

Employee's Organizational Citizenship Behavior Tested from Four Types of Affective Personality

Elisabeth Tatia Pramajati

Universitas Atma Jaya Yogyakarta, Jalan Babarsari no 44 Yogyakarta

Email: tatia.pramajati@uajy.ac.id

Received 23 Mei 2023; Revised -; Accepted for Publication 26 Mei 2023; Published 08 Juni 2023

Abstract — Organizational Citizenship Behavior (OCB) has an essential role in the company, such as motivating workers, increasing innovation, and improving company performance. It is important to know what can increase OCB employees. Positive affect and negative affect are orthogonal, and their interaction produces four types of affective personality. This research will discuss the potential of four types of affective personality as a stable measurement guideline to analyze the OCB level of employees in the company. The OCB Scale instrument is used to measure OCB levels. Participants were 159 employees consisting of 101 men and 58 women in agribusiness-company. PANAS Scale is used to measure the positive affect and negative affect of employees. Data will be processed using one-way ANOVA analysis and Post Hoc analysis. The differences of each character from four types of affective personality can be used to be indicators in measuring the level of OCB in a company. This research identifies that there have difference between four types of affective personality on OCB. The tests conducted in this study are self-report so potentially biased answers. Further research needs to be carried out in companies with different characteristics for example in education or banking to increasingly generalize the results of this research.

Keywords —affective personality, negative affective, positive affective, Organizational Citizenship Behavior, PANAS

Abstrak—Organizational Citizenship Behavior (OCB) memiliki peran penting dalam perusahaan, seperti memotivasi pekerja, meningkatkan inovasi, dan meningkatkan kinerja perusahaan. Penting untuk mengetahui apa yang dapat meningkatkan OCB karyawan. Afek positif dan afek negatif bersifat ortogonal, dan interaksinya menghasilkan empat tipe kepribadian afektif. Penelitian ini akan membahas potensi empat tipe kepribadian afektif sebagai pedoman pengukuran yang stabil untuk menganalisis tingkat OCB karyawan di perusahaan. Instrumen Skala OCB digunakan untuk mengukur tingkat OCB. Peserta sebanyak 159 karyawan yang terdiri dari 101 laki-laki dan 58 perempuan di perusahaan agribisnis. Skala PANAS digunakan untuk mengukur pengaruh positif dan pengaruh negatif karyawan. Data akan diolah dengan menggunakan analisis one way ANOVA dan analisis Post Hoc. Perbedaan masing-masing karakter dari empat tipe kepribadian afektif dapat dijadikan sebagai indikator dalam mengukur tingkat OCB di suatu perusahaan. Penelitian ini mengidentifikasi bahwa terdapat perbedaan antara empat tipe kepribadian afektif pada OCB. Tes yang dilakukan dalam penelitian ini bersifat self report sehingga berpotensi memberikan jawaban yang bias. Perlu dilakukan penelitian lebih lanjut pada perusahaan dengan karakteristik yang berbeda misalnya di bidang pendidikan atau perbankan untuk semakin menggeneralisasikan hasil penelitian ini.

Kata Kunci—kepribadian afektif, afektif negatif, afektif positif, Organizational Citizenship Behavior, PANAS

INTRODUCTION

The effectiveness function of a company depends on the efforts of employees beyond the requirements of formal roles. According to Juarez-tarraga & Santandreu-mascarell [1] that every change places new demands on the organization and results in new ways of working, which require professionals and managers to adapt at rapid steps to ensure the survival of the company given the high demands of this business world, companies should be more intelligent in managing their resources, especially human resources. Pradhan [2] mentioned that extant research has revealed that OCB is critical for the success of today's organization as it inherently strives from its employees to extend their discretionary behaviors beyond the expected regular duties. Several studies have shown several variables that affect OCB, among others are emotions and moods.

According to Glomb [3], all with the underlying idea that engaging in acts of helping others will improve one's affective state. Every person's behavior is influenced by mood and emotions. Becker & Leininger [4] stated that the general mood of an individual can influence her cognition by focusing her attention on mood-congruent stimuli. Willingness to help others is also influenced by mood. Four types of affective personality developed which founded by Norlander [5] they divided the results on the PANAS scale into two identical parts. Ramdhani [6] stated that OCB is correlated with the Big Five Personality traits, and it is expected that affective profile types will also influence OCB and this research will investigate that four types of personality profiles as an accurate employee's OCB measurement to the company.

Organizational Citizenship Behavior

Organizational Citizenship Behavior (OCB) exists based on the willingness of employees to contribute to the company voluntarily, their individual behavior is not defined in the role or task and is not assessed for the reward system within the company. Instead, the behavior aims to improve organizational efficiency as stated by Somunoglu [7]. According to Organ [8] OCB is a discretionary nature that is not part of the employee's formal role requirements but promotes the effective functioning of the organization. This is following the publication of Kumar & Shah [9] that discretionary behavior can be interpreted as activities carried out based on choices, and that isn't part of the job description or job requirements so that it can give a positive impact on company effectiveness. When an organization is coping with a challenging context, an employee may be willing to work longer hours to meet the needs of the organization to save costs, without reward as Cheung [10] stated.

OCB as protecting the organization from destructive and undesirable behavior, accepting suggestions to solve any

problems, enhancing personal abilities, building effective networks, participating in every work activity, helping new colleagues in company, reducing unnecessary breaks during working hours, participating in organizational meetings voluntarily, and not avoiding responsibility according by Somunoglu İkinci [7]. This is following the publication of Singh & Srivastava [11] OCB is helping in creating a healthy and positive atmosphere. Such as, following the organizational rules even when not watched, working beyond the usual working hours to complete the tasks in hands, helping new employees in adjusting with policies, being punctual or not taking extra breaks were possible OCBs in company.

The popular dimensions to measure OCB has been proposed through postulating five fundamental factor models: altruism, courtesy, conscientiousness, civic virtue, and sportsmanship. Behaviors which appear five fundamental factor of OCB like always ready to lend a helping hand to others, believes in giving an honest day's work for an honest day's pay, and always finds right with what the organization is doing. According to Knez [12] the other behaviors of OCB are mindful of how his or her behavior affects other people's jobs and attends functions that are not compulsory, but help the company image.

Affective Personality

Emotional situations appear to complement many aspects of human daily life. The emotional dimension model is based on the assumption that all emotions involve the same interconnected system for emotional states. Emotions have an affective and cognitive component. Affective component is directly associated with response to stimuli (feelings), while the cognitive component is more controlled conscious evaluation after the direct response (thinking activity). An [13] stated that affective processes are faster than the cognitive component and provide strong subjective feelings, self-prominent, automatic, and consistent with emotional valence.

Very important to understand mood and vulnerability to be positive and negative emotions because it can affect social interactions, decisions and may produce greater empathy for other people. Lavy [14] stated that emotions are critically affected by employees' work experiences, employees' behavior and well-being in multiple ways. Positive affect reflects enthusiasm, activity, control and commitment. Positive Affects describe a positive outlook all the time and in various situations.

A personality such as passionate, enthusiastic, happy, active, energetic, alert, and be determined describe the character of positive affect, negative tendencies have been shown relatively with stable characteristics such as anger, humiliation, shame, fear and depression as Norlander publication. Positive emotion corresponds to the positive affect dimension. According from Vera-Villaruel [15] Positive affect (PA) and negative affect (NA) are conceptualized as dimensions distinct from emotional experience. Lloyd [16] also stated that affect is conceptualized as a generic term that encompasses both emotion and mood and refers to a short-term state with negative and positive affect representing distinct and independent domains of emotions.

Four Types of Affective Personality on OCB

The concept of PANAS by Norlander [5] developed a method that allows the formation of four types of personality affective. Research known that a combination of positive and negative affect scores can increase the explanatory power. The four types of personality affective developed consist of (a) self-fulfilling (high positive affect and low negative affect), (b) high affective (high positive affect and high negative affect), (c) Low affective (low positive affect and low negative affect), and (d) Self-destructive (low positive affect and high negative affect). If an employee has a high positive affect, they tend to positively accept company policies, even though employees are less treated fairly. Otherwise, if employees have a high negative affect, a slight change in policy at the company might reduce its performance.

Positive affect can be described as feelings of enthusiasm, activeness and alertness, while negative affect refers to feelings of distress and lack of pleasure as Ramdhani [6]. It differs from person to person as some enjoy and perform better under pressure (little stress). The levels of positive affect and negative affect influence the level of employees' stress affect. In the context of organizations and working environment, negative affect is associated with deviant behavior such as arriving late to work, leaving early without any notice, claiming sick leave despite being healthy, insulting co-workers in front of other people, etc. Emotions can affect the work system of employees.

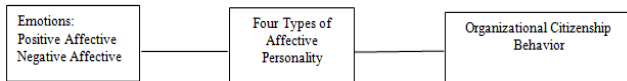
Emotions were typically studied as outcomes of OCB, but they may also impact employees' tendency to conduct OCB. This research will prove that the four types of personality affective can be a stable test measure to quantify potential. Level of OCB by formulating research hypotheses that there are differences between Self-fulfilling, High affective, Low affective and Self-destructive personality types on OCB. Garcia [17] stated that the advantage of using the four types of affective profile is that they are superior compared to the two dimensional model, because affective profiles have also been found to be associated with personality characteristics.

RESEARCH METHODOLOGY

Sample and scale

This study analyzes whether each four of affective personality character have some differences on OCB. There are two variables, namely Independent variable (Self-fulfilling, High affective, Low affective and Self destructive) and dependent variable (OCB). The study was conducted on 159 employees of agribusiness-company in Central Java, Indonesia starting in January to April 2019. The demographic characteristics of respondents consisted of gender (63.52% male and 36.48% female), age (67.92% less from 30 years and 32.08% over 30 years), and length of work (68.55% less than 5 years and 37.1% over 5 years). The sampling method uses non-probability sampling with purposive sampling criteria by distributing questionnaires.

Figure 1. Research Design



The Positive Affect Negative Affect Schedule (PANAS) scale consists of 20 items that are used to measure the positive and negative effects of employees. OCB will be measured using OCB-Scale, which consists of 15 items. The PANAS Scale is a scale developed by Watson [18] and the OCB-Scale is an adaptation of the scale developed by Kumar [2] according to the Asian context. The entire scale of items in this study is the Likert scale. Reliability of the alpha Cronbach positive affect ($\alpha = 0.840$) and negative affect ($\alpha = 0.830$) scale. The OCB scale is regulated by five aspects of OCB formation, namely Altruism, Conscientiousness, Sportsmanship, Courtesy, and Civic Virtue. The OCB scale has Cronbach's alpha reliability ($\alpha = 0.717$). The method used to test the research hypotheses is one-way ANOVA analysis.

Result

After tabulating the data, the next step is to analyze the data descriptively, which aims to explain the data and correlate with hypothetical and empirical scores. Hypothetical scores were obtained from PANAS scale items (Min = 20); (Max = 100); (M = 60) and Hypothetical score for items in the OCB scale (Min = 15); (Max = 75); (M = 45). This study aims to find out at the respondent group's relative position based on measuring instrument used, the measuring instrument used is stated valid and has been well standardized through many studies so that the hypothetical score will be used in this study. Then data is used to categorize each research variable based on an ordinal level, and this aims to group the research subjects in stages in a continuum based on the measured attributes. Research subject scores can be categorized into three groups, namely low, medium and high.

$$\begin{aligned}
 X < (\mu - 1,0\sigma) & \text{ Low} \\
 (\mu - 1,0\sigma) \leq X < (\mu + 1,0\sigma) & \\
 \text{Medium} & \\
 (\mu + 1,0\sigma) \leq X & \text{ High} \\
 \text{Keterangan:} & \\
 X = \text{Subject Score} & \\
 \mu = \text{Hypothetical average} & \\
 \sigma = \text{Hypothetical standard deviation} &
 \end{aligned}$$

After step categorizing, then results are categorized into each of the four types of affective profile groups, into Self-fulfilling (SF) (14.5%), High affective (HA) (32.07%), Low affective (LA) (34.6%), Self-destructive (SD) (12.6%). OCB, which is owned by the majority of research subjects is in the medium category (78.61%) and high category (21.38%) of the total number of subjects.

Table 1. Organizational Behavior in Four Types of Affective Profile, Mean and Standard Deviation

	N	Mean	Std.Dev	Std. Error	95% Confidence Interval for Mean	
					Lower	Upper
SF	23	54,3478	2,80598	,58509	53,1344	55,5612
HA	51	55,8235	3,75609	,52596	54,7671	56,8799
LA	55	49,8182	2,95077	,39788	49,0205	50,6159
SF	30	52,3333	2,88077	,52595	51,2576	53,4090
Total	159	52,8742	4,06084	,32205	52,2381	53,5103

One way ANOVA test shows that there is a difference between Self-fulfilling(SF), High affective (HA), Low affective (LA) and Self-destructive (SD) on OCB (Sig. =,000). The finding is consistent with previous studies conducted by [6], there are differences in affective profile and OCB after testing differences between groups. The difference in the four types of affective profile reinforces the position of each group in regard to OCB. The test results also showed that High Affective (HA) had the highest OCB (M = 55.8235) (SD = 3.75609) while Low Affective (LA) showed the lowest OCB (M = 49.8182) (SD = 2.95077).

Table 2. Tukey HSD Analysis Organizational Behavior in Four Types of Affective Profile

PANAS Category		(I-J)	Std. Error	Sig.	95% Confidence Interval
					Lower Bound
SF	HA	-1,47570	,80432	,261	-3,5646
	LA	4,52964*	,79518	,000	2,4645
	SD	2,01449	,88751	,110	-,2905
HA	SF	1,47570	,80432	,261	-,6132
	LA	6,00535*	,62251	,000	4,3886
	SD	3,49020*	,73681	,000	1,5766
LA	SF	-4,52964*	,79518	,000	-6,5948
	HA	-6,00535*	,62251	,000	-7,6221
	SD	-2,51515*	,72682	,004	-4,4028
SD	SF	-2,01449	,88751	,110	-4,3195
	HA	-3,49020*	,73681	,000	-5,4038
	LA	2,51515*	,72682	,004	,6275

Further testing was conducted by Post Hoc analysis using the Tukey HSD method which would show more clearly the differences between each character of four types of affective personality. The results obtained are the Self-fulfilling type have a significant average difference with the type of Low

Affective (0,000 <0.05). The High Affective type has a significant average difference from the Low Affective type (0,000 <0.05) and Self Destructive (0,000 <0.05). The Low Affective Type has a significant average difference from Self Destructive type (0.004 <0.05).

DISCUSSION

Tests on susceptibility of relationship between the four types of affective profile groups on OCB is High Affective type (high positive affect and high negative affect) showed the highest OCB while Low Affective type showed the lowest OCB. Norlander [18] stated that Positive effect is positively correlated with OCB. High affective consists of high positive affect where employees feel joy and comfort in the workplace so that employee OCB also increases. Frequent experiences of positive affect increase approach-oriented behavior. Baranik & Eby [19] mentioned that Individuals are more likely to engage with their environments, allowing them to learn more, pursue new goals and develop more skills. The High Affective group also consists with high negative affect, this can be made possible by the special situation experienced of research subjects.

Employees with high negative affect tend to perceive the world more negatively and may therefore have greater motivation to engage in behaviors that they believe will help them reduce, or cope with, these negative emotions according by [20]. As explained by Lee & Allen [21] that fear included in category of negative affect is responsible for increasing OCB. Possible explanation is employees can feel scared and anxious about termination of employment, therefore they behave more carefully and take the right actions, for example being willing to help their coworkers. Low Affective is become the lowest OCB level in this research. High positive affect is a state of high energy, full concentration, and pleasurable engagement, whereas low positive affect is characterized by sadness and lethargy, this variable is influenced by positive affectivity, or the disposition to experience positive affect, to some extent according to Woerkom & Meyers [22].

Low affective can indicate that employees aren't happy at work or aren't interested with their job. Low negative affect indicates that employees are indifferent to the company, so that any problems that occur will not affect OCB employees. Individual who has high negative affect will experience anger, humiliation, shame, difficulties and depression. An employee has a low negative affect, then employees don't really care about company, for example with inappropriate shame while this employees do some bad things in work place. Further testing was conducted by Post Hoc analysis using the Tukey HSD method which would show more clearly the differences between each character of four types of affective personality.

The results obtained are the Self-fulfilling type have a significant average difference with the type of Low Affective (0,000 <0.05). The High Affective type has a significant average difference from the Low Affective type (0,000 <0.05) and Self Destructive (0,000 <0.05). The Low Affective Type has a significant average difference from Self Destructive type (0.004 <0.05). Self-fulfilling and High affective type consists with high positive affect. The employees have more social

relationships, greater satisfaction with their friends and have influence greater social diversity in various organizations. Employee involvement becomes a dimension in OCB which is realized by helping colleagues, contributing ideas and contributing to the company voluntarily. High negative affect is also found in the High Affective personality type, giving fear and hesitation for employees to make mistakes, make problems in the company and break the rules that make employees get consequences.

With a high negative affect employees will feel ashamed and uncomfortable if doing something that is not good or do not help colleagues who need help. High job satisfaction which felt by self-fulfilling and high affective personality types will be different from Low Affective and Self-Destructive personality types that tend to be indifferent. Negative affect is characterized by dissatisfaction, apathy over long periods of time and in a variety of different situations, and is significantly related and correlated with - stress, depression and anxiety. Dalal [23] Warr [24] stated that Negative affect is likely to elicit negative work behaviors such as social withdrawal and effort withdrawal, theft, sabotage, and workplace violence and other counterproductive activities. Low negative affect on the type of low affective makes employees not afraid to make mistakes for example by making problems at work.

There is a significant difference in the average OCB value between men (52,9692) and women (54,0857) which shows that women have a higher OCB level than men. Women are involved in helping more in the office than men (Clarke & Sulsky, 2017) helping colleagues is one of OCB's dimensions, namely altruism. The length of time worked in the company was also found to have a positive influence on OCB (Sig. 0,000) ($Y = 50,069 + 1,205x$). As they work longer, employees become more familiar with their work environment and have broad relationships in the work environment that encourage the creation of a sense of belonging within the company.

CONCLUSION

Four types of affective personality's stability make researchers believe that personality types can be indicators in measuring the level of OCB in a company. Through this study, researchers will analyze whether four types of affective personality have different effects on OCB and this research will contribute to management practices, especially human resource management in companies to improve the accuracy of the selection process. Positive affect playing a role in providing emotional help to others in the workplace in another study conducted in a recruitment firm as stated by Imer [25]

The differences of each character show us that four types of affective personality can be used to be indicators in measuring the level of OCB in a company. This is following the publication of Arbab & Mahdi Abaker [26] human resource management is responsible for getting competent people, training them, getting them to perform at best effort, and providing mechanisms to ensure that these employees maintain their productive affiliation with the organization. Company, especially Human resource management must consider for including four types of affective personality in the process of new employee recruitments. If someone has a high positive affect, there is a possibility of having a tendency to

positively accept company policies, even though employees are less influenced fairly.

Conversely, if employees have a high negative effect, a slight change in policy at the company might be able to reduce its performance. Martínez-Costa [27] stated that the nature of the work companies presents many challenges for staffing. Management can start choosing prospective employees who have high positive affect to increase the potential of high OCB. Since many jobs require that individuals have some ability to control and regulate their emotions, Baranik & Eby [19] suggest the managers may want to provide recommendations to employees about how to regulate their moods. Company may consider feeling good an additional benefit to engaging in helping, which is often organizationally encouraged through mechanisms such as mentoring, participation in volunteer efforts. Team coaching can designed with primarily employee development objectives important to the organization, may also reap unexpected benefits in terms of regulating individual mood.

The extent to which employees exhibit organizational citizenship behavior is a function of innovation ability and opportunity, the way to improve OCB is by motivating employees. How to motivate employees can be reach by creating initiative and spontaneity such as a break room that can be used together or not too limiting employee communication in the office. OCB has an influence on the balance of social interaction between employees and peers and can decrease the willingness to leave (Anvari et al., 2017). Managers can help provide a supportive environment for mood regulation by allowing employees to take breaks, providing high levels of supervisory support, and allowing employees to have autonomy. According to Schaufeli [28] the impacts of affective personality on other organizational behavior such as work engagement.

REFERENCES

- [1] A. Juarez-tarraga and C. Santandreu-mascarell, "What are the main concerns of human resource managers in organizations?," *Intang. Cap.*, vol. 15, no. 1, pp. 72–95, 2019.
- [2] R. K. Pradhan, L. K. Jena, and I. G. Kumari, "Effect of Work–Life Balance on Organizational Citizenship Behaviour: Role of Organizational Commitment," *Glob. Bus. Rev.*, vol. 17, pp. 15S-29S, 2016, doi: 10.1177/0972150916631071.
- [3] T. M. Glomb, D. P. Bhawe, A. G. Miner, and M. Wall, "Doing good, feeling good: Examining the role of organizational citizenship behaviors in changing mood," *Pers. Psychol.*, vol. 64, no. 1, pp. 191–223, 2011, doi: 10.1111/j.1744-6570.2010.01206.x.
- [4] M. W. Becker and M. Leininger, "Attentional selection is biased toward mood-congruent stimuli," *Emotion*, vol. 11, no. 5, pp. 1248–1254, 2011, doi: 10.1037/a0023524.
- [5] T. Norlander, S. Å. Bood, and T. Archer, "Performance during stress: Affective personality, age, and regularity of physical exercise," *Soc. Behav. Pers.*, vol. 30, no. 5, pp. 495–508, 2002, doi: 10.2224/sbp.2002.30.5.495.
- [6] N. Ramdhani, D. Ancok, and L. Adrianson, "The Importance of Positive Affect: The Role of Affective Personality in Predicting Organizational Citizenship Behavior," *Makara Hum. Behav. Stud. Asia*, vol. 21, no. 2, p. 62, 2017, doi: 10.7454/mssh.v21i2.3501.
- [7] S. Somunoglu Ikinici, "A new Perspective: Organizational Citizenship Behaviour and its Reflections," *TEM J.*, pp. 329–332, 2014, [Online]. Available: <http://www.temjournal.com/documents/vol3no4/journals/1/article/s/vol3no4/ANewPerspectiveOrganizationalCitizenshipBehaviouranditsReflections.pdf>.
- [8] D. W. Organ, *Organizational citizenship behavior : the good soldier syndrome*. Lexington Books, 1988.
- [9] M. M. Kumar and S. A. Shah, "Psychometric Properties of Podsakoff ' s Organizational Citizenship Behaviour Scale in the Asian Context," *Int. J. Indian Psychol.*, vol. 3, no. 1, pp. 51–60, 2015.
- [10] M. Cheung, Z. Peng, and C.-S. Wong, "Supervisor attribution of subordinates' organizational citizenship behavior motives," *J. Manag. Psychol.*, vol. 29, pp. 922–937, Nov. 2014, doi: 10.1108/JMP-11-2012-0338.
- [11] U. Singh and K. B. L. Srivastava, "Organizational trust and organizational citizenship behaviour," *Glob. Bus. Rev.*, vol. 17, no. 3, pp. 594–609, 2016, doi: 10.1177/0972150916630804.
- [12] I. Knez, D. Hjärpe, and M. Bryngelsson, "Predicting Organizational Citizenship Behavior: The Role of Work-Related Self," *SAGE Open*, vol. 9, no. 2, 2019, doi: 10.1177/2158244019854834.
- [13] S. An, L. J. Ji, M. Marks, and Z. Zhang, "Two sides of emotion: Exploring positivity and negativity in six basic emotions across cultures," *Front. Psychol.*, vol. 8, no. APR, pp. 1–14, 2017, doi: 10.3389/fpsyg.2017.00610.
- [14] S. Lavy, "Daily Dynamics of Teachers' Organizational Citizenship Behavior: Social and Emotional Antecedents and Outcomes," *Front. Psychol.*, vol. 10, no. December, 2019, doi: 10.3389/fpsyg.2019.02863.
- [15] P. Vera-Villaruel et al., "Positive and Negative Affect Schedule (PANAS): Psychometric Properties and Discriminative Capacity in Several Chilean Samples," *Eval. Heal. Prof.*, vol. 42, no. 4, pp. 473–497, 2019, doi: 10.1177/0163278717745344.
- [16] K. J. Lloyd, D. Boer, J. W. Keller, and S. Voelpel, "Is My Boss Really Listening to Me? The Impact of Perceived Supervisor Listening on Emotional Exhaustion, Turnover Intention, and Organizational Citizenship Behavior," *J. Bus. Ethics*, vol. 130, no. 3, pp. 509–524, 2015, doi: 10.1007/s10551-014-2242-4.
- [17] D. Garcia, "The Affective Temperaments: Differences between Adolescents in the Big Five Model and Cloninger's Psychobiological Model of Personality," *J. Happiness Stud.*, vol. 13, no. 6, pp. 999–1017, 2012, doi: 10.1007/s10902-011-9303-5.
- [18] T. Norlander, Å. Johansson, and S. Å. Bood, "The affective personality: Its relation to quality of sleep, well-being and stress," *Soc. Behav. Pers.*, vol. 33, no. 7, pp. 709–722, 2005, doi: 10.2224/sbp.2005.33.7.709.
- [19] L. Baranik and L. Eby, "Organizational citizenship behaviors and employee depressed mood, burnout, and satisfaction with health and life: The mediating role of positive affect," *Pers. Rev.*, vol. 45, pp. 626–642, Jun. 2016, doi: 10.1108/PR-03-2014-0066.
- [20] A.-K. Samnani, S. Salamon, and P. Singh, "Negative Affect and Counterproductive Workplace Behavior: The Moderating Role of Moral Disengagement and Gender," *J. Bus. Ethics*, vol. 119, Jan. 2014, doi: 10.1007/s10551-013-1635-0.
- [21] K. Lee and N. J. Allen, "Organizational citizenship behavior and workplace deviance: the role of affect and cognitions," *J. Appl. Psychol.*, vol. 87, no. 1, pp. 131–142, 2002, doi: 10.1037/0021-9010.87.1.131.
- [22] M. Woerkom and M. C. Meyers, "My Strengths Count! Effects of a Strengths-Based Psychological Climate on Positive Affect and Job Performance," *Hum. Resour. Manage.*, Sep. 2014, doi: 10.1002/hrm.21623.
- [23] R. Dalal, H. Lam, H. Weiss, E. Welch, and C. Hulin, "A within-person approach to work behavior and performance: Concurrent and lagged citizenship-counterproductivity associations, and dynamic relationships with affect and overall job performance," *Acad. Manag. J.*, vol. 52, no. 5, pp. 1051–1066, 2009, doi: 10.5465/AMJ.2009.44636148.
- [24] P. Warr, U. K. Bindl, S. K. Parker, and I. Inceoglu, "Four-quadrant investigation of job-related affects and behaviours," *Eur. J. Work Organ. Psychol.*, vol. 23, no. 3, pp. 342–363, 2014, doi: 10.1080/1359432X.2012.744449.
- [25] P. H. Imer, H. Kabasakal, and A. Dastmalchian, "Personality and contextual antecedents of organizational citizenship behavior: A study of two occupational groups," *J. Manag. Organ.*, vol. 20, no. 4, pp. 441–462, 2014, doi: 10.1017/jmo.2014.44.

- [26] A. M. H. Arbab and M. O. S. Mahdi Abaker, "Human resources management practices and organizational excellence in public organizations," *Polish J. Manag. Stud.*, vol. 18, no. 2, pp. 9–21, 2018, doi: 10.17512/pjms.2018.18.2.01.
- [27] C. Martínez-Costa, M. Mas-Machuca, and J. Olivella, "Staffing policies of leading professional service firms," *Intang. Cap.*, vol. 15, no. 1, pp. 38–56, 2019, doi: 10.3926/ic.1370.
- [28] W. B. Schaufeli, "General Engagement: Conceptualization and Measurement with the Utrecht General Engagement Scale (UGES)," *J. Well-Being Assess.*, vol. 1, no. 1–3, pp. 9–24, 2017, doi: 10.1007/s41543-017-0001-x.