

**EMPLOYEE ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE  
NATIONAL TIRE INDUSTRY: THE IMPACT OF WORKPLACE QUALITY,  
ORGANIZATIONAL COMMITMENT, CAREER DEVELOPMENT, AND  
ENTREPRENEURIAL ORIENTATION****Mohamad Zein Saleh\*, Dedi Purwana, Mohammad Rizan**

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**Abstract**

This study intends to determine the direct and indirect effects of Quality of Work Life and Career Development on Organizational Citizenship Behavior via Organizational Commitment and Entrepreneurial Orientation. This research explains by evaluating hypotheses regarding the nature of the relationship and influence among factors. SEM (Structural Equation Modeling) analysis is utilized for statistical analysis. Results indicated that Quality of Work Life and Career Development positively influenced Organizational Citizenship Behavior; Quality of Work-Life positively influences Organizational Commitment; Organizational Commitment positively influences Organizational Citizenship Behavior; Career Development positively influences Entrepreneurial Orientation; Entrepreneurial Orientation positively influences Organizational Citizenship Behavior, and Quality of Work Life positively influences Organizational Commitment.

**Keywords:** Organizational Citizenship Behavior; Quality of Work Life; Career Development; Organizational Commitment; Entrepreneurial Orientation

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**INTRODUCTION**

Several elements, such as Organizational Citizenship Behavior, can impact the productivity and quality of human resources in businesses. OCB is individual Behavior that is not regulated by the organization and is not factored into the official incentive structure but promotes the efficacy and efficiency of the overall organizational function (Bustomi, Sanusi, & Herman, 2020). Employees will be willing to contribute their best effort outside their official responsibilities if they believe the organization meets their expectations. Companies must cultivate positive ties with their staff. Because employees may be able to provide knowledge on environmental changes and coping strategies, they should

be consulted (Lukito, 2020). The relationship between bosses and subordinates that has already been established influences organizational citizenship behaviour as well (Haryati, 2014). Organizational Citizenship Behavior is more significant when subordinates feel connected to their superiors, are trusted by their superiors, and are cared for by their superiors

Many managers are attempting to lessen employee unhappiness with their quality of life at work. According to Robbins and Judge (2013), Quality of Work Life is the process by which organizations respond to employee needs by developing mechanisms to allow employees to give full advice and participate in making decisions and managing their work-life in a company. In contrast,

according to Johnson in [Casida et al. \(2019\)](#), Quality of Work Life is essential. The company must attract and retain employees to be loyal to the company. Creating a decent work environment is the responsibility of all organizational components ([Rokhman, 2022](#)). The quality of the work environment affects not only employee performance but also intrinsic motivation and job satisfaction ([Farmi, Apridar, & Bachri, 2021](#)). Increasing employees' dignity can be accomplished by providing a sense of security, job satisfaction, appreciation at work, and opportunities for growth and development.

[Waseem \(2015\)](#) focused his research on the correlation between workers' Quality of Work Life and Organizational Citizenship Behavior. The research of ([Pradhan, Jena, & Kumari, 2016](#)), ([Dirgahayu, Kepramareni, & Nengah Sudja, 2020](#)) and ([Inceng, Hamzah, & Umar, 2019](#)) bolsters the notion that there is a connection between Quality of Work Life and Organizational Citizenship Behavior. Their research indicates that the Quality of Work-Life substantially affects Organizational Citizenship Behavior. It is suspected that Quality of Work-Life has a direct positive effect on Organizational Citizenship Behavior based on the preceding opinion.

Organizational Commitment to employees' emotional attachment, affiliation, and involvement with specific organizations ([Mayer & Schoorman, 1998](#)). Individuals with organizational Commitment with dedication because of employees with a high level of Commitment accomplishment of organizational tasks as an essential objective ([Hayati, 2011](#)). According to ([Greenberg & Baron, 1993](#)), an organizational commitment degree to which employees are involved in the organization and wish to remain a member. This includes an attitude of loyalty and a willingness to work optimally for the organization in which the employee is employed. Work culture and organizational dedication positively impact the performance of dap employees ([Mohamad & Nawawi, 2020](#)).

Research by ([Devece, Palacios-Marqués, & Pilar Alguacil, 2016](#)), ([Afsar, Cheema, & Javed, 2018](#)), ([Marsidini & Rosalinda, 2014](#)). Organizational Commitment and Organizational Citizenship Behavior were found to have an influence. Based on the preceding opinion, it is hypothesized that organizational Commitment directly benefits organizational citizenship behaviour.

According to ([Dubrin, 2018](#)), Career Development is a staffing activity that helps people plan their future careers in the business so that both the organization and the individuals can develop to their fullest potential. Organizational career development is inseparable from career planning. Before advancing his career, every person in the organization must conduct comprehensive career planning. Career Development, according to ([Saidi Mehrabad & Fathian Brojeny, 2007](#)), is a succession of work that gives a person's life history a position and significance. Cascio argues in ([Alamsyah, 2019](#)) that the term 'career' can be viewed from two distinct vantage points: an objective and a subjective vantage point. From an objective standpoint, a career is the succession of positions a person holds during his life. However, from a subjective perspective, a career changes a person's values, attitudes, and motives as he ages. Both approaches emphasize the individual and presume that each person has some degree of control over his or her fate, allowing him or her to manage opportunities to optimize career success and satisfaction. Professional Development is a situation that implies an increase in a person's standing within an organization along a predetermined career path. Career Development seeks to align the requirements and objectives of employees with the current and future career prospects within the firm ([López-Domínguez, Enache, Sallan, & Simo, 2013](#)).

Moreover, ([Hamzah, Hubeis, & Hendri, 2020](#)) discovered the relationship between Career Development and Organizational Citizenship Behavior.

It is suspected that Career Development has a direct favourable effect on Organizational Citizenship Behavior based on the preceding opinion. According to Scarborough, Norman M., and Thomas W. Zimmerer (Athadiano & Indriyani, 2013), an entrepreneur is a person who creates a new business in the face of risk and uncertainty in order to achieve profit and growth by identifying opportunities and gathering the resources necessary to capitalize on those opportunities. Entrepreneurial Orientation must be present in every employee of a company. This is consistent with the nature of the firm, which is to pursue profit. Entrepreneurial Orientation is exemplified by consistently manufacturing items in compliance with market criteria and demands so that the market can accept the products. To accomplish this, every employee must continually maintain an entrepreneurial mindset. Entrepreneurial Orientation is how organizations carry out the new entrance and can also boost competitive human resources (Rezazadeh & Mahjoub, 2016). Entrepreneurial Orientation emphasizes the spirit of business innovation as an antidote to the business bottlenecks that frequently occur in the earliest stages of innovation. In essence, entrepreneurship is the nature, traits, and personality of a person who desires to implement innovative ideas in the real world creatively (Jamaluddin, Razali, & Mustafa, 2016), (Pangeran Buana & Uyun, 2021), (Breugst, Domurath, Patzelt, & Klaukien, 2012), and (Herz, Schmutzler, & Volk, 2019). Entrepreneurial Orientation is thought to have a direct positive effect on Organizational Citizenship Behavior based on the preceding opinion.

## METHOD

The method of study by determining the unit of analysis using the technique of purposive sampling, namely the sampling technique based on several factors. This study's population consists of 11,728 individuals who work in the production

departments of four tire businesses in Indonesia. The criteria for this study are production department personnel who have been appointed as permanent employees of the company. Using the Slovin formula to determine the number of samples, 400 samples will be used in this investigation. This study employs a survey methodology through the distribution of questionnaires to manufacturing division employees. The questionnaire contains several questions regarding Organizational Citizenship Behavior, Quality of Work Life, Organizational Commitment, Career Development, and Entrepreneurial Orientation, along with their respective explanations, so that respondents can fill out the questionnaire accurately and comprehend its intent and purpose. This study's question instrument was developed using indicators of variables from prior research. Structural Equation Modeling (SEM) analysis is utilized for statistical analysis.

## Results and Discussion

### A. Validity Test

The construct or variable level validity was analyzed using the Average Variance Extracted (AVE) value. Table 1 shows that all variables have an AVE value > 0.5. Therefore, it can be concluded that all variables are declared valid.

**Table 1**  
**Variable Validity Test Results**

Variable	AVE
Quality of Work Life	0,598
Career Development	0,606
Organizational Commitment	0,517
Entrepreneurial Orientation	0,561
Organizational Citizenship Behavior	0,555

### B. Reliability Test

Test Construct or variable reliability tests were analyzed based on the Composite Reliability (CR) value. The recommended CR value is >0.7 (Joe F Hair, Ringle, & Sarstedt, 2011). The test results in Table 2 show that all variables have CR values ranging from 0.893 to

0.941 and more than 0.7. Therefore, it can be concluded that all variables are reliable.

**Table 2**  
**Variable Reliability Test Results**

Variable	CR
Quality of Work Life	0,930
Career Development	0,924
Organizational Commitment	0,893
Entrepreneurial Orientation	0,933
Organizational Citizenship Behavior	0,941

Descriptive analysis of respondents' answers was used to see the tendency of respondents to answer item statements; respondents' answers were then analyzed using a category with an interval scale that was calculated from the highest score reduced by the lowest score divided by five so that an interval of 0.80 was obtained. Based on Sugiyono (2013), with an interval of 0.80, the categorization system is shown in Table 3

**Table 3**  
**Respondents Answer Category**

No.	Value	Category
1	1.00-1.80	Very Low
2	1.81-2.60	Low
3	2.61-3.40	Fair
4	3.41-4.20	High
5	4.21-5.00	Very High

### C. Result Exploratory Factor Analysis (EFA)

The results of the KMO and Bartlett test variable Quality of Work-Life are shown in Table 4. Based on the table, it can be seen that the KMO value for the Quality of Work Life variable is 0.783 greater than 0.5, and the significance of Bartlett's Test of Sphericity is  $0.000 < 0.05$ . This value indicates that the indicators studied have a high and significant correlation; therefore, the data can be factored in.

**Table 4**  
**Results of KMO and Bartlett Test Quality of Work Life**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.783
Bartlett's Test of Sphericity	Approx. Chi-Square	2547,999
	df	36
	Sig.	0.000

KMO and Bartlett test variable Career Development have shown in Table 5. Based on the table, it can be seen that the Career Development is 0.685 greater than 0.5, and the significance of Bartlett's Test of Sphericity is  $0.000 < 0.05$ . This value indicates that the indicators studied have a high and significant correlation. Therefore Career Development can be factored in.

**Table 5**  
**Results of KMO and Bartlett Test Career Development**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.685
Bartlett's Test of Sphericity	Approx. Chi-Square	1851,071
	df	28
	Sig.	0.000

The KMO and Bartlett test variables' results are Organizational Commitment, shown in Table 6. Based on the table, it can be seen that the KMO value Organizational Commitment is 0.657, more significant than 0.5, and the significance of Bartlett's Test of Sphericity is  $0.000 < 0.05$ . This value indicates that the indicators studied have a high and significant correlation. Therefore the Organizational Commitment can be factored in.

**Table 6**  
**Results of KMO and Barlett Test**  
**Organizational Commitment**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.657
Bartlett's Test of Sphericity	Approx. Chi-Square	2288,781
	df	28
	Sig.	0.000

The KMO value and the Barlett test variable results are Entrepreneurial Orientation, shown in Table 7. Based on the table, it can be seen that the KMO value Entrepreneurial Orientation is 0.771 greater than 0.5, and the significance of Bartlett's Test of Sphericity is 0.000 < 0.05. This value indicates that the indicators studied have a high and significant correlation. Therefore the Entrepreneurial Orientation can be factored in.

**Table 7**  
**Results of KMO and Barlett Test**  
**Entrepreneurial Orientation**

<b>KMO and Bartlett's Test</b>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.771
Bartlett's Test of Sphericity	Approx. Chi-Square	3412,146
	df	55
	Sig.	0.000

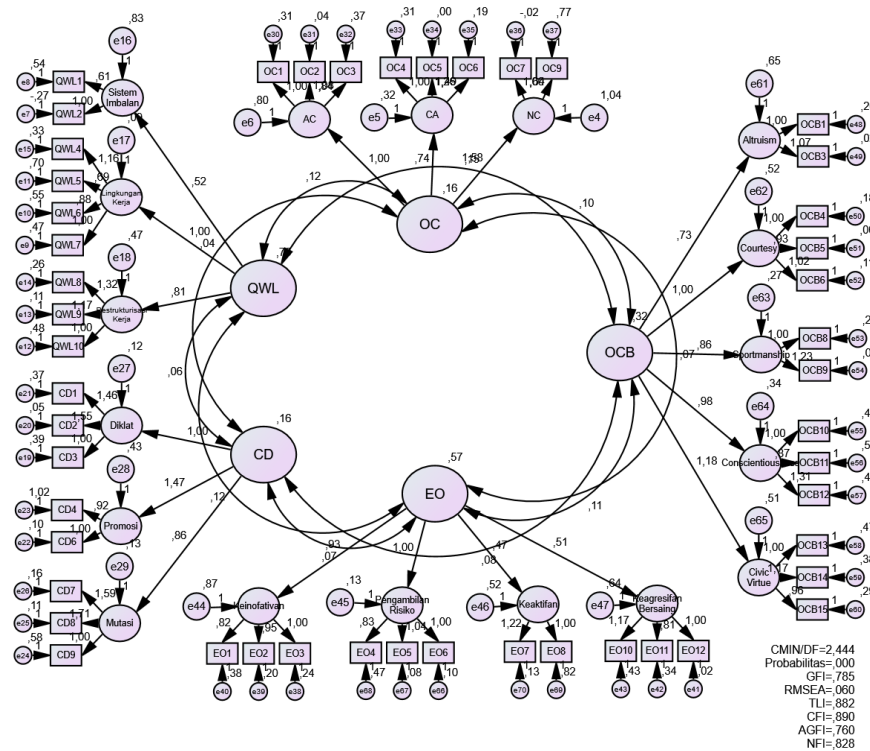
The results of the KMO value and the Barlett test variable are Organizational Citizenship Behavior, shown in Table 8. Based on the table, it can be seen that the KMO value of the Organizational Citizenship Behavior is 0.788 greater than 0.5, and the significance of Bartlett's Test of Sphericity is 0.000 < 0.05. This value indicates that the indicators studied have a high and significant correlation. Therefore the variable data on Organizational Citizenship Behavior can be factored in.

**Table 8**  
**Results of KMO and Barlett Test**  
**Organizational Citizenship Behavior**  
**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.788
Bartlett's Test of Sphericity	Approx. Chi-Square	4061.755
	df	78
	Sig,	0.000

**D. Results of Structural Equation Modeling (SEM)**

**1. Confirmatory Factor Analysis (CFA)**

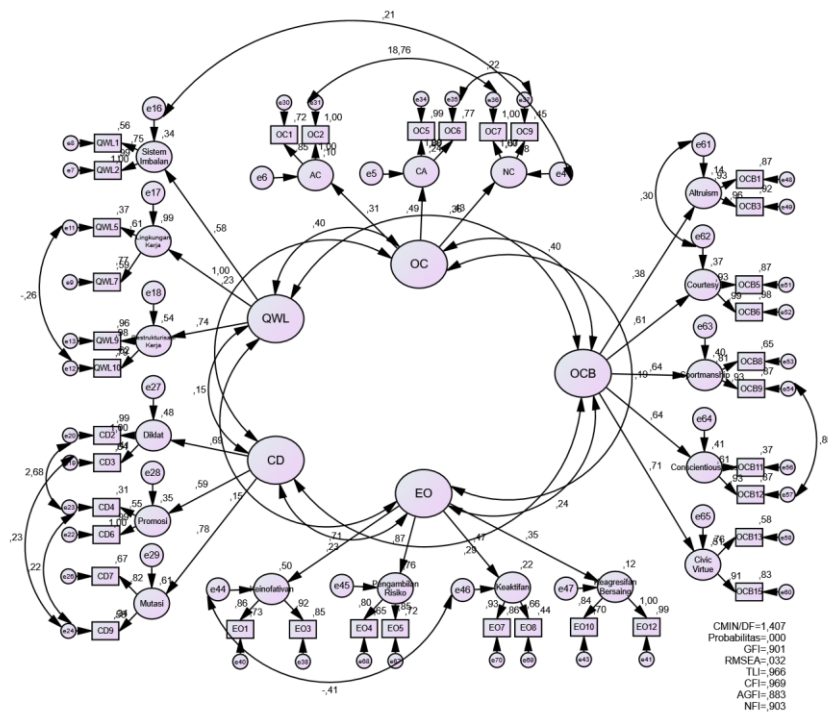


**Figure 1. Full Model CFA**

**Table 9  
Feasibility Test Results Full Model CFA**

Index	Cut off Value	Result	Description
<b>Absolute Measures</b>			
2 (chi-square)		2.686	
Df		1099	
Probability	2.444 0.05	0.000	Not Fit
Chi-df	2	Not	Not Fit
GFI	0.785 0.90	RMSEA	/ Fit
0.060	0.08	Fit	square
<b>Incremental Fit</b>			
NFI	0.828 0.90	0.882	Not Fit
CFI	0.890 0.90	PGFI	Not Fit
TLI	0.95 Parsimony	Not	Not Fit
<b>Measures</b>			
AGFI	0.760 0.90	0.704	0.60 Fit
Test	$\Phi_{1\tau}$ results	CFA	fit

Results of model Fit Measures are shown in Figure 2 and Table 10.



**Figure 2.**  
**Model Fit CFA**

**Table 10**  
**Feasibility Test Results Model Fit CFA**

Index	Cut off Value	Results	Information
<b>Absolute Measures</b>			
2 (chi-square)		793.371	
Df		564	
Probability	0.000 0.05	Not	Fit Table
Chi-square/df	2	1,407	Fit
GFI	0.901 0.90	0.903	Fit
RMSEA	0.08	0.032	Fit
<b>Incremental</b>			
NFI	0.90 Measures	Fit	Fit
CFI	0.883 0.90	0.969	Fit
TLI	0.966 0.95	Parsimony	Fit

Fit Measures			
AGFI	0.90	Not	, Fit
0.763	0.60 Based	on	Fit

Further testing of the CFA model has produced results with a higher eligibility index. Reasonable probability A Chi-square of 0.000 0.05 implies that neither the index nor the model fits the data. However, the Chi-square test is susceptible to sample size; the higher the sample size, the greater the likelihood that the Chi-square would be statistically significant (Hair et al., 2014). Therefore, researchers can evaluate the model's viability using alternative viability indices.

The GFI value of 0.901% and the RMSEA value of 0.0328% suggest that the model meets absolute fit indices. In terms of incremental fit, all indices have surpassed the predetermined cut off value: NFI of 0.903 0.966 0.90, CFI of 0.969 0.90, and TLI of 0.95. In addition, the AGFI value of 0.883 is less than the cut off threshold, indicating that the stated AGFI index is unsuitable. Even though the AGFI index is unfit, the PGFI index of 0.763 is greater than the cut off value of 0.60. It hence remains a reliable measure of parsimony fit. Consequently, it is possible to infer that the CFA model is appropriate or fits the criteria for Goodness of

Fit Indices (GOF). According to Hair et al. (2014), evaluating the viability of a model with 4-5 GOF criteria representing absolute fit indices, incremental fit indices, and parsimony fit indices is sufficient.

In addition, the validity of each construct is examined by examining its convergent and discriminant validity components. Convergent validity necessitates that each indicator of a given construct converge or share a substantial fraction of variance (Hair et al., 2014). Convergent validity can be evaluated based on the size of the factor loading for each item or indicator, the average variance recovered from measurements used to construct reliability, and the standard deviation of the extracted data (CR)

Table 11 displays the results of the convergent validity test. These data reveal that every item has a factor loading of more than 0.5, indicating that each item is. Then, all constructs/variables have AVE values greater than 0.5 and CR values greater than 0.7. Thus, all constructions satisfy the convergent validity criterion.

**Table 11**  
**Convergent Validity Test Results CFA**

Constructs	Item	Factor Loading	AVE	CR
Quality of Work Life	QWL1	0.748	0.68	0.927
	QWL2	0.997		



	QWL5	0.61		
	QWL7	0.767		
	QWL9	0.982		
	QWL10	0.789		
	CD2	0.6496		
	CD3	0,640,624		
	CD3	0.554		
Career Development	CD6	0.997	0,640,62	0.902
	CD7	0.818		
	CD9	0.583		
	OC1	0.85		
	OC2	0.998		
	OC5	0.997		
Commitment	OC6	0.879	0.964	0.80
	OC7	0.998		
	OC9	0.667		
	EO1	0.857		
	EO7	0.8052		
	EO8	0.935		
	EO8	–		
Entrepreneurial	–	Orientation	0.958	0.70
	Organizational	0,663		
	EO10	0,836		
	EO12	0,997		
	OCB1	0,93		
	OCB3	0,96		
Citizenship	OCB5	0,931	0,972	0,80
	OCB6	0,989		

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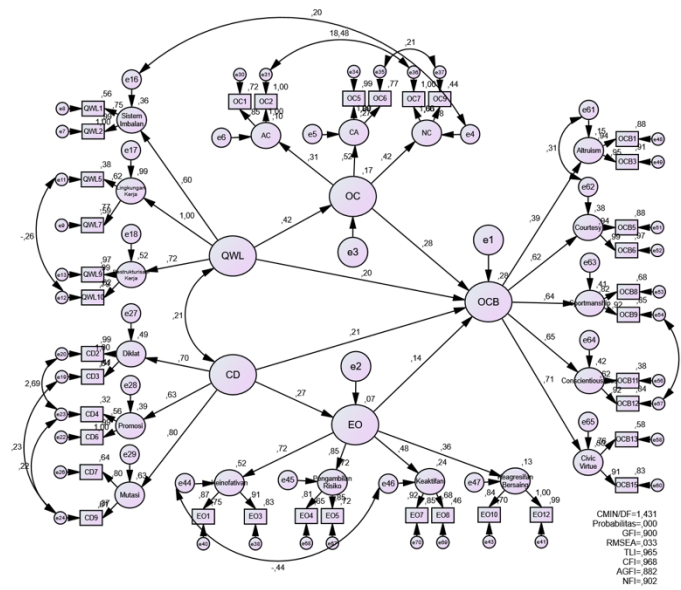
OCB8	0,807
OCB9	0,934
OCB11	0,609
OCB12	0,932
OCB13	0,765
OCB15	Behaviour

The results of the discriminant validity test in Table 12 show that each construct has good discriminant validity. This can be seen from the value of the square root of the AVE for each construct which is higher than the correlation value between constructs.

**Table 12**  
**Discriminant Validity Test Results for**

Variable	QWL	CD	OC	EO	OCB
QWL	<b>0.827</b>				
CD	0.152	<b>0.787</b>			
OC	0.403	0.228	<b>0.906</b>		
EO	0.152	0.225	0.189	<b>0.862</b>	
OCB	0.355	0.295	0.404	0.235	<b>0.884</b>

## 2. Structural Model



**Figure 3.**  
**Structural Model**

The results of the structural model feasibility test are in Table 12 show that the feasibility of the structural model is not much different from the results of the feasibility of the fit CFA criteria fit as indicated by the Chi-square/df value of 1.431 2, GFI 0.90 0.90,

and RMSEA 0.033 0.08 for the measurement of absolute fit indices. Then the NFI value is 0.902 0.90, CFI is 0.968 0.90, and TLI is 0.965 0.95, which represents incremental fit indices. Then parsimony fit indices also fit as seen from the PGFI value of 0.766 0.60.

**Table 12**  
**Feasibility Test Results Structural Model**

Index	Cut off Value	Results	Information
<b>Absolute Measures</b>			
(chi-square)		811.532	
Df		567	
Probability	1.431 0.05	0.000	Not Fit
Chi-squared	2	GFI	Fit
0.90	0.900 Fit	2	/
RMSEA	0.08	0.033	Fit
<b>Incremental Fit Measures</b>			
0.90	$\Phi_{1\tau}$ 0.902	Fit	CFI
0.90	Not 0.968	0.95	TLI

Fit	0.965 Fit	Parsimony	Measures
<b>AGFI</b>			
0.90	0.882 Fit	Table	C. NFI

### 3. Hypothesis Test Results

The results of the standard parameter estimates for the six direct effect hypotheses. The decision to assess whether the hypothesis is supported or

not is based on the results of the CR value and p-value. The direct effect hypothesis is said to be significant if it has a CR value > 1.96 and a p-value < 0.05.

**Table 13**  
**Hypothesis Test Results**

	Hypothesis	Direct Effect	CR	P-Value	Information
H1	Quality of Work Life → Organizational Citizenship Behavior	0,201	2,364	0,018	Supported
H2	Career Development → Organizational Citizenship Behavior	0,208	2,736	0,006	Supported
H3	Quality of Work Life → Organizational Commitment	0,418	3,158	0.002	Supported
H4	Organizational Commitment → Organizational Citizenship Behavior	0.278	2,182	0.029	Supported
H5	Career Development → Entrepreneurial Orientation	0.267	3,587	0.000	Supported
H6	Entrepreneurial Orientation → Organizational Citizenship Behavior	0.144	2,077	0.038	Supported

To test the effect of the mediation hypothesis, this study uses bootstrapping on SEM AMOS, which can see in Table 14.

**Table 14**  
**Results of the Mediation Hypothesis Testing the**

	Direct	Effect Indirect	Effect	Confidence Interval		P-Value	Ket.
				Low	High		
H7	QWL → OC → OCB	(0.418) (0.278)	0.116	0.025	0.133	0.006	Supported
H8	CD → EO → OCB	(0.267) (0.144)	0.038	0.011	0.155	0.034	Supported

Quality of Work Life (QWL) has an indirect influence of 0.116 on Organizational Citizenship Behavior (OCB) via Organizational Commitment (OC), and a confidence interval of 0.025-0.133 is more significant than 0. The p-value is therefore 0.006 0.05, indicating that the effect is significant. Table 14 indicates that both mediation hypotheses are supported by testing the mediation hypothesis using the bootstrap method. This study confirms that the Quality of Work-Life positively affects Organizational Citizenship Behavior (OCB) via Organizational Commitment (OC).

In addition, the indirect effect of Career Development (CD) on Organizational Citizenship Behavior (OCB) via Entrepreneurial Orientation (EO) is 0.038, with a confidence interval ranging from 0.011-to 0.155 greater than 0. The p-value of 0.034 is less than 0.05, indicating that the effect is significant. This study confirms that Career Development positively affects Organizational Citizenship Behavior via Entrepreneurial Orientation (EO).

Based on the respondents' responses, the researchers identified certain aspects of Quality of Work Life that need to be examined and enhanced so that Quality of Work-Life has a higher impact on Organizational Commitment and Organizational Citizenship Behavior. Respondents believe that the company has met their quality of work-life expectations. However, the creative incentive system can be enhanced by measuring performance achievement, task experience, and the amount of difficulty of the work received by employees.

Based on the study of respondents' responses, the researchers identified several Career Development-related factors that need to be assessed and enhanced so that Career Development has a more significant impact on entrepreneurial Orientation and organizational citizenship behaviour. Overall, respondents perceive the company's Career Development to be reasonably good. The

mutation policy must still be studied and enhanced, as it has the lowest average value compared to other metrics. Leaders and management must be more equitable when transferring employees to other departments or areas. Additionally, personnel transfers must be conducted objectively and according to established standards.

Based on examining respondents' responses, the researchers identified several aspects of Organizational Commitment that need to be investigated and enhanced so that Organizational Commitment has a more significant impact on Organizational Citizenship Behavior. Overall, employees have a strong perception of their corporate Commitment through employees believe they have a high Affective Commitment, Continuance Commitment, and Normative Commitment to the company, they nevertheless have questions regarding the Commitment and organization. This conclusion is based on the study of respondents' responses, which reveal that several assertions have a low average value, indicating that employee organizational commitment must be enhanced.

To develop a strong emotional attachment, leaders in the tire industry must review and strengthen their organizational commitment company. Leaders can boost Affective Commitment by inviting staff to participate in corporate activities, fostering a sense of belonging. In Continuance Commitment, the company can offer rewards commensurate with the performance of its employees, such that those employees view the company as their best option in terms of income.

Based on the respondents' responses, the researchers identified numerous aspects of Entrepreneurial Orientation that need to be studied and enhanced so that Entrepreneurial Orientation has an even more significant impact on Organizational Citizenship Behavior. Overall, employees rate their entrepreneurial Orientation positively. Nonetheless, the leadership and

administration of the national tire business must consider the attitudes that receive low rankings. The employees are already highly active, yet innovation is still scarce. This is based on the study of responses from respondents, which indicates that employees still do not have enough ideas and adhere to the established criteria. Therefore, leaders and managers in the national tire business must embrace participatory leadership to increase employee creativity. Leaders can provide staff with the opportunity to contribute innovative ideas to boost production efficiency. Additionally, the leadership might solicit employee input during the decision-making process on current issues. By giving opportunities for employees to provide ideas and feedback, the organization will train people to think critically and be creative, fostering innovation.

## CONCLUSION

Quality of Work Life and Career Development have a positive influence on Organizational Citizenship Behavior; Quality of Work-Life has a positive influence on Organizational Commitment; Organizational Commitment has a positive influence on Organizational Citizenship Behavior; Career Development has a positive influence on Entrepreneurial Orientation; Entrepreneurial Orientation has a positive influence on Organizational Citizenship Behavior.

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