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**Perception Control as a Key Predictor of Organizational Citizenship Behavior: An Empirical Study from Banks Employees' Job Insecurity in Southern Punjab**

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**Original Article**

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**Abstract**

*At this point, in a rapidly evolving business climate, a company's success is determined not just by its revenue and earnings but also by its skilled human resource; at the precise same time, corporate citizenship behaviour, shifting constructions have been recognised as important risks that firms generally face. Podsakoff et al. (2000) argue that employees' attitudes towards (OCB) are significant phenomena that may impact the success of businesses and the welfare of their employees. This is due to the fact that OCB is "ability" that enables companies to recruit and maintain a talented workforce via the cultivation of a forward-thinking culture. A company's expansion can be stunted as a result. Concerns and predictions about a lack of evidence on the connection between job insecurity, and organisational citizenship behaviour were found in the business literature. Therefore, the goal of this research is to address this gap and, using power distance as a moderator and image management as a mediator, discover the underlying processes that explain the effect of both predictors. According to Katz (1964), it is impossible for a business to foresee every conceivable consequence, accurately forecast natural changes, or fully account for human unreliability. Because it's impossible, he said, so it is. This paves the way for OCB to expand and become a more formidable institution. (Karambayya, 1990; Koys, 2001) discovered that OCB helps businesses in a variety of ways, including with loyal customers, accountability metrics and qualitative aspects, transaction success, customer complaints, and financial rewards. The colleagues' and the company's success is boosted when OCB is used. It is the responsibility of OCBs to redirect resources away from supporting capabilities and into other, more lucrative endeavours. As an added bonus, OCBs are seen as a more efficient method of coordinating practises not just between colleagues but also within professional and official meetings. Impression management may also help OCBs, which might boost performance in the long run. This brings up the question of how workers' presence contributes to a professional atmosphere and the value of their job for both themselves and their subordinates. This research aims to further investigate the elements that impact OCB after the authors show a high association (Anglim et al., 2018) between OCB and HEXACO personality.*

**Keywords:** Job Insecurity, OCB, Controlled perception and Honesty-humility, Reciprocity, Power Distance

**Introduction**

At this point, in a rapidly evolving business climate, a company's success is determined not just by its sales and profits but also by its skilled human resource; at the precise same time, corporate citizenship behaviour, shifting structures and innovation, knowledge resources, have been acknowledged as significant risks which could be faced by the firms. Podsakoff et al. (2000) argue that employees' attitudes towards (OCB) are significant phenomena that may impact the success of businesses and the welfare of their employees. This is due to the fact that OCB is "ability" that

enables companies to recruit and maintain a talented workforce via the cultivation of a forward-thinking culture. A company's expansion can be stunted as a result.

Concerns and predictions about a lack of evidence on the connection between job insecurity, and organisational citizenship behaviour were found in the business literature. Therefore, the goal of this research is to address this gap and, using power distance as a moderator and image management as a mediator, discover the underlying processes that explain the effect of both predictors. According to Katz (1964), it is impossible for a business to foresee every conceivable consequence, accurately forecast natural changes, or fully account for human unreliability. Because it's impossible, he said, so it is. This paves the way for OCB to expand and become a more formidable institution (Karambayya, 1990; Koys, 2001) discovered that OCB helps businesses in a variety of ways, including with loyal customers, accountability metrics and qualitative aspects, transaction success, customer complaints, and financial rewards. The colleagues' and the company's success is boosted when OCB is used. It is the responsibility of OCBs to redirect resources away from supporting capabilities and into other, more lucrative endeavours. As an added bonus, OCBs are seen as a more efficient method of coordinating practises not just between colleagues but also within professional and official meetings. Impression management may also help OCBs, which might boost performance in the long run. This brings up the question of how workers' presence contributes to a professional atmosphere and the value of their job for both themselves and their subordinates (Anglim et al., 2018).

The act of a worker helping or assisting another worker without expecting anything in return is an example of altruism. Kindness is shown when something like this occurs at a place of employment. At work, a simple act of kindness may look like a coworker offering to assist a buddy who is struggling to keep up with their workload by taking on part of that friend's responsibilities or by volunteering to clean up the bar after an event that was hosted at the company. Both of these actions are examples of things that individuals do that are beneficial to others. Employee satisfaction, productivity, and effectiveness may all be improved by the practice of random acts of kindness in the workplace. Respecting and being nice to other people is an essential component of courtesy. Respecting one's fellow employees is specifically required in this scenario.

In the workplace, examples of courteous conduct include inquiring about a colleague's vacation, the well-being of their children, and the progress of a project they are now working on with a buddy. Asking someone a follow-up question regarding a (private) subject that they've previously discussed is a good example of how to behave politely in the workplace. This demonstrates that you have been paying attention to what they have been saying to you. Another example of being nice while at work is to greet others with "good morning." To put it another way, the capacity of a worker to accept defeat with dignity is illustrative of their degree of humility. It's about being able to cope with things that don't go as planned or with unpleasant shocks, and it's also about not responding negatively when things don't go as planned. An employee might demonstrate excellent workplace spirit by offering to temporarily take up the responsibilities of a team member who is now incapacitated due to sickness or injury. For example, the team member just fractured his leg and will be out of commission for many weeks. Even though this employee will have a lot more work to do as a result of this circumstance, she will not complain about it to her colleagues since she is aware that it will only be for a short period of time and that she is "taking one for the team" (to continue using sports terminology). A conduct that is considered conscientious goes above and beyond what is required of it and requires a certain level of self-control and discipline on the part of the individual. To exercise caution implies to go above and beyond what is required of you. This

implies that employees have additional responsibilities beyond just showing up on time and accomplishing their objectives when they are at work. For instance, they want to make preparations in advance to ensure that their colleagues won't have an excessive amount of work to complete while they are away on vacation before they go. Self-discipline is an essential trait for those who want to be successful while working from home, since it is necessary to be able to motivate oneself to get out of bed and go to work even when there is no manager or supervisor there. Being responsible entails acknowledging the fact that there are occasions in which a task must be completed even when it falls outside of the typical working hours. The best way to evaluate the civic virtue of a person is to consider how effectively that individual reflects the values of the company or organization for which they work. It refers to the methods in which a person contributes to their firm in addition to their usual work obligations and responsibilities. How do they describe the group to those who are not a part of it, such as their friends and family? Employees who sign up for workplace events such as fundraisers or who run a (half) marathon for a charity with a team of colleagues may also display social virtue by demonstrating that they are willing to assist others in the community. Examples of these types of activities include running a marathon or a fundraising. Within an organization, cultivating civic virtue, also known as organizational social conduct, may assist in the development of a feeling of community and camaraderie among its members. This, in turn, makes people happier at work, which in turn increases the quality of the work that they perform there.

### Review of the Literature

The production of favorable impressions by leaders leads to the establishment of positive organizational citizenship behavior (OCB) among subordinates, which in turn plays a role in the retention of employees. On the other side, a greater employee turnover rate may be the consequence of workers feeling emotionally estranged from their leaders or from leaders expressing less compassion for employees. This may happen when leaders show less compassion for employees or when people feel emotionally distanced from their leaders. Homans G. C. (1961) emphasized the relevance of an individual's behavior as well as the benefit of working together with others, taking into consideration a variety of concerns including authority, compliance, prestige, leadership, and equality. The Theory of Planned Behaviour (TPB) studies the ideas, thoughts, or concepts of people and postulates that favorable attitudes will transition to the desired behavior or intents provided supporting behavioral constraints are in place (Ajzen, 1991). This theory was developed by Donald A. Ajzen. Robert Ajzen is the one who came up with this theory. Positive attitudes are said to be related with comparable behaviors, and attitudes play an important part in shaping behavior (Schiffman & Kanuk, 2004). This is in accordance with the Theory of Planned Behaviour (Schiffman & Kanuk, 2004). TPB shows that good attitudes result in behaviours that are comparable to those attitudes. The theory of planned behavior (TPB) makes use of the idea of behavioural constraints in an effort to bridge the gap that exists between attitude and behavior (Ajzen, 1991).

(D'Errico, 2019) Humility-Honesty (HH) and Open-Mindedness (OCB) It has been noted that the Honesty and Humility (HH) personality characteristic idea is actively functioning to develop organisational communicating systems. This has been confirmed by observations. This notion encourages leaders to participate in collaborative conversations with subordinates without demonstrating power and influence in order to secure the commitment of their staff. According to (Goncalves & Brando, 2018), HH has recently been recognized as a desirable quality in leaders who want to cultivate and display their devotion via intellectual and less aggressive behaviors. In addition, HH demonstrates stronger organizational citizenship and helps reduce the prevalence of

bullying settings (Daderman & Ragnestl-Impola, 2019). According to Shao, Zhou, and Gao (2019), a new phenomena of HH in workers' practices is the presence of gender-specific jobs, gender-based connections, and gender-based interactions. This has helped to enhance the connection between workers and the organization by displaying authentic citizenship behaviors both inside and outside of the organization. This has had the effect of serving to improve the relationship between employees and the organization. According to the findings of Leary et al. (2017), the behavior of organizational workers, such as humility and honesty, was advantageous in growing employees' purpose to approve of the beliefs and ideologies of others. According to the findings of study, dishonest behavior on the part of employees may help turn their bad organizational violating behaviors into good firm-oriented behaviors that benefit the company. As a direct result of the results presented here, the following theory has surfaced: Sincerity and humility have a beneficial impact on organizational citizenship behavior (OCB), as hypothesized in Hypothesis 1.

### **Impression Management (IM) and Honesty-humility (HH) go Hand in Hand**

According to the findings of Pfattheicher, Schindler, and Nockur (2019), the aspect of a person's personality traits known as HH is the factor most predictive of the individual's personality. Analysis of a person's workers' performance, which should correspond with qualities like honesty and kindness, may be used to establish the degree to which a person has the HH trait. Acts that are not consistent with the anticipated level of generosity and trust will result in the gradual construction of a negative picture, while acts that are consistent with the expected level of HH will ultimately indicate that a positive image has been developed. According to the scenario that was described by Pfattheicher (2018), in order for this character to keep their reputation intact inside the organization, they ought to have competed at a high level of HH. This was necessary for them to do so. A second idea that links (HH) and IM is predicated on the method in which leaders maintain their power over workers by exercising influence via modest behavioral attributes. This idea is connected to the idea of influence management. According to Shannon House et al. (2019), HH functions as both a tool and a tactic for position influencers and organizational power exhibitors. Employees are given the opportunity to create judgements about their leaders depending on the level of remorse that is shown by such leaders thanks to this method. The following is an idea that has been conceived as a result of the conversation that has taken place up to this point.

### **What is Perceived the Function of Control as a go-between for HH and OCB**

According to findings from recent study (Pfattheicher et al., 2019), the personality impression given by leaders and the behavior of workers have substantial influence on organizational citizenship behavior (OCB). The author placed a strong focus on the idea of dishonesty, which stands in stark contrast to the characteristic of having a personality that is honest and trustworthy (HH). The alternative scenario, in which both leaders and subordinates possess a high level of HH, helps to successful image management, which in turn leads to the establishment of a strong OCB. Both leaders and subordinates possessing a high level of HH contribute to good image management. Personality impressions are also helpful in the selection of workers and leaders (Breevaart & de Vries, 2017) as a consequence, the characteristics of an individual's personality have an effect on the selection and choices made by others (Breevaart & de Vries, 2017).

Reciprocity (Rec), Other Community Benefits (OCB), in Addition to IM The points of view of the representatives show that there is a link between an individual's felt degree of satisfaction and a range of beneficial consequences on the individual's attitudes and behaviors. For instance, Tumley et al. (2003) discovered that employees' levels of reported job satisfaction increased, which led to improved overall job performance. In addition, it has been thought that employers of

representatives are compelled to have their representatives participate in extracurricular activities such as "grinding away" in order for the employers to meet their responsibilities to the representatives who work for them. In addition, Ramamoorthy and his colleagues observed in 2005 that a representative's impression of commercial psychological contracts was a good predictor of commitment and business happiness (Lear et al., 2017). This conclusion was inextricably related to a representative's goal to preserve a business alliance. According to Konovsky and Pugh (1994), OCB is a kind of reciprocity that can be proved to grow as the amount of service performed in return for incentives increases. This is because OCB is based on the idea that people feel more obligated to help others when they get more benefits. In addition, this reciprocity is said to be built on mutuality on both sides when organizations legitimately reward workers based on the degree of efforts, importance, and performance they have contributed, and thus provides employees with long-term OCB, as stated by the authors. As a direct result of this, we came up with the following hypothesis.

### **The Power of the Distance**

According to Breevaart and de Vries (2017), a leader's behavior toward their staff that is brave and inspirational is always favorable for retention. This is because courageous and inspiring leaders tend to be more successful overall. This is due to the fact that if an employee does not have the backing of a leader, it may be difficult for that individual to continue working for the organization. An impression of the subordinate is developed as a result of this leadership quality, which is characterized by support and encouragement, and on the basis of this image, OCB is built. This picture may be seen in a favorable or negative light, depending on the leader. According to Zhou, a high degree of the personality characteristic of meekness with a righteousness impression provides the basis for low staff turnover, high levels of obligatory behavior, and OCB. This is because meekness creates the perception that one is doing righteously. This serves as a system for action and response, which is helpful to the worker because of its role. The most prominent trait that workers connect with their employer is an upbeat and positive attitude shown by individuals in positions of authority. The following theories received support as a result of this evidence: It is hypothesized in Hypothesis 11 (H11) that Impression Management (IM) has a beneficial impact on Organizational Citizenship Behaviour. This is the eleventh hypothesis.

### **Methodology**

For the purposes of this study, the unit of analysis will be bank employees who are compensated on a daily or contractual basis. To date, only tenured members have been included in research on organisational citizenship behaviour (OCB) predictors. This has resulted in a void in our comprehension of behavioural intentions to partake in OCB, given the precarious position of non-tenured members who may lose their employment. In addition, these connections have never been investigated in a nation that is still expanding. This study utilised measurements devised by Mehren (2021) for contract employees. According to Mehren's definition, contractual employees are "those who enter into a written or verbal employment agreement that is intended to be legally enforceable." These variables are included in this study. Southern Punjab in Pakistan was selected as the location of choice by the respondents. Through a web link, 650 employees were given access to the online questionnaire. 460 of these employees took the time to complete the questionnaire. The response rate of bank employees in southern Punjab remained constant at 70% throughout the entire procedure.

### Data Analysis

The data utilised in this study are standard, so there will be no issues with the analysis that follows. According to Ghasemi and Zahediasl (2012), a violation of the normality assumption should not result in any major issues for sufficiently large sample sizes, such as (>200 or 300). Therefore, parametric techniques may be utilised even if the data do not follow a normally distributed distribution, so long as this fact is ignored. In addition, if the sample size comprises a large number of observations, the data distribution should be taken into account. The sample size for this study is greater than or equal to 200.

The first stage in performing a data analysis is to employ SPSS (version 23) with demographics. In the examination of multi-collinearity, the Variance Inflation Factor (VIF) and the value of Tolerance are utilised (the results are shown in Table 3). The findings of this study indicate that there is no problem with multi-collinearity, as the produced values have VIF significance values of less than 10 and tolerance values of less than 1.0.

**Table.1**

	Data	Frequency	Percentage
Gender	Male	400	71
	Female	150	30
Age	25–35	320	58
	35–45	120	35
	>45	45	6.3
Marital Status	Single	299	42
	Married	223	58
Education	Masters	350	80
	PhD.	19	4
	Others	110	16
Income	20k–40k	130	31
	41k–60k	250	44
	>60k	160	25
Type of Banks	Public	45	9
	Private	45	9

**Table 2. Descriptive Statistics and Correlation of Variables**

Construct	Mean	Std. Dev	HH	JIs	Rc	IM	PD	OCB
Honesty-Humility	2.137	0.758	1					
Job Insecurity	2.05	0.768	0.385	1				
Reciprocity	2.58	0.975	0.209	0.094	1			
Impression Management	2.541	0.946	0.318	0.428	0.209	1		
Power Distance	2.237	0.858	0.401	0.082	0.064	0.148	1	
OCB	2.04	0.865	0.384	0.261	0.37	0.182	0.189	1

In Pakistan, there are primarily two distinct types of banks: government and private. The number of responses received from government bank personnel was greater than those received from the private sector. The lesser number of respondents from the private sector may be attributable to the fact that Pakistani private sector banks employ fewer contract workers. In order to compare the data collected from public and private sector institutions, t-test statistics were utilised during the comparison study. A large number of well-known academics, such as (Ramnath, 2015), advocate using the t-test to compare two distinct samples.

The comparative analysis revealed that the public sector and private contractual business personnel's attitudes towards OCB were quite similar. Regarding the broadcast of OCB, there was no difference in their opinions or attitudes. This result may be attributable to the fact that Pakistan's public and private sectors have comparable working conditions in their respective finance departments. Both categories of employees are compensated comparably, and they perform the same duties in relation to contractual obligations. In relation to this comparison, the findings of previous studies paint a contradictory picture. Although the majority of academicians support the same OCB, a minority advocate for a distinct OCB for public and private sector bank employees. The present study applies the TPB's principles to the domains of HR development in order to expand the TPB's applicability. The findings of this study can be used to enhance the overall job satisfaction of contract workers in the financial institution by nurturing an environment abundant in HH, JIs, and Rc; promoting a positive image of management; and minimising PD.

### **Conclusions and Specific Recommendations**

Organisational citizenship behaviour (OCB) among institutions in both the public and private sectors may be enhanced through the use of contractual personnel, given that OCB is a critical component of the total behavioural characteristics of employees. It is extremely difficult to achieve organisational success from any perspective if the organisation lacks appropriate policies that support OCB. Previous research (Chompookum and Derr, 2004) revealed that OCBs are believed to be one of the most crucial components of a high profitability condition in which individuals exceed their cut-off points and demonstrate competent and viable execution. Katz (1964) had a similar concept when he theorised that employees are motivated by management-created policies to take an interest in and maintain their essence in the organisation, perform characterised jobs consistently, and demonstrate a solid OCB, all of which contribute to the organization's ultimate success. Therefore, the most important conclusion that managers can draw from this study is the need to devise strategies that can aid in the production of OCB. This is due to the fact that OCB is essential for the sustained existence of any organisation.

This research yielded the results of manual mining of OCB's constituents, which can be used to measure the significance of OCB and its influencing variables. Throughout the course of this study, for instance, the concept of perception control evolved into a highly influential construct that affected OCB. Not only does it have a fruitful partnership with IM, but also with OCB. There is abundant evidence to support all three hypotheses concerning the relationship between the mediator and the dependent variable. This link informs organisations that they should cultivate a Rc environment both within and outside the organisation. This has a positive effect on OCB, resulting in a greater emphasis on the use of Rc in academic contexts and a rise in the number of OCB demonstrations. Therefore, RC must be integrated into the primary focus of bank administration, and this aspect of construction must be incorporated into bank policies.

According to the research findings, managers must also emphasise the importance of both intrinsic and extrinsic variables when attempting to foster civic behaviour in employees. They should

strengthen human resource management practises such as enrollment and selection, training and advancement, compensation, performance evaluations, opportunities for advancement, information exchange and communication, association, and work-life strategies in order to increase the number of individuals with positive attitudes towards their jobs and responsible citizenship. In addition, managers should demonstrate a higher level of transformational authority style, as this style powerfully and comprehensively influences both the representational disposition of responsibility and the citizenship behaviour. Our findings make it simpler for administrators to understand that OCB offers benefits in areas other than performance, as these benefits are highlighted by our findings. Previous research on OCB may have prompted academicians to concentrate on the advantages of OCB in terms of organisational adequacy and individual performance evaluation. According to the findings of our study, it is suggested that managers review these useful results to determine the positive influence that OCB has on contractual employees on a daily basis, despite certain limitations. Due to the lack of a pilot study in the current study, there is a gap in the current research that must be filled by future research. This study examines the application of a significant theory (the theory of planned behaviour) in the field of behavioural sciences. Future researchers might find these discoveries useful.

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