bernshteyn, 2007).

Transparency among 783 Taiwanese teachers has been found to be positively associated with OCB (Shie & Chang, 2022). However, prior research has been focused on leadership, which causes a lack in scientific research of the association between OT and OCB regardless of leadership. Moreover, transparent communication internally and externally is of high importance to the company as the founders and managers believe in the necessity of transparency for organizational success.

Cultural Inclusion (CI)

Generally, an inclusive workplace entails employees' belongingness to the organization in terms of being valued, committed, and accepted (O'Donovan, 2018). Inclusion is a broad term concerning many different fields, for instance sexual orientation, religion, culture/ethnicity, or mental and physical health (Croitoru, et al., 2022). This paper focusses on cultural inclusion, as the fifth factor, because the study population is very culturally diverse.

Cultural diversity is an objective many companies strive for: It has many benefits for instance on innovation and creativity due to looking at projects from different perspectives and focusing on different aspects (Croitoru, et al., 2022). Caputo et al. (2019) conducted a quantitative online study (based in the UK) which collected 403 responses of which 2/3 had a culturally diverse background. Their research concluded that there is a more direct link

¹ SMART goals: specific, measurable, attainable, relevant, time-based (Herrity, 2022)

between inclusion and OCB than between diversity and OCB association (Caputo, et al., 2019). Therefore, to investigate organization success and OCB, the focus has to lie on inclusion (Davis, 2021). Taking into consideration the large cultural diversity in the company and the need of understanding cultural differences' association with OCB in scientific research, CI has been included in the design of this study.

Psychological Safety (PS)

The last factor is PS. When employees can express themselves, as well as their concerns or needs, without the fear of judgement or negative consequences, the environment is considered to be psychologically safe (Erkutlu & Chafra, 2016). At the workplace, PS demonstrates itself by employees taking risks and speaking up (Durrah, 2022). They are not fearing negative consequences such as being marginalized or embarrassed, because PS functions as a safety net (Durrah, 2022).

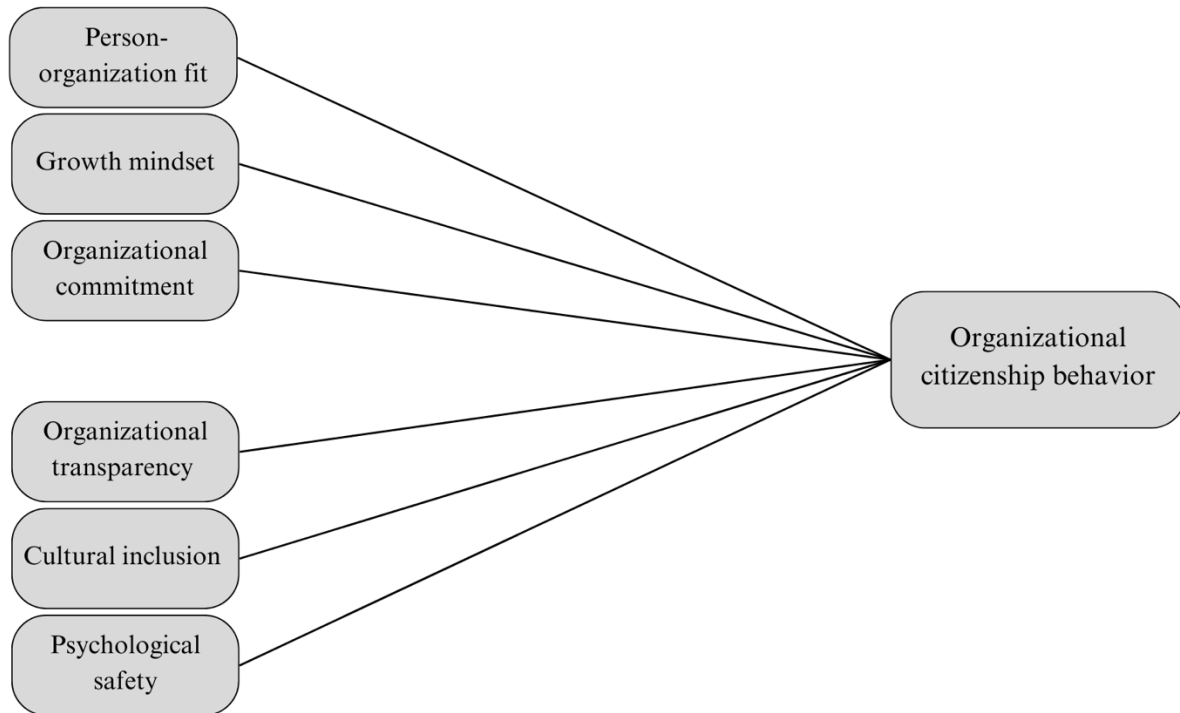
In their study among Taiwanese groups, Liu and Keller (2021) found that PS is associated with OCB. Edmondson & Bransby (2022) agree that PS is positively correlated to getting things done, learning, leadership, and improved work experience. Generally, PS is essential to allow for extra-role behavior (Durrah, 2022). Therefore, it is predicted that PS will be positively correlated with OCB.

PS is included in this study design as it is of large importance to a healthy and learning-oriented organizational culture (Erkutlu & Chafra, 2016). Moreover, Liu and Keller (2021) call for a more culturally diverse sample to control for differences in cultural habits regarding PS which fits well to the company of this study. Additionally, there is a gap in the research investigating the association between PS and OCB.

The Current Study

Figure 1.

Theoretical Framework of the Current Study Based on the TPB.



Derived from prior research and its gaps, the model depicted in Figure 1 has been established. The following research question evolved: What is the association of person-organization fit, growth mindset, organizational commitment, organizational transparency, cultural inclusion, and psychological safety with organizational citizenship behavior?

Hypotheses

1. Person-organization fit is positively associated with OCB.
2. Employee's growth mindset is positively associated with OCB.
3. Organizational commitment is positively associated with OCB.
4. Organizational transparency is positively associated with OCB.
5. Cultural inclusion is positively associated with OCB.
6. Psychological safety is positively associated with OCB.

Methods

Participants

The sample consisted entirely of employees of the company *Publitas*. This also included the employees of the recently acquired Dutch company *WePublish*. All 103 employees were notified about the survey via a messenger platform. The participants were informed that participation is voluntary and that they would not receive any incentives. At a response rate of 41%, 42 out of 103 employees participated in the survey. After screening, nine responses were excluded due to not giving their consent about the data processing at the end of the study which resulted in a total number of $N = 33$. No demographic questions were asked to avoid identification of participants. Nonetheless, *Publitas* has a very diverse talent pool with employees from more than 25 different countries from all over the globe. Moreover, all employees are above the age of 18. The male-female division within the company is approximately equal. These factors allow to assume that the sample of this research also has diverse cultural backgrounds, a minimum age of 18, and an approximately equal gender division. 11 participants indicated *WePublish* as their original employer and 17 selected *Publitas*.

Materials

The questionnaire consisted of multiple-choice questions. At first, the participants had to read an information letter, agree to the informed consent form, displayed in Appendix A, about the study's purpose, approximate time they would need to invest, and contact information of the researcher. All material has been approved by the Ethics committee of the Radboud University before the start of the data collection on the 14th of April 2023 (Approval code: ECSW-LT-2023-3-21-45905). The data was collected for two weeks, as the collection ended on the 28th of April 2023.

Measures

OCB. The dependent variable investigated in this survey is OCB. OCB was investigated with the 10-Item Short Version of the Organizational Citizenship Behavior Checklist (OCB-C) by Spector et al. (2010) (see Appendix B). On this 5-point Likert-scale, participants were asked to indicate how often they engaged in the certain behaviors in their present job. The answer possibilities were “never” [1], “once or twice” [2], “once or twice per month” [3], “once or twice per week” [4], and “every day” [5] on statements such as “Volunteered for extra work assignments”. The OCB-C was included in this study because it is a reliable and valid measure for the assessment of OCB (Spector et al., 2010). The scale has good internal consistency with an $\alpha = 0.80$ and $\alpha = 0.87$ in this study (Spector et al., 2010).

Person-Organization Fit (PO-fit). The PO-fit items established by Netemeyer et al. (1997), were used to measure PO-fit (see Appendix C). Participants were able to indicate on a 7-point Likert-scale, ranging from “strongly disagree” [1], over “disagree” [2], “somewhat disagree” [3], “neither agree nor disagree” [4], “somewhat agree” [5], “agree” [6] to “strongly agree” [7], how much they agree with four statements including “This organization has the same values as I do with regard to honesty”. The measure has a good validity and reliability, $\alpha = 0.89$ (Vilela, et al., 2008). In this study the reliability of the scale is good at $\alpha = 0.86$.

Growth Mindset (GM). GM was measured with the “Kind of Person” Implicit Theory Scale, established by Dweck, et al. (1995) (see Appendix D). Eight items, for instance “People can always substantially change the kind of person they are”, were responded to on a 6-point Likert-scale: “strongly agree” [1], “agree” [2], “somewhat agree” [3], “somewhat disagree” [4], “disagree” [5], and “strongly disagree” [6]. The scale has good reliability and validity with a Cronbach’s alpha of $\alpha = 0.90$, also in this study (Dweck, et al., 1995)

Organizational Commitment (OC). Based on the recommendation of previous literature, only the affective component of OC was investigated in this research (see Appendix E). For this purpose, the Affective Commitment Scale (ACS) by Alan and Meyer (1990) was used. In previous studies, this scale had a reliability of $\alpha = 0.60$ (Alam, 2011). However, for this study the scale was reliable with a Cronbach's Alpha of $\alpha = 0.77$. The six items, for instance "I really feel as if this organization's problems are my own", were answered on a 5-point Likert-scale: "strongly disagree" [1], "disagree" [2], "neither agree nor disagree" [3], "agree" [4], and "strongly agree" [5].

Organizational Transparency (OT). The scale measuring OT was developed by Dapko (2012) (see Appendix F). The Perceived Firm Transparency scale consists of seven items which are to be answered on a 7-point Likert-scale ranging from "strongly disagree" [1], over "disagree" [2], "somewhat disagree" [3], "neither agree nor disagree" [4], "somewhat agree" [5], "agree" [6] to "strongly agree" [7], on statements such as "This company is open with me." The scale is very reliable with an $\alpha = 0.93$ (Dapko, 2012). In this study the scale has a reliability of $\alpha = 0.88$.

Cultural Inclusion (CI). The 5-point Likert-scale by Lennox et al. (2022) consists of eight items (see Appendix G). This cultural inclusion scale investigates across different dimensions, including respect, trust, and rewards. It has a very good reliability with $\alpha = 0.91$ (Lennox, et al., 2022). In this study, the reliability of the scale was at $\alpha = 0.84$. Statements like "I always feel like I'm part of a team at work" were answered with the possibilities of "strongly disagree" [1], "disagree" [2], "neither agree nor disagree" [3], "agree" [4], and "strongly agree" [5].

Psychological Safety (PS). Many studies recommend using Edmonson's (1999) seven item scale to measure psychological safety at the workplace (see Appendix H). The 7-point Likert scale, ranging from "strongly disagree" [1], over "disagree" [2], "somewhat

disagree” [3], “neither agree nor disagree” [4], “somewhat agree” [5], “agree” [6] to “strongly agree” [7], is reliable in the current study, $\alpha = 0.73$, and previous research, $\alpha = 0.82$ (Carmeli, 2007). The participants answered statements such as “It is safe to take a risk on this team.”

Original employer. The international company Publitas had acquired the Dutch company WePublish in fall 2022. Regarding this recent merger, it has been decided to include one question about the original employer to identify and explain possible trends in the answers, because all priorly stated questions/statements were instructed to be answered about *Publitas*. To control for certain trends in the answers a question about the employees’ original employer was added at the end of the survey. The participants were asked “Who was your original employer?” with the answer possibilities of either “*Publitas*” [1] or “*WePublish*” [2].

Procedure

The link participants received directed them to the survey in Qualtrics^{XM}. After agreeing to the informed consent, they could proceed to the study. The beforementioned Likert-scales were summarized in multiple choice matrices. The 62 statements investigating the variables were divided over five matrices/pages. Thereafter, participants agreed to give their consent to have their data processed. If they indicated that they do not agree, their data was deleted from the research. Finally, participants were informed about the registration of their responses and thanked for their participation.

Data Analysis

Within the statistical program IBM SPSS (version 28) the data was analyzed. At first, all scales were inspected for reversed items. The OCB-C, Netemeyer’s PO-fit scale, Dapko’s transparency scale, the Cultural Inclusion scale, and Edmonson’s Psychological Safety scale

did not include any reversed items. On Dweck's Implicit Theory scale four of the eight items were reversed, so that a lower score on the scale indicated more growth-mindset-oriented thinking. Moreover, on the AOC three of the six items were reserved. Then, a higher score on this scale indicated a higher affection-driven commitment to the organization.

The data was screened for normality and nine unfinished responses were excluded from the research as the participants did not agree to give their consent for the data to be progressed at the end of the survey. This resulted in a sample size of $N = 33^2$. Considering the small sample size, a sensitivity analysis was conducted showing that a minimum effect size of $f^2 = 0.682$, is required to ensure predictions with a power of 80%. Thereafter, the screened data was analyzed using a hierarchical regression analysis. Firstly, considering the recent merger of the companies, it was controlled for the original employer. This was done to inspect for possible deviations in the scoring of the variables based on the original employer. Secondly, the relation between the six individual independent variables to the dependent variable, OCB, was analyzed.

Results

Descriptive Statistics

After analyzing the data in IBM SPSS, each variables' mean and standard deviation has been noted in Table 1. It is noteworthy that the variables PO-fit, OT, and CI scored quite high compared to the other variables.

² Of these 33 responses, the analysis was based on 27 responses as it was controlled for Original Employer in this study and six participants did not provide this information.

Table 1.*Mean and Standard Deviation of the Variables, N=27*

	Mean	Standard Deviation	Highest score possible
OCB	3.27	0.64	5
PO-fit	5.89	0.86	7
GM	3.94	0.81	6
OC	3.63	0.71	5
OT	6.03	0.66	7
CI	4.04	0.51	5
PS	3.99	0.90	7

The Durbin-Watson value proves the data is independent at 1.468. Therefore, the assumption of independence is confirmed. When inspecting for multicollinearity, it appeared that the factors OT and PO-fit are significantly, closely correlated, as shown in Table 2. Similarly, the results in Table 2 show CI and PO-fit, CI and OC, and OC and PO-fit are also closely correlated. However, considering a cutoff point at 0.8, it can be assumed that there is no multicollinearity. PS is least correlated to the other variables, closely followed by OCB and GM.

Table 2.*Pearson Correlations of the Variables, N=27*

	PO-fit	GM	OC	OT	CI	PS
OCB	0.13	-0.12	0.35*	0.03	0.02	0.13
PO-fit		0.36*	0.61**	0.79**	0.70**	0.05
GM			0.01	0.34*	0.26	0.07
OC				0.49**	0.66**	0.29
OT					0.42	0.10
CI						0.18

* Significance at the $p < .05$ level (1-tailed).** Significance at the $p < .01$ level (1-tailed).*** Significance at the $p < .001$ level (1-tailed).**Main Analysis**

Looking at original employer, it becomes clear that the first model of the hierarchical regression analysis is not significant, $R^2 = .04$, $F(1,25) = 1.146$, $p = .295$. The regression coefficient, as shown in Table 3, is not significant either. Thus, original employer is not correlated to OCB.

When considering the factors of the second model of the hierarchical regression analysis it shows that there is no significant change, ($R^2 = .35$), $F(6,19) = 1.491$, $p = .234$. The hypotheses' test results displaced in Table 3 indicate that OC has a significant association with OCB. However, besides OC, the results in Table 3 show that no other factor has a significant relationship with OCB within the sample.

Table 3.

Regression Coefficients of the Hierarchical Regression Analysis, Controlling for Employer,

N=27

		B	Beta	SE B	t	p
Model 1	Employer	-0.27	-0.21	0.25	-1.07	.295
Model 2	PO-fit	0.16	0.21	0.33	0.47	.641
	GM	0.02	0.02	0.17	0.10	.925
	OC	0.66	0.73	0.27	2.45	.024*
	OT	-0.57	-0.60	0.33	-1.72	.101
	CI	-0.64	-0.51	0.39	-1.65	.115
	PS	-0.01	-0.01	0.32	-0.05	.964

Note. B: Unstandardized B; *beta*: Standardized coefficients beta; SE B: Coefficients standard error; *t*: t-value; *p*: Significance (p-value).

* Correlation is significant at the $p < .05$ level.

Discussion

This study was conducted to answer its research question “What is the association of person-organization-fit, growth mindset, organizational commitment, organizational transparency, cultural inclusion, and psychological safety with organizational citizenship behavior?” To do so, the individual hypotheses will be discussed in the following.

The first hypothesis “PO-fit is positively associated with OCB” cannot be confirmed. Overall, *Publitas*’ employees feel like they fit very well to the organization. Nonetheless, the level of alignment of their values with the organization’s values does not associate with engaging in extra-role behavior. This contradicts with prior literature where an association has been identified among populations of Indonesian university students and bank employees

in India (Kaur & Kang, 2021; Margaretha & Wicaksana, 2020). The contradiction could be explained by the differing sample: At *Publitas* the employees work from all over the globe, completely remotely while in the earlier studies the students and bank employees were of one nationality and working at one location. Hence, the potential impact of cultural diversity as well as remote work has to be further researched.

Similarly to the first hypothesis, “Employee’s GM is positively associated with OCB” cannot be confirmed. Learning from mistakes and seeking feedback does not seem to motivate employees to exceed the organization’s expectations. Upon closer inspection, while prior research among hospitality staff and leaders has identified an association between GM and OCB, it can be assumed that due to the population differences the contradictions emerge (Tran & Choi, 2019; Özduran & Tanova, 2017). Previous research has been conducted mainly among Asian countries, while this study’s population consisted of a predominantly Western population. Hence, this can be an explanation for the lack of findings and needs to be further researched in the future.

The third hypothesis “OC is positively associated with OCB” can be confirmed. Being emotionally committed to *Publitas* is associated with engaging in positive behaviors that are not part of one’s job description. This is in line with prior research among employees in Indonesia and Poland (Purwanto, et al., 2021; Gregor-Planer, 2019). The presence of significant results despite the underpowered sample is noteworthy. It can be concluded that the amount of effort an employee puts into their work and their engagement in activities that go beyond what is expected from them are strongly associated.

The fourth hypothesis “OT is positively associated with OCB” cannot be confirmed. *Publitas’* transparent communication has not been found to be affiliated with employees engaging in extra-role activities. Prior research was predominantly conducted among leaders, which found that transparency is associated with OCB among leaders (Shie & Chang, 2022).

However, the association of transparent organizational communication with OCB in employees, which was investigated in this study, has not been researched before. However, considering the results of this study, it can be predicted that a larger sample would yield powerful results with a potentially significant relationship, as a trend is identified in the current data. Based on this study, no meaningful conclusions can be drawn about how transparent communication is associated with employees working beyond their job descriptions at *Publitas*.

Similarly, the fifth hypothesis “CI is positively associated with OCB” cannot be confirmed. Efforts to include employees from different cultural backgrounds have not been found to be connected to participating in extra activities that are not part of the employees responsibilities. However, the analysis, too, might yield more power with a larger sample resulting in potentially significant results on a replicative study as an association has been found in prior research (Caputo, et al., 2019; Khan & Jabeen, 2019). The contradiction in results to prior research can be based on the small sample size. Furthermore, the large cultural diversity as well as the remote way of working might have caused a deviation of the results when compared to prior research.

Lastly, the hypothesis “PS is positively associated with OCB”, as well, cannot be confirmed. Working in a place where it is safe to speak up and make mistakes, shows no association with engaging in more extra-role activities. These findings are contradicting with prior research (Durrah, 2022; Liu & Keller, 2021). This might be due to the remote working setting practiced at *Publitas*, as it requires different effort from team members to establish a setting of PS which may not have been fully addressed by the Edmondson’s scale from 1999 (Radu, et al., 2023). At *Publitas*, freely expressing themselves is not associated with employees performing beyond the job description.

In this study, only commitment was associated with engaging in extra activities. Assumably, the hypotheses' results' contradiction to prior research is mainly due to differences in the sample: Employees at *Publitas* work mostly remote from all over the globe, which provides many benefits but also causes several challenges, for instance cultural discrepancies and language barriers. These are large differences between the way of working but also cultural background when compared to prior studies where research has been conducted at on-site companies with employees of similar cultural backgrounds.

Additionally, after the merger, the *Publitas* employees consist of originally *Publitas* and originally *WePublish* employees. The merger happened less than half a year prior to the study, which might have had an impact on the data. It could have been interesting to know how the different employers impact the results. Different results in the two groups could have been canceling each other out, resulting in a non-significant result. However, it was not possible to test this in the current study due to practical implications.

Strengths, Limitations, and Future Research

This research has been based on a set of reliable scales to investigate the concepts which is a noteworthy strength. Moreover, the cultural diversity and remote setting form a unique sample that has not been investigated before. This research has shown light into potential differences to other samples of prior studies. Nonetheless, more in-depth research has to be performed in the future to draw conclusions from these first implications.

As mentioned before, the study is underpowered, and a larger sample size would be necessary to draw accurate conclusions about the findings and the associations between the variables. With the small sample size of this study, only very large effects were found. While commitment has a large effect. Other factors show a trend to be associated with OCB, but their link might not be detected as it is too small to identify with this underpowered sample. The results on the variables PO-fit, OT, and CI show such a trend of potential significance.

Hence, it is recommended to perform a replicative study with a larger population in future research.

Additionally, many prior studies call for the need to analyze differences among cultures on the variables. Here, it would also be interesting to analyze specially for this by controlling for nationality in the analyses. In this study, this was not feasible due to the small population at *Publitas*. Moreover, no information about the participants' nationality was collected to guarantee anonymity. At *Publitas* several employees do not share their nationality, thus, they could have been identified. Therefore, the decision was made not to ask for the participant's nationality. Thus, for the future it is suggested to analyze the differences among cultures in a replicative study at a different company which has more employees.

Practical Implications

It is recommended to focus on the variable that shows an association with OCB, namely OC, to draw practical implementations and give recommendations. Therefore, the focus lies on facilitating employees' commitment in order to increase their engagement in organizational activities.

One method to facilitate OC is described by Saadati et al. (2016). The authors suggest concentrating on supporting learning through educational facilities in order to increase efficiency, both on the functional and mental level. According to their research, this will increase job efficiency which will contribute to a larger commitment. While at *Publitas*, learning is encouraged, no concrete learning plans nor facilities, besides a possibility of a book subscription, are organized. It is suggested to consider budgeting for trainings and courses for employees to increase their professional and interpersonal skills related to their role and function within the company.

Recent research emphasizes the importance of procedural justice at a company for commitment and job performance (Ha & Lee, 2022). Hence, in order to be successful through employee performance and OCB, procedural justice plays a role (Ha & Lee, 2022).

Procedural justice is concerned with the perceived fairness of organizational matters, such as rewards and compensation (Ha & Lee, 2022). At *Publitas*, a compensation model fairly and transparently calculates the wage of every employee based on their location, job, and seniority level. Nonetheless, there is not yet a model set for recognizing employee performance with rewards. So far, only work-anniversaries are rewarded. Here, it can be considered to implement a reward-system to facilitate procedural justice, which promotes commitment.

References

- Ajzen, I. (1991). The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), 179-211. [https://doi.org/10.1016/0749-5978\(91\)90020-T](https://doi.org/10.1016/0749-5978(91)90020-T)
- Al-Jabari, B., & Ghazzawi, I. (2019). Organizational Commitment: A Review of the Conceptual and Empirical Literature and a Research Agenda. *International Leadership Journal*, 11(1).
- Alam, A. (2011). Evaluation of Allen and Meyer's Organizational Commitment Scale: A Cross-Cultural Application in Pakistan. *Journal of Education and Vocational Research*. 1. 80-86. <https://doi.org/10.22610/jevr.v1i3.13>.
- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of management journal*, 33(4), 847-858. <https://doi.org/10.5465/256294>
- Berggren, E., & Bernshteyn, R. (2007). Organizational transparency drives company performance. *Journal of management development*, 26(5), 411-417. <https://doi.org/10.1108/02621710710748248>
- Caputo, A., Ayoko, O. B., Amoo, N., & Menke, C. (2019). The relationship between cultural values, cultural intelligence and negotiation styles. *Journal of Business Research*, 99, 23-36. <https://doi.org/10.1016/j.jbusres.2019.02.011>
- Carmeli, A. (2007). Social capital, psychological safety and learning behaviours from failure in organisations. *Long range planning*, 40(1), 30-44. <https://doi.org/10.1016/j.lrp.2006.12.002>
- Croitoru, G., Florea, N. V., Ionescu, C. A., Robescu, V. O., Paschia, L., Uzlau, M. C., & Manea, M. D. (2022). Diversity in the workplace for sustainable company development. *Sustainability*, 14(11), 6728. <https://doi.org/10.3390/su14116728>

- Cui, H., Sun, R., Wang, Y., Lin, L., Duo, R., Li, Y., ... & Li, H. (2023). Investigation and influencing factors of the behavioral intention of nurses voluntarily participating in the care of disabled older adults. *International Journal of Nursing Sciences*.
<https://doi.org/10.1016/j.ijnss.2022.12.008>
- Dapko, J. (2012). Perceived Firm Transparency: Scale and Model Development. USF Tampa Graduate Theses and Dissertations. <https://digitalcommons.usf.edu/etd/4025>
- Davis, A. M. (2021). *Increasing Organizational Performance Through Employee Engagement, Leader Behavior, and an Inclusive Work Environment*. Cornerstone University.
- Durrah, O. (2022). Do we need friendship in the workplace? The effect on innovative behavior and mediating role of psychological safety. *Curr Psychol*.
<https://doi.org/10.1007/s12144-022-03949-4>
- Dweck, C. (2017). *Mindset-updated edition: Changing the way you think to fulfil your potential*. Hachette UK.
- Dweck, C. S., Chiu, C. Y., & Hong, Y. Y. (1995). Implicit theories and their role in judgments and reactions: A world from two perspectives. *Psychological Inquiry*, 6(4), 267-285.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), 350-383. <https://doi.org/10.2307/2666999>
- Edmondson, A. C., & Bransby, D. P. (2022). Psychological Safety Comes of Age: Observed Themes in an Established Literature. *Annual Review of Organizational Psychology and Organizational Behavior*, 10. <https://doi.org/10.1146/annurev-orgpsych-120920-055217>
- Erkutlu, H., & Chafra, J. (2016). Benevolent leadership and psychological well-being: The moderating effects of psychological safety and psychological contract breach. *Leadership*

& *organization development journal*, 37(3), 369-386. <https://doi.org/10.1108/LODJ-07-2014-0129>

Gast, A., Illanes, P., Probst, N., Schaninger, B., & Simpson, B. (2020, April 22). *Purpose: Shifting from why to how*. McKinsey&Company.

<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/purpose-shifting-from-why-to-how>

Grego-Planer, D. (2019). The relationship between organizational commitment and organization citizenship behaviors in the public and private sectors. *Psychology of Sustainability and Sustainable Development*, 11(22), 6395; <https://doi.org/10.3390/su11226395>

Ha, J. C., & Lee, J. W. (2022). Realization of a sustainable high-performance organization through procedural justice: the dual mediating role of organizational trust and organizational commitment. *Sustainability*, 14(3), 1259. <https://doi.org/10.3390/su14031259>

Han, S. J. & Stieha, V. (2020). Growth mindset for human resource development: a scoping review of the literature with recommended interventions. *Human Resource Development Review*, 19(3), 309-331. <https://doi.org/10.1177/1534484320939739>

Ibarra, H., & Rattan, A. (2018). Microsoft: Instilling a growth mindset. *London Business School Review*, 29(3), 50-53. <https://doi.org/10.1111/2057-1615.12262>

Indeed Editorial Team. (2023, February 4). *Organizational commitment: what it is and how to improve it*. Indeed. <https://www.indeed.com/career-advice/career-development/organizational-commitment#:~:text=What%20is%20organizational%20commitment%3F,rather%20than%20seek%20opportunities%20elsewhere>

- Herrity, J. (2022, October 1). *Guide on How to Write SMART Goals (With Examples)*.
Indeed. <https://www.indeed.com/career-advice/career-development/how-to-write-smart-goals>
- Jahangir, N., Akbar, M. M., & Haq, M. (2004). Organizational citizenship behavior: Its nature and antecedents. *BRAC University Journal*, 1(2), 75-85.
<http://hdl.handle.net/10361/517>
- Jiang, H., & Shen, H. (2020). Toward a relational theory of employee engagement: Understanding authenticity, transparency, and employee behaviors. *International Journal of Business Communication*, 0(0). <https://doi.org/10.1108/JCOM-07-2016-0055>
- Kaur, N., & Kang, L. S. (2021). Person-organisation fit, person-job fit and organisational citizenship behaviour: An examination of the mediating role of job satisfaction. *IIMB Management Review*, 33(4), 347-359. <https://doi.org/10.1016/j.iimb.2021.12.003>
- Khan, K. T., & Jabeen, S. (2019). Investigating the impact of workplace diversity on organizational citizenship behavior: the mediating role of inclusion. *Journal of Management and Research*, 6(2), 18-50. <https://doi.org/10.29145/jmr/62/060202>
- Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel psychology*, 54(1), 101-114. <https://doi.org/10.1111/j.1744-6570.2001.tb00087.x>
- Lennox, R., Herlihy, P. A., Sharar, D. A., & Robey, M. (2022). Construction and Validation of a Short Inclusion Scale. *The Journal of Total Rewards*.
<http://hdl.handle.net/10713/18577>
- Liu, Y., Combs, J. G., Ketchen Jr, D. J., & Ireland, R. D. (2007). The value of human resource management for organizational performance. *Business horizons*, 50(6), 503-511.
<https://doi.org/10.1016/j.bushor.2007.07.002>

- Liu, Y., & Keller, R. T. (2021). How Psychological Safety Impacts R&D Project Teams' Performance: In a psychologically safe workplace, R&D project teams perform better, more readily share knowledge and engage in organizational citizenship behavior, and are less likely to leave. *Research-Technology Management*, 64(2), 39-45.
<https://doi.org/10.1080/08956308.2021.1863111>
- Ma, E., Hsiao, A., Gao, J., & Vada, S. (2020). Inspiring good soldiers cross-culturally through the lens of the theory of planned behavior—which works best, norms or behavioral control?. *Journal of Hospitality and Tourism Management*, 45, 99-112.
<https://doi.org/10.1016/j.jhtm.2020.07.014>
- Margaretha, M., & Wicaksana, A. (2020). The Relationship between person organization fit toward organizational commitment and organizational citizenship behavior: experiences from student activity organization members. *International Journal of Management Science and Business Administration*, 6(3), 43-49. <http://dx.doi.org/10.18775/ijmsba.1849-5664-5419.2014.63.1004>
- Morley, M. J. (2007). Person-organization fit. *Journal of managerial psychology*, 22(2), 109-117. <https://doi.org/10.1108/02683940710726375>
- Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of marketing*, 61(3), 85-98. <https://doi.org/10.1177/002224299706100306>
- O'Donovan, D. (2018). Diversity and Inclusion in the Workplace. *Organizational behaviour and human resource management: A guide to a specialized MBA course*, 73-108.
https://doi.org/10.1007/978-3-319-66864-2_4
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance*, 10(2), 85–97. https://doi.org/10.1207/s15327043hup1002_2

- Özduran, A., & Tanova, C. (2017). Coaching and employee organizational citizenship behaviours: The role of procedural justice climate. *International Journal of Hospitality Management*, *60*, 58-66. <https://doi.org/10.1016/j.ijhm.2016.10.004>
- Purwanto, A., Purba, J. T., Bernarto, I., & Sijabat, R. (2021). Effect of transformational leadership, job satisfaction, and organizational commitments on organizational citizenship behavior. *Inovbiz: Jurnal Inovasi Bisnis*, *9*(1), 61-69. <https://doi.org/10.35314/inovbiz.v9i1.1801>
- Radu, C., Deaconu, A., Kis, I. A., Jansen, A., & Mişu, S. I. (2023). New Ways to Perform: Employees' Perspective on Remote Work and Psychological Security in the Post-Pandemic Era. *Sustainability*, *15*(7), 5952. <https://doi.org/10.3390/su15075952>
- Saadati, M., Saadati, A., Asghari, A., Golkhatmi Bidgoli, M., Ghodsi, A., & Golkhatmi Bidgoli, A. (2016). The relationship between perceived organizational justice, organizational commitment and job satisfaction. *Health, Spirituality and Medical Ethics*, *3*(1), 10-17. <http://jhsme.muq.ac.ir/article-1-57-en.html>
- Saadat, V., & Saadat, Z. (2016). Organizational learning as a key role of organizational success. *Procedia-Social and Behavioral Sciences*, *230*, 219-225. <https://doi.org/10.1016/j.sbspro.2016.09.028>
- Shie, E. H., & Chang, S. H. (2022). Perceived principal's authentic leadership impact on the organizational citizenship behavior and well-being of teachers. *SAGE Open*, *12*(2), 21582440221095003. <https://doi.org/10.1177/21582440221095003>
- Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *Journal of Applied Psychology*, *95*(4), 781-790. <http://dx.doi.org/10.1037/a0019477>

- Toledo-López, A., Díaz-Pichardo, R., Jiménez-Castañeda, J. C., & Sánchez-Medina, P. S. (2012). Defining success in subsistence businesses. *Journal of Business Research*, 65(12), 1658-1664. <https://doi.org/10.1016/j.jbusres.2012.02.006>
- Torlak, N. G., Kuzey, C., Sait Dinç, M., & Budur, T. (2021). Links connecting nurses' planned behavior, burnout, job satisfaction, and organizational citizenship behavior. *Journal of Workplace Behavioral Health*, 36(1), 77-103. <https://doi.org/10.1080/15555240.2020.1862675>
- Tran, T. B. H., & Choi, S. B. (2019). Effects of inclusive leadership on organizational citizenship behavior: the mediating roles of organizational justice and learning culture. *Journal of Pacific Rim Psychology*, 13, e17. <https://doi.org/10.1017/prp.2019.10>
- Vilela, B. B., González, J. A. V., & Ferrín, P. F. (2008). Person-Organization Fit, Ocb And Performance: An Empirical Investigation In The Spanish Sales Context. *Industrial Marketing Management*, 37, 1005-1019.
- Walker, E., & Brown, A. (2004). What success factors are important to small business owners?. *International small business journal*, 22(6), 577-594. <https://doi.org/10.1177/0266242604047411>
- Yeager, D. S., & Dweck, C. S. (2020). What can be learned from growth mindset controversies? *American Psychologist*, 75(9), 1269-1284. <https://doi.org/10.1037/amp0000794>

Appendix A. Information Letter and Informed Consent

Information Letter

for participation in scientific research Predictors of Organizational Citizenship Behavior in the Framework of the Theory of Planned Behavior

Aim of the research

This study is conducted by Marie Theres Klinge, an Intern at Publitas/WePublish and a Psychology Master student of the Radboud University, Nijmegen, Netherlands. The study will be performed within the Master program Work, Health, and Organization. The supervisor of this thesis project is Tirza van Noorden, lecturer at the Radboud University.

The research aims to investigate how six antecedents of Organizational Citizenship Behavior can explain whether employees engage in this kind of extra-role behavior. Therefore, the following research question is formulated: What is the impact of perceived-person-organization fit, growth mindset, organizational commitment, organizational transparency, cultural inclusion, and psychological safety on organizational citizenship behavior?

As a participant you are asked to fill out a number of questions which conceptualize the above-mentioned variables. On a 5/6/7-point scale, you will be asked to indicate on several questions how much you agree with certain statements. There are no risks to consider when participating in this study. It is expected that participation in the study takes a maximum of 15 minutes.

The researchers conducting this study stick to the ethical guidelines as specified by the Light Track of the Ethics Committee Social Sciences (ECSS) of the Radboud University.

Use of your personal data

The data for this study are collected anonymously. No personal data is collected.

Confidentiality of your data and data processing

The information you provide for the current research purposes is treated with the utmost care and is accessible to authorized staff only. In addition, the research data are accessible to the teacher(s) of these student and the examiners of the course for which this study is conducted.

In order to safeguard your privacy, data will be collected anonymously. This means that no individual can be tracked down based on the responses in the survey. Since the current study is completely anonymous, your data cannot be related back to you. Withdrawing your consent is therefore possible at the end of the survey by indicating this in the final question.

Retention period of your data

The research data that are collected in this study will be saved by the student-researcher for the University course in which they conduct this study. The research data will be kept by the student-researchers until the course for which they conduct this study is completed. After that, the anonymous research data will be deleted by the student-researchers from their own storage. Data will be sent to the University supervisor and the program Psychology at Radboud University, where the research data is held for education purposes (for example, appraisal, verification, and audits). The consent form signed by you will be kept by the Radboud University for 10 years upon completion of the research. Your anonymous research data will be stored for 10 years after the research has been completed.

Right of access by supervisory authorities to inspect the research's compliance with ruling guidelines

Some persons and organizations must have access to your personal and research data. This is

necessary in order to test whether the research has been carried out properly and reliably. These persons and supervisory authorities inspecting your data for verification include authorized persons within Radboud University (for example the university supervisor, examiners, dean, director, or data officer) and (inter) national supervisory authorities (for example the Dutch Data Protection Authority and the Netherlands Board on Research Integrity). They are held to inspecting your data on a strictly confidential basis. You will be asked to grant permission for this access. If you refuse to do so, you cannot participate in the study.

Additional information on your rights regarding the processing of your personal data

Radboud University is responsible for compliance with the General Data Protection Regulation (GDPR) when processing your personal data. The researcher ensures that your privacy and the conditions attached to it are safeguarded and he/she adheres to the Dutch code of conduct for scientific integrity and university policy regarding the storage and management of personal and research data when conducting this research. You have the right to withdraw your consent for the processing of your personal data till the end of the survey. Your personal data will then be deleted. You can find the Radboud University Privacy Statement at: <https://www.ru.nl/english/vaste-onderdelen/privacy-statement-radboud-university/>. If you have any questions about your privacy, please contact the Privacy Officer Faculty of Social Sciences (P.Janssen@socsci.ru.nl). For general questions, please contact the office of the Data Protection Officer of Radboud University via privacy@ru.nl. More information about your rights in the processing of your personal data can be found at <https://www.ru.nl/privacy/english/protection-personal-data/data-subjects-rights/> and on the website of the Dutch Data Protection Authority (<https://autoriteitpersoonsgegevens.nl/en>).

Voluntary participation

We now ask you to consider whether you want to participate in this study. Your participation in this study is entirely voluntary. If you decide not to participate, there will be no adverse consequences. If during the participation, you wish to withdraw your agreement and terminate your participation, you have every right to do so at all times. Again, there will be no adverse consequences for you and participation is entirely on a voluntary basis (there will be no remuneration). We now ask you to take some time and think about participating first. If you decide you do not want to participate in this study, we thank you for your time.

Contact information

If you have any questions, comments, or concerns about this study, please contact the researcher responsible:

Marie Theres Klinge, marie.klinge@ru.nl, +4915155555573

If you have any questions, comments, or concerns regarding this study, please contact the responsible researcher. If you have questions, comments, or concerns you feel uncomfortable sharing with the responsible researcher, you can contact the coordinator of the master Work Organization and Health psychology at Radboud University, Brigitte Claessens: Brigitte.claessens@ru.nl.

With kind regards,

Marie Theres Klinge, marie.klinge@ru.nl
Radboud University

Informed Consent

Please read the information below stated in the Information Letter. By clicking on it you can read about this research and after, give your consent at the bottom of this page.

Consent for participation in scientific research: Predictors of Organizational Citizenship Behavior in the Framework of the Theory of Planned Behavior

Thank you for your willingness to participate in this study. This research examines predictors of Organizational Citizenship Behavior. You will be asked to fill in multiple-choice questions. It will take approximately 10 minutes to complete this questionnaire. There are no right or wrong answers. Choose the one you believe fits you the best. You have the right to withdraw from the research at any time without stating your reasons. The questionnaire will be saved by the programme Qualtrics. The collected data and the information you provide will be anonymized and cannot be traced back to you. No information about your identity will be collected or retained. The information you provide will be used in order to investigate the purpose of the study. The information will not be disclosed to third parties outside the research team. If you have any questions about this research please contact Marie Theres Klinge (marie.klinge@ru.nl).

I herewith confirm that:

- I have been satisfactorily informed of the study in writing.
- I have read the written information.
- I have been given the opportunity to ask questions about the study.
- My questions have been answered satisfactorily.
- I have been given ample opportunity to think carefully about participating in the study.
- I participate in the study entirely on a voluntary basis.

I understand that:

- I have the right to withdraw my consent at the end of the study without having to state reasons and without fear of adverse consequences.
- I have the right to have my personal and/or research data deleted at the end of the questionnaire.
- My personal data are processed in accordance with the applicable European privacy regulations.
- My personal data are processed in accordance with the [privacy statement of Radboud University](#).
- The questionnaires used are not medical/clinical tests, but the researchers nonetheless have an obligation to inform me about scores that may be of personal clinical interest.

I agree that:

- My research data within this research will be obtained for scientific purposes and will be available for verification, reuse, and replication for 10 years.
- The signed consent form with my personal data is kept for 10 years.
- Supervisory authorities may inspect my personal and research data for the purpose of auditing the research.

By clicking the button below, I confirm that I have read and agree with the information stated in the information letter and informed consent.

- I agree to participate in this research.

Appendix B

Organizational Citizenship Behavior Checklist (OCB-C)

1. Took time to advise, coach, or mentor a co-worker.
2. Helped co-worker learn new skills or shared job knowledge.
3. Helped new employees get oriented to the job.
4. Lent a compassionate ear when someone had a work problem.
5. Offered suggestions to improve how work is done.
6. Helped a co-worker who had too much to do.
7. Volunteered for extra work assignments.
8. Worked weekends or other days off to complete a project or task.
9. Volunteered to attend meetings or work on committees on own time.
10. Gave up meal and other breaks to complete work.

Reference. Spector, P. E., Bauer, J. A., & Fox, S. (2010). Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *Journal of Applied Psychology, 95*(4), 781-790.
<http://dx.doi.org/10.1037/a0019477>

Appendix C

Person-Organization Fit Items

1. I feel that my personal values are a good fit with this organization.
2. This organization has the same values as I do with regard to concern for others.
3. This organization has the same values as I do with regard to honesty.
4. This organization has the same values as I do with regard to fairness.

Reference. Netemeyer, R. G., Boles, J. S., McKee, D. O., & McMurrian, R. (1997). An investigation into the antecedents of organizational citizenship behaviors in a personal selling context. *Journal of marketing*, 61(3), 85-98. <https://doi.org/10.1177/002224299706100306>

Appendix D

Growth Mindset. “Kind of Person” Implicit Theory Scale

1. The kind of person someone is, is something very basic about them and it can't be changed very much.
2. People can do things differently, but the important parts of who they are can't really be changed.
3. Everyone, no matter who they are, can significantly change their basic characteristics. (R)
4. As much as I hate to admit it, you can't teach an old dog new tricks. People can't really change their deepest attributes.
5. People can always substantially change the kind of person they are. (R)
6. Everyone is a certain kind of person, and there is not much that can be done to really change that.
7. No matter what kind of person someone is, they can always change very much. (R)
8. All people can change even their most basic qualities. (R)

Reference. Dweck, C. S., Chiu, C. Y., & Hong, Y. Y. (1995). Implicit theories and their role in judgments and reactions: A world from two perspectives. *Psychological Inquiry*, 6(4), 267-285.

Appendix E

Organizational Commitment: Affective Commitment Scale Items: Part of the OC scale of Alan and Meyer

1. I would be very happy to spend the rest of my career in this organization.
2. I really feel as if this organization's problems are my own.
3. I do not feel like "part of my family" at this organization (R).
4. I do not feel "emotionally attached" to this organization (R).
5. This organization has a great deal of personal meaning for me.
6. I do not feel a strong sense of belonging to this organization (R).

Reference. Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of management journal*, 33(4), 847-858. <https://doi.org/10.5465/256294>

Appendix F

Firm Transparency Scale

1. This company is willing to share information with me even when it may make the company look bad.
2. This company provides me with a learning opportunity about itself.
3. This company enables me to know what it's doing.
4. This company is willing to explain its decisions to me.
5. This company is willing to share just about any information I request from it.
6. This company wants me to understand what it is doing.
7. This company is open with me.

Reference. Dapko, Jennifer, "Perceived Firm Transparency: Scale and Model Development" (2012). USF Tampa Graduate Theses and Dissertations.
<https://digitalcommons.usf.edu/etd/4025>

Appendix G

Cultural Inclusion Scale

1. I know I can trust this organization (trust)
2. People are valued as individuals by the organization (value indiv. attributes)
3. My opinions matter to the organization (PWE)
4. I have access to new opportunities (access)
5. The organization distributes recognitions fairly (rewards)
6. I think the organization recognizes diversity (culture)
7. I feel respected by the organization (respect)
8. I always feel like I'm part of a team at work (social)

Reference. Lennox, R., Herlihy, P. A., Sharar, D. A., & Robey, M. (2022). Construction and Validation of a Short Inclusion Scale. *The Journal of Total Rewards*.
<http://hdl.handle.net/10713/18577>

Appendix H

Psychological Safety

1. If you make a mistake on this team, it is often held against you.
2. Members of this team are able to bring up problems and tough issues.
3. People on this team sometimes reject others for being different.
4. It is safe to take a risk on this team.
5. It is difficult to ask other members of this team for help.
6. No one on this team would deliberately act in a way that undermines my efforts.
7. Working with members of this team, my unique skills and talents are valued and utilized.

Reference. Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), 350-383. <https://doi.org/10.2307/2666999>