

Impact of organizational structure and commitment on organizational citizenship behavior: Insights from the IT sector



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Abstract Organizational commitment and organizational structure are the keys to enhancing organizational citizenship behavior. The behavior that an employee willingly participates in that supports organizational effectiveness is referred to as organizational citizenship behavior. However, organizational commitment helps the organization greatly because it lowers absenteeism and turnover rates and increases productivity further by boosting organizational citizenship behavior. Organizational commitment has a favorable impact on employees' behavior. The present study considered organizational structure, continuance commitment, normative commitment, and affective commitment to be predictors of organizational citizenship behavior. The study adopted an explanatory research design. This study used primary data sources and collected data from IT employees through a systematic questionnaire survey in the Chennai zone by using a nonprobability convenience sampling technique. A sample size of 384 is considered for the larger population. Multiple regression statistical analysis and correlation were the statistical techniques applied to identify the relationships and effects among the variables. The statistical inferences revealed that the organizational commitment and organizational structure dimensions have significant effects on organizational citizenship behavior. Therefore, it is important to utilize appropriate and efficient techniques to strengthen employees' organizational citizenship behavior and dedication. In the future, researchers will introduce more predictors that influence OCB for additional investigations.

Keywords: organizational commitment, organizational citizenship behavior, organizational structure, prosocial behavior

1. Introduction

Employee actions that benefit the company but are not subject to official regulations are referred to as organizational citizenship behavior. Like a citizen of a state, an employee who feels that he or she is a "citizen" of the company voluntarily acts in ways that benefit the company as a whole as well as their coworkers. The essential quality shared by all of these behaviors is that the person doing them has no expectation of benefiting herself. In today's increasingly complicated and rapidly expanding business, it is imperative that a large number of employees exhibit behaviors that extend beyond the formal boundaries of tasks. This can have a large impact on a company's chances of success in such a competitive global market. Based on their objectives, organizations must develop an effective organizational structure. This structure must also be updated on a regular basis to account for changes in the environment. Economic and technical advancements have made this vital. Moreover, it speeds up social change and boosts productivity both inside and outside of organizations. According to this viewpoint, organizational structure has a significant impact on employee behavior, both individually and collectively, and is essential for accomplishing corporate goals.

Structural aspects have an unavoidable impact on the effectiveness of groups, organizations, and individual personnel. Thus, when creating their organizations, administrators should take the organizational structure into account. The interaction between occupations, tasks, systems, operational processes, groups, and individuals to achieve goals is outlined in an organization's structure. According to Monavarian et al. (2007), organizational structure is a set of protocols for assigning tasks to certain roles and responsibilities and effectively managing them. The organizational structure is used to divide, organize, and coordinate organizational activities. Organizations use structures to control employee behavior, coordinate tasks, and arrange work-related elements (Rezayian and Bagheri, 2017). Proactive service staff are crucial in the fiercely competitive world of the service sector, where service providers need to be quick and effective in offering top-notch services (Fulford and Enz, 1995). Katz (1964) proposed the term "organizational citizenship behavior" for the first time for extrarole behavior. The total concept of OCB was then introduced by Smith et al. in 1983. According to Organ (1988), OCB is also known as "the good soldier syndrome". In organizational behavior (OB), other synonyms for this idea are referred to as pro-social OB, civic OB, organizational spontaneity, contextual performance, etc. (Somech and Zahavy, 2004). Discretionary action taken by an individual who exceeds the requirement of the function in an organization is anticipated to create organizational benefits (Organ, 1988). The extrarole actions that employees take outside of their assigned formal responsibilities represent



organizational citizenship behavior. These actions are not directly or openly recognized by the official award system, yet they are known to affect organizational performance. Since neither formal employee role requirements nor a contractual guarantee of compensation can be used to support organizationally advantageous behaviors and gestures, they are referred to as OCBs (Somech and Ran, 2007).

According to Somech and Zahavy (2004), OCB is an employee's voluntary behavior that is not needed as part of the job. OCB is a type of work behavior that has not been taken into account when hiring employees. According to Blakely et al. (2005), OCB supports the psychological and social context of an organization. OCB refers to activities that are not viewed as organizational requirements but are beneficial and supportive to the organization. Employees are neither compensated nor rewarded for this prosocial behavior. However, these actions result in rewards later. OCB is an individual employee's voluntary behavior; it is not considered an official responsibility, and the absence of reward and psychological and prosocial justifications for this behavior creates organizational benefits. There are two basic categories for the determinants of OCB: organizational characteristics and individual characteristics (Podsakoff et al., 2009). Workplace attitude, personal beliefs, job perception, personal dedication to the job, emotional state, level of fairness in organizational interactions, management, and organizational support are important individual drivers. Organizational interactions, human resource practices, organizational structure, and organizational culture are important organizational factors of organizational citizenship behavior (OCB). The kind of organizational structure is one of the key elements influencing OCB. The three pillars of OCB are obedience, loyalty, and participation. The five key components of OCB are civic virtue, civility, sportsmanship, conscientiousness, and altruism (Organ, 1988).

2. Theoretical Background and Literature Review

A culture of transparency, cooperation, trust, and collaboration that is centered on employee empowerment, respect for one another, accountability, and the greater good is supported in organizations. According to this perspective, it is crucial to prioritize enhancing employees' civic engagement and organizational citizenship behavior to accomplish organizational objectives. In regard to customer service in the information technology industry, a good corporate citizen is someone who goes above and beyond the call of duty to help customers with their concerns. Employees who exhibit these traits go above and beyond what is necessary to contribute. This tendency has been referred to as organizational citizenship or prosocial behavior by academics such as Organ et al. (1994). This behavior is impulsive, happens without considering potential future benefits, and results from a personal decision. Organ (1988) asserts that a worker who demonstrates organizational citizenship behavior is a devoted soldier who increases the productivity of the business. Social exchange theory (Blau, 1968) states that employees' views of various points of view are influenced by the organizational structure. This theory contributes to our knowledge of the reciprocal relationships that exist between employees and the organizations they work for by describing long-term interactions among social entities. SET, rather than economic exchange theory, focuses on long-term sociopsychological exchanges in this reciprocal partnership. According to SET, any action performed by one will elicit a response from both parties. A person may receive a response in an exchange connection from an organization or from other individuals (such as a manager or coworker).

Certain structural characteristics prompt certain organisations to operate more equitably. The exploration of the relationship between commitment and organisational citizenship behavior was grounded in social exchange theory. According to Homans' (1958) writings, human interactions can be viewed as an exchange of benefits, whether tangible or intangible. Actions reliant on positive responses from others are termed social exchanges (Emerson, 1976). The aim of such interactions is to establish mutual dependence and satisfaction through reciprocal actions. If an individual perceives that repeating an action would benefit them, they are inclined to do so again.

According to Muchinsky (2007), organizational commitment is defined as employees' devotion to their employer. Organizational commitment is said to develop when the individual and the organization foster a greater desire to maintain their working connection, according to Meyer and Allen 1991. According to Mathieu and Zajac (1990), the commonality among the many metrics and definitions is that they all view it as a relationship between the individual and the organization. An employee's willingness to remain with the company and take part in its activities determines how loyal they are.

Organisational commitment is the result of a worker's emotional attachment to his or her position. Three elements make up the organisational commitment model developed by Meyer and Allen (1991). There are three categories of commitment: emotive, necessary, and moral. Affective commitment is correlated with emotional attachment, and it results in an emotional orientation toward the organization. Its sense of fulfillment leads it to be resistant to a possible career shift. These employees understand that, in some sense, working for that particular company is suitable.

Fundamental and necessary commitment is linked to the reciprocity that develops between the employee and the organization. The cost incurred in the event that they leave the company will decide this. The workers are conscious of the time and effort they have invested in the company, and they frequently worry about losing their position of seniority and the benefits or remuneration that come with it. Moral commitment is the duty an employee feels to stay with the company. Organizational citizenship is correlated with both moral and affective commitments.

A worker who has a strong moral conviction will feel compelled to give the company their all with great loyalty. They believe that doing this is their responsibility and obligation. Employee conduct that is advantageous to the operation of the organization but is not specified in a specific job description or covered by an employee contract is known as an OCB. Employees participate without expecting compensation because they want to help their organization and their coworkers (Glinska – Newes and Szostek, 2018). The following categories of OCBs are listed in the literature: civic virtue, individual initiative, self–development, organizational compliance, sportsmanship, organizational loyalty, and helping behavior (Organ et al., 2005). OCB is thought in terms of two aspects: intensity and frequency. The frequency component has to do with how frequently and how many employees engage in this behavior. The qualitative aspect of the degree of employee dedication to OCB and the nature of this behavior have been taken into account when determining intensity. The literature lists different aspects of how civic behavior appears in organizations. Various studies have shown that organizational commitment affects organizational citizenship behavior and that organizational structure affects organizational citizenship behavior. There are only a few studies that link the factors of organisational structure and organisational citizenship behavior, such as Naqshbandhi and Sharan Kaur (2013) and Donglong et al. (2020). Prior studies that have examined the relationship between organisational commitment and organisational citizenship behavior include Prasteio et al. (2015), Khaola and Sebotsa (2015), Thomsen et al. (2016), Tan et al. (2019), Bimantara et al. (2022), Sumarsi et al. (2022), and Merdiaty et al. (2023), among others. There are few studies establishing a connection between the factors of organisational commitment, organisational citizenship behavior, and organisational structure in the Indian IT industry. Therefore, in the Indian IT sector, this study aimed to establish a relationship between the variables of organisational commitment, organisational citizenship conduct, and organisational commitment.

3. Research Methodology

The current study examined organisational structure, continuity commitment, emotional commitment, and normative commitment as determinants of organisational citizenship behavior after reviewing the material that had already been published. The study's framework is depicted in the diagram below. This study contributes to the understanding of the relationships between predictor variables, such as affective, normative, and continuous commitment, and the outcome variable, organisational citizenship conduct. Thus, an explanatory research strategy was used in the study. The study used primary data sources and employed a nonprobability convenience sampling strategy to gather data from IT workers in the Chennai zone using a systematic questionnaire survey. For the larger population, a sample size of 384 is taken into account (Krejcie and Morgan, 1970). A total of 384 valid questionnaires were selected from the 400 that were sent for use in the data collection process. The questionnaire's items were taken from previously published research studies. The statistical methods used to determine the cause and impact of the variables are correlation and multiple regression statistical analysis.

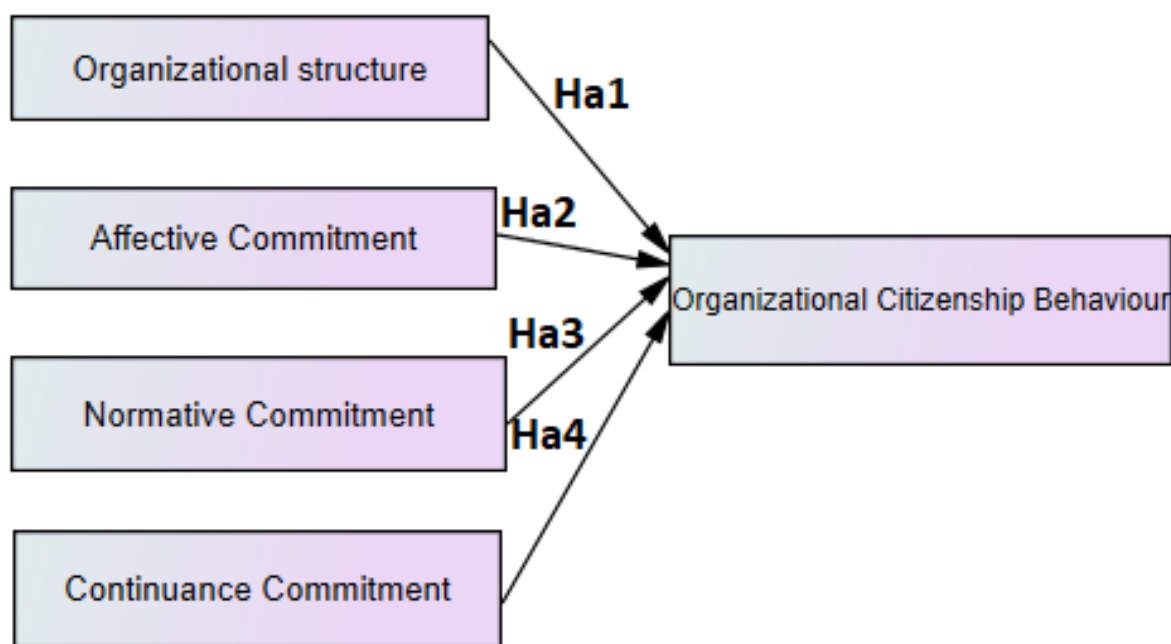


Figure 1 Conceptual Framework.

4. Results and Discussion

4.1. Testing the first hypothesis

Ha1: Organizational structure has a significant effect on organizational citizenship behavior

At the 1% significance level, the correlation table above reveals a significance value of .000 and an r value of .495, indicating a positive association between organisational citizenship behavior and organisational structure. The regression model demonstrates a good fit and substantial variability, as evidenced by the highest F value of 124.108 and a P value of .000 in the ANOVA table above. Moreover, at the 1% significance level, the regression t test value from Table 11.140 (> 1.96) suggests that organisational citizenship behavior is significantly influenced by organisational structure.

Table 1 Correlations.

		Organizational Structure	Organizational Citizenship Behavior
Organizational Structure	Pearson Correlation	1	.495**
	Sig. (2-tailed)		.000
	N	384	384
Organizational Citizenship Behavior	Pearson Correlation	.495**	1
	Sig. (2-tailed)	.000	
	N	384	384

Table 2 ANOVA^a.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.105	1	47.105	124.108	.000 ^b
	Residual	144.988	382	.380		
	Total	192.094	383			

- a. Dependent Variable: Organizational Citizenship Behavior
- b. Predictors: (Constant), Organizational Structure

Table 3 Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.031	.174		11.668	.000
	Organizational Structure	.483	.043	.495	11.140	.000

Dependent Variable: Organizational Citizenship Behavior

4.2 Testing the second hypothesis

Ha2: Affective commitment has a significant effect on organizational citizenship behavior.

The significance value of .000 with an r value of .416 from the above correlation table indicated that there is a positive relationship between affective commitment and OCB at the 1% level of significance. It has been inferred from the above ANOVA table that the regression model is a fit and significant amount of variance, with the highest F value of 79.993 and a P value of .000. The regression t–test value from Table 8.944 > 1.96 indicates that affective commitment has a significant effect on OCB at the 1% level of significance.

Table 4 Correlations.

		Affective Commitment	Organizational Citizenship Behavior
Affective Commitment	Pearson Correlation	1	.416**
	Sig. (2-tailed)		.000
	N	384	384
Organizational Citizenship Behavior	Pearson Correlation	.416**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Table 5 ANOVA^a.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.260	1	33.260	79.993	.000 ^b
	Residual	158.833	382	.416		
	Total	192.094	383			

- a. Dependent Variable: Organizational Citizenship Behavior
- b. Predictors: (Constant), Affective Commitment



Table 6 Coefficients.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.428	.172		14.117	.000
	Affective Commitment	.376	.042	.416	8.944	.000

a. Dependent Variable: Organizational Citizenship Behavior

4.3 Testing the third hypothesis

Ha3: Normative commitment has a significant effect on organizational citizenship behavior

According to the correlation table above, there is a positive correlation between normative commitment and organisational citizenship behavior at the 1% significance level. This is evidenced by the significance value of .000 and the r value of .388. The regression model is well fitted and exhibits a high degree of variability, as indicated by the preceding ANOVA table. This table also displays the highest F value (67.534) and P value (.000). Moreover, at the 1% significance level, the regression t test value from the coefficient table (8.218) > 1.96 suggests that normative commitment significantly influences OCB.

Table 7 Correlations.

		Normative Commitment	Organizational Citizenship Behavior
Normative Commitment	Pearson Correlation	1	.388**
	Sig. (2-tailed)		.000
Organizational Citizenship Behavior	N	384	384
	Pearson Correlation	.388**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Table 8 ANOVA^a.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.859	1	28.859	67.534	.000 ^b
	Residual	163.235	382	.427		
	Total	192.094	383			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Normative Commitment

Table 9 Coefficients^a.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.311	.201		11.511	.000
	Normative Commitment	.406	.049	.388	8.218	.000

a. Dependent Variable: Organizational Citizenship Behavior

4.4. Testing the fourth hypothesis

Ha4: Continuance commitment has a significant effect on organizational citizenship behavior

The significance value of .000 and the r value of .443 in the aforementioned correlation table indicate a positive association between OCB and continuance commitment at the 1% significance level. The regression model is well fitted and demonstrates a considerable amount of variance, as observed in the preceding ANOVA table, which also exhibits the highest F value (93.294) and P value (.000). Additionally, at the one percent significance level, continuance commitment is shown to have a significant impact on organizational citizenship behavior. This is supported by the regression t test value from the coefficient table, where 9.645 > 1.96.

4.5. Model summary

The model summary table above elucidates the overall predictability of the model. The predictor variables in the left-hand equation (organisational structure, affective commitment, normative commitment, and continuance commitment) account for 52% of the variance in the outcome variable (organisational citizenship behavior) among IT sector employees, as indicated by the adjusted R squared value of 0.525. Hence, it is widely acknowledged that several other factors influence corporate citizenship behavior in the IT industry.



Table 10 Correlations.

		Continuance Commitment	Organizational Citizenship Behavior
Continuance Commitment	Pearson Correlation	1	.443**
	Sig. (2-tailed)		.000
	N	384	384
Organizational Citizenship Behavior	Pearson Correlation	.443**	1
	Sig. (2-tailed)	.000	
	N	384	384

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

Table 11 ANOVA^a.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.618	1	37.618	93.024	.000 ^b
	Residual	154.476	382	.404		
	Total	192.094	383			

a. Dependent Variable: Organizational Citizenship Behavior
 a. Predictors: (Constant), Continuance Commitment

Table 12 Coefficients^a.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.273	.176		12.933	.000
	Continuance Commitment	.409	.042	.443	9.645	.000

a. Dependent Variable: Organizational Citizenship Behavior

The organisational commitment and structure have a major impact on organisational citizenship behavior in the IT industry, as shown by the analysis of the above coefficient table. The organisational structure to determine organisational citizenship behavior has the next highest effect, with a t value of 6.090 and standardized coefficient beta of .339; continuous commitment is next, with a t value of 2.507 and standardized coefficient beta of .145 on organisational citizenship behavior; and normative commitment has the least effect, with a t value of 2.405 and standardized coefficient beta of .141 on organisational citizenship behavior. The strongest effect is held by affective commitment.

Table 13 Model Summary.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 ^a	.525	.519	.41815

a. Predictors: (Constant), Organizational Structure, Affective Commitment, Normative Commitment, Continuance Commitment

Table 14 ANOVA^a.

	df	Mean Square	F
	4	18.506	59.404
	379	.312	
	383		

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Organizational Structure, Affective Commitment, Normative Commitment, Continuance Commitment

Table 15 Coefficients^a.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.697	.218		3.197	.002
	Affective Commitment	.282	.045	.313	6.275	.000
	Normative Commitment	.127	.051	.141	2.405	.019
	Continuance Commitment	.131	.052	.145	2.507	.013
	Organizational Structure	.330	.054	.339	6.090	.000

a. Dependent Variable: Organizational Citizenship Behavior



Based on statistical inferences, the dimensions of organisational commitment and organisational structure significantly influence organisational citizenship behavior. This finding is supported by Khaola and Sebotsa (2015), Thomsen et al. (2016), Tan et al. (2019), Bimantara et al. (2022), Sumarsi et al. (2022), and Merdiaty et al. (2023). The study's results indicate that affective commitment has the greatest impact on organisational citizenship behavior, while normative commitment has the least impact. The vitality of a company's work culture and its friendly atmosphere are pivotal to its success. Workers who experience a strong feeling of loyalty or dedication to the company are more likely to be engaged, feel important, and perform better at work. An essential component of organisational commitment is affective commitment. The phrase "affective commitment" refers to an employee's sense of emotional attachment to his or her employer. Affective commitment is demonstrated when a worker believes that the organization values and prioritizes the same things as them and that they are a member of the team. Emotionally invested workers make fantastic brand ambassadors who are motivated to achieve this goal. The findings point to the possibility that some organisational concepts, such as organisational commitment and organisational structure, can be predicted with the help of the OCB concept's dissemination and use in organisations. As a result, it is critical to apply appropriate and effective strategies to support staff members' commitment and organisational citizenship.

6. Final considerations

The following limitations apply to this study. The study's sample size is tiny compared to that of workers in India's IT industry because of time restrictions. The results of the study may be more broadly applicable if there is a larger sample size. Nonprobability sampling was utilized to construct the sample because random sampling was not possible due to the unavailability of a response list. More research with a larger sample size is needed to generalize the study's conclusions. To ensure that the survey sample is more properly representative of the population, probability sampling might be used. More determinants of organizational citizenship behavior will be incorporated for further research. Studying particular categories, such as local, international, and multinational corporations (MNCs), may help us better understand OCB in India's IT industry.

Ethical considerations

Not applicable.

Conflict of interest

The authors declare that they have no conflicts of interest.

Funding

No financial support was provided for this research.

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