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Meaningful work and organizational citizenship behavior among lecturers: the mediating role of work passion

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Abstract
The previous meta-analysis found that the corrected correlation between meaningful work and organizational citizenship behavior was relatively low. This study investigates the mediating effect of work passion in the relationship between meaningful work and organizational citizenship behavior. Data were collected using an online self-report questionnaire on full-time lecturers in some cities in Indonesia (N=162). Data were analyzed using Hayes PROCESS macro on SPSS software. Results showed that meaningful work was positively related to organizational citizenship behavior and work passion. Results also showed that work passion was positively correlated with organizational citizenship behavior. The mediation analysis showed that work passion fully mediated the relationship between meaningful work and organizational citizenship behavior. The theoretical and practical implications of the study were further discussed.

Keywords: Meaningful work, Organizational citizenship behavior, Work passion

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Introduction

Effectiveness and efficiency are crucial aspects organizations face in today's competitive environment. One of the ways for an organization to achieve effectiveness and efficiency is by having employees with high performance. Employee performance in the organization can be categorized into mandatory performance (in-role performance) and extra-role performance, which is commonly known as *Organizational Citizenship Behavior* (OCB) (Dash & Pradhan, 2014). This study focused on OCB because OCB is expressed as the quality of employees that can differentiate one organization's performance from the others (N. P. Podsakoff et al., 2009). OCB is defined as an individual's behavior that is not written in the job description, is constructive, and is not assessed or rewarded by other parties if displayed (Organ, 1997). If it could be done, in the aggregate, it will boost organizational performance, although it does not have a direct correlation with an individual's productivity or work rewards obtained from the organization.

Organ (2018) defined OCB as the behaviors delivered by employees without expecting rewards by the organization, and organizational formal reward systems do not recognize it, but if implemented in accumulation by all employees, it will increase organizational productivity. Organ developed five dimensions of OCB, namely courtesy, altruism, civic virtue, sportsmanship, and conscientiousness (Organ, 2018). Williams and Anderson (1991) then simplified Organ's OCB dimensions into two dimensions, OCB-O and OCB-I. OCB-O is an individual's behaviors directed toward the organization to benefit the organization in general, i.e., employees dutifully with corporate regulation, such as giving prior notice when they are absent. Organ's OCB dimensions that are part of OCB-O include conscientiousness, sportsmanship, and civic virtue. OCB-I is behaviors performed to benefit other individuals (such as superiors and coworkers) that help them deliver their jobs well (Williams & Anderson, 1991). Organ's OCB dimensions that are part of OCB-I include courtesy and altruism. Examples of OCB-I are assisting coworkers who are absent from work, giving suggestions to coworkers who need help, and assisting new employees during their work orientation. The current study will only use OCB as the combined score of OCB-I and OCB-O to look at how job attitudes affect individuals in performing OCB directed as both individuals and the organization.

Previous studies have found internal and external factors of OCB. The internal factors of OCB include gender, age, marital status, personality (Alizadeh et al., 2012), worker's motivation (Sulea et al., 2012), interest, and prosocial motives (Michel, 2017). The external factors include workplace atmosphere (Suresh & Venkatammal, 2010), organizational justice, organizational commitment (Saifi & Shahzad, 2017), role stress (Ragel & Ragel, 2017), work engagement (Gupta et al., 2017), and interpersonal conflict (Pooja et al., 2016). Despite the fact that there have been numerous factors influencing OCB, it is suggested that researchers still need to shed more light on the ways that various factors may shape patterns of citizenship (Klotz et al., 2018).

The study was conducted by using a sample of full-time lecturers in Indonesia. Lecturers have an important role in increasing the quality of society (Sulistiobudi et al., 2017). Currently, there is a new program that is ongoing in an Indonesian education system that is Merdeka Belajar Kampus Merdeka. This program requires all universities to shift their paradigm and eventually adjust their daily operations. Surely this program needs support not only from university leaders but also from the lecturers themselves. As the primary driver in the university, a lecturer today not only has to achieve the minimum target, which is Tridarma Perguruan Tinggi, but they also must work beyond their role. The lecturers need to do extra role to support Merdeka Belajar Kampus Merdeka.

The lecturers are relevant to be chosen as participants of this study due to their work nature as knowledge workers. As knowledge workers are used to performing non-routine and creative work (Reinhardt et al., 2011), OCB will become important behavior to support the lecturers' daily activities. Lecturers will continue to be part of university development in the future. University management needs to be aware of the crucial existence of the lecturers. More efforts are still needed to shape their OCB and provide support to perform OCB well. Research on OCB among Indonesian lecturers was ever done by Veronica (2019). Given that OCB is thought to be essential for organizational success, more studies are needed to investigate how to elicit such behavior (Harvey et al., 2018).

Organizations are struggling to find solutions for developing and maintaining OCB among employees. Since OCB depends upon the initiative and will of employees, their work experience becomes important. Employees' feelings and their evaluative perceptions about their jobs and organization play an important role in their behavior and their involvement in additional work. When an employee considers the work as meaningful, then he/she is likely to spend more time and effort on the job. Meaningful work has been found to have a positive impact on other performance outcomes such as resilience (Van Wingerden & Poell, 2019), individual work performance (Zeglat & Janbeik, 2019), work engagement, and organizational citizenship behavior (C. Y. Chen & Li, 2013). Meaningful work is currently getting more interest from scholars due to its importance in human resource management (Bailey et al., 2019).

Meaningful work positively correlates to meaning in life, work engagement, intrinsic motivation, and calling (Lips-Wiersma & Wright, 2012). Those variables look similar to meaningful work, but actually, they are different. Specifically, meaning in life explains about wide stance on what makes our lives matter, not only what makes our work worthwhile (Martela & Steger, 2016). Intrinsic motivation applies to undergoing a task based on its innate amusement (Deci & Ryan, 2000a) but does not highlight the importance and cogency of this task. Calling represents probably the most closely related concept to meaningful work because it refers to work that someone feels a sense of prosocial-oriented purpose encouraged by transcendent sources (Dik & Duffy, 2009a). Research has demonstrated calling and meaningful work to be distinct constructs, and longitudinal evidence suggests that meaningful work is a predictor of living one's calling (Duffy et al., 2014). The most distinctive element that differentiates calling and meaningful work are that calling has the notion of a "transcendent summons" (Dik & Duffy, 2009b).

Employees who feel that their jobs are meaningful will actively share their creativity and innovation in the workplace (Cai et al., 2018), and these efforts are related to organizational citizenship behavior (Saks, 2006). OCB contributes to an organization's growth by developing social capital, ensuring efficiency, and increasing productivity (Bolino et al., 2006).

Previous examinations of meaningful work and its positive outcomes have more direct relations with some outcomes and more indirect relations with others. A recent meta-analysis by Allan, Batz-Barbarich, Sterling, & Tay (2018) found a small to moderate correlation between meaningful work and OCB. Other variables may serve as the underlying mechanism for the relationship between meaningful work and OCB due to the low correlation coefficients (Allan et al., 2019).

The author argues that work passion mediates the meaningful work and organizational citizenship behavior relationship. Work passion contributes to the literature by identifying key definitional elements that seem to be common across different vocations and cultures; they are motivation, strong identification, and positive affect. This definition extends Baum and Locke's (2004) conceptualization of work passion by emphasizing another core to the experience of work passion, including identification, meaning, and motivation (Baum &

Locke, 2004), not only positive emotional states. This study also expands Vallerand et al.'s (2014) definition of work passion as "liking one's work, valuing it, and spending time and energy in it" (p. 59) (Vallerand et al., 2014). Extending research on entrepreneurial passion by Cardon et al. (2009a), (2009b), (2013) and Chen et al. (2009), the Work Passion scale offers a standardized way of measuring vocational passion across various vocations, beyond the domain of entrepreneurship, and across cultures (Cardon & Stevens, 2009; X. P. Chen et al., 2009).

Self-determination theory (Deci & Ryan, 2000b) is utilized to explain the existence of work passion as a mediator in this study. This theory assists our understanding of how intrinsic work motivation can impact employees' behaviors. Chummar, Singh, & Ezzedeen (2018) found a positive association between passion for work and life satisfaction as well as job performance. Therefore, the author expects those passionate employees may go above and beyond the call of duty (Chummar et al., 2019).

Previously established studies have proven passion for work as a mediating variable within various relationships. Harmonious passion was found to be a mediator between individual autonomy orientation and job creativity (Liu et al., 2011). Work passion also acted as a mediating variable between protean career attitude and proactive work behavior (Gulyani & Bhatnagar, 2017). Entrepreneurial passion acted as a mediating variable between entrepreneurial self-efficacy and entrepreneurial long-standing persistence individuals (Cardon & Kirk, 2015).

Finally, based on the previous studies, the author hypothesized the following. First, there is a positive relationship between meaningful work and organizational citizenship behavior. Second, there is a positive relationship between meaningful work and work passion. Third, there is a positive relationship between work passion and organizational citizenship behavior. Last, work passion mediates the relationship between meaningful work and organizational citizenship behavior.

Method

Participant

Participants were full-time lecturers working in various Indonesian universities. The detail of the participants can be seen in Table 1. With the help of a research assistant, the author compiled the email addresses of lecturers from many journals. An email was sent personally to each of the lecturers. Information on this study was given on the body email, and there is an explanation that this participation is voluntary. The email contained an online questionnaire regarding this study. They may also leave the questionnaire anytime they want to. From 1000 emails sent, 163 people responded to the questionnaire, and only 162 participants completed all the questions. Therefore, the response rate was 16,2%. Participants were asked to inform their *Nomor Induk Dosen Nasional* in the demographic section. The research assistant helped to check the *Pangkalan Data Pendidikan Tinggi* number to ensure that participants were genuinely full-time lecturers. Participants are informed that this effort is solely for research purposes only.

Table 1. Participants' Demographic Characteristics (N =162)

Characteristic	N	%
Gender		
Female	84	51.9
Male	78	48.1
Age		
25 – 34 years old	47	29.0
35 – 44 years old	67	41.4
45 – 54 years old	24	14.8
55 – 64 years old	21	13.0
> 64 years old	3	1.9
Education		
Master	93	57.4
Doctoral	69	42.6
Tenure		
1 – 10 years	87	53.7

Characteristic	N	%
11 – 20 years	47	29.0
21 – 30 years	17	10.5
> 30 years	11	6.8
Academic Credential		
Tenaga Pengajar	10	6.2
Asisten Ahli	50	30.9
Assistant Professor	63	38.9
Associate Professor	30	18.5
Professor	9	5.6
Type of University		
Private	67	41.4
State-owned	95	58.6
Structural position		
No	100	61.7
Yes	62	38.3

Measures

All measuring instruments were adapted measures. They were translated from English to Indonesia using the translate-back translate method suggested by Brislin (1970). Organizational citizenship behavior was measured using the OCB Scale by Lee & Allen (2002). Meaningful work was measured using the Work and Meaning Inventory (WAMI) by Steger, Dik, & Duffy (2012). Finally, work Passion was measured using the Work Passion Scale by Chen et al. (2020).

Data Analysis

The statistical analysis technique included Macro PROCESS on SPSS from Hayes was used to test the mediation. The macro for SPSS is powerful for estimating the path coefficients and generating bootstrap confidence intervals for total and specific indirect effects of X on Y (Preacher & Hayes, 2008).

Results & Discussion

The results of the correlation analyses (Table 2) described our study variables. Hypothesis 1 stated a positive relationship between meaningful work and organizational citizenship behavior. Table 2 shows that meaningful work positively correlated with the organizational citizenship behavior ($r = .236$, $p < .001$). Data support Hypothesis 1. Individuals who possess a high level of meaningful work tend to deliver higher organizational citizenship behavior.

Hypothesis 2 stated a positive relationship between meaningful work and work passion. Table 2 shows that meaningful work positively correlated with the work passion ($r = .262$, $p < .001$). Data support Hypothesis 2. Individuals who possess a high level of meaningful work tend to have a higher level of work passion.

Hypothesis 3 stated a positive relationship between work passion and organizational citizenship behavior. Table 2 shows that work passion positively correlated with the organizational citizenship behavior ($r = .399$, $p < .001$). Data support Hypothesis 3. Individuals who possess a high level of meaningful work tend to deliver higher organizational citizenship behavior.

Table 2. Means, Standard Deviations, and Correlations between Study Variables

	Mean	SD	1	2	3
Meaningful work	43.66	5.016	1	.262	.236
Work passion	42.55	4.409	.262	1	.399
Organizational citizenship behavior	86.75	10.494	.236	.399	1

N=162. Cronbach's Alpha of each measuring instrument are presented on the diagonal,** p < .01, * p < .05.

Hypothesis 4 stated that work passion mediates the relationship between meaningful work and organizational citizenship behavior. The direct effect of meaningful work on the OCB became nonsignificant after-work passion went into the model as a mediator. Therefore, we can conclude that work passion fully mediates the relationship between meaningful work and organizational citizenship behavior.

Table 3. Work passion as a mediator in the relationship between meaningful work and organizational citizenship behavior

Variable	M (Work Passion)				Y (OCB)		
	Coef.	**SE**	**p**		**Coef.**	**SE**	**p**
X (Meaningful Work)	*a*	.294	.156	.000	c	.493	.161	.000
					c'	.294	.156	.061
M (Work Passion)	-	-	-		b	.863	.177	.000
Constant	37.170	8.771	.000		65.233	7.064	.000
	R^2 = .056				R^2 = .178		
	p < .001				p < .001		

Note: **N** = 162; **Indirect effect coef.** = .198; **BootSE** = .078; **BootLLCI** = .068; **BootULCI** = .371; **a** = path coefficient between meaningful work and OCB; **b** = path coefficient between work passion and OCB; **c** = total effect of meaningful work on OCB before work passion was included in the model; **c'** = total effect of meaningful work on OCB before work passion was included in the model.

The main objective of this research was to examine the mediation effect of work passion on meaningful work and organizational citizenship behavior. Based on the overall results of this study, it can be concluded that work passion fully mediated the relationship between meaningful work and organizational citizenship behavior. Specifically, it can be explained that lecturers who perceive their work as meaningful will show higher work passion as an indicator of meaningfulness and thus show higher organizational citizenship behavior.

When employees believe that their work has significant meaning in their lives, they will tend to undertake activities not formally written in job descriptions (Uçanok & Karabati, 2013a). Moreover, employees who also think that their work will make their life feel goodwill invest more time in helping their colleagues (Uçanok & Karabati, 2013b), so they are voluntarily willing to jump into extra-role activities due to their positive feelings about their job. Contradictorily, employees with a low sense of meaningful work tend to be more passive in supporting their colleagues, and they less to leverage their energy to support others (Tummers & Knies, 2013).

When employees feel energetic and excited in completing their tasks, they will show positive energy that will lead to positive working behaviors (Lu et al., 2012; Quinn et al., 2012a). This positive energy is a source of motivation to exhibit extra-role activities. Moreover, confidence will be delivered by employees who sense that their work is meaningful. They apply this confidence to help their colleagues voluntarily without leaving their formal job obligations (Scott et al., 2016). Meaningful work is mainly discussed within the framework of a wider investigation of meanings of work (Cheney et al., 2008). Conversely, employees with a low sense of meaningful work may not deliver optimum positive feelings about their job situation, which may lead to the lack of ability to combine their tasks with voluntary efforts to support their colleagues. These employees will be most likely to invest their energy only in their own job obligations. (Quinn et al., 2012b).

Meaningful work is an imperative aspect that fosters employees to deliver OCB. Fundamentally, OCB is cultivated by a positive attitude that workers try to accomplish their job (Moorman & Harland, 2002), and workers who sense their occupation as meaningful to them will show positive dedication toward the organization (Charoensukmongkol et al., 2015a). Employees who feel connected to their organization will contribute more to target achievement since they tend to craft passionate attachment to their job (Dyne & Pierce, 2004). This passionate attachment will lead to psychological ownership (Pierce et al., 2003), which advances employees to set a clear goal in achieving their target (Avey et al., 2009). Achieving the target goal with a high feeling of commitment will make employees feel secure. This feeling of security is an important factor to foster employee's behavior not only related to in-role performance but also extra-role performance such as OCB (Charoensukmongkol et al., 2015b).

In this study, the lecturers as participants consider their work as meaningful, then he or she is likely to spend more effort and time on the job. Employees become more committed to the organization when they have a sense of meaning in their work (Johnson & Jiang, 2017). In this case, lecturers will be more committed to the university when they feel that their work is meaningful. Job as a lecturer is considered to have a significant impact on others. This point answers why the lecturers feel their work is meaningful. Lecturers who experience passion for their work will show greater internalization of their job. Intrinsic motivation is an essential source for employees who regard the job as meaningful to perform the job well (Hackman & Oldham, 1976) which

fulfills their basic psychological needs for autonomy, competence, and relatedness. The lecturers who possess high work passion will positively identify themselves to the job. Sense of identification with work will lead to greater positive actions (Deci & Ryan, 2008). Work passion becomes an essential variable for the lecturers since those with high work passion will improve psychological adjustment (Forest et al., 2011). The current situation in Indonesian universities truly needs intensive psychological adjustment for the lecturers to catch up with the new government program Merdeka Belajar Kampus Merdeka. Hopefully, lecturers with a high sense of meaningful work will possess high work passion, which in turn lead to greater OCB activities to support all programs in the university.

The author encountered some limitations during the research stages. First, the study sample represents a very small number (n=162) compared to the total exact population. Participants came from different universities that made them heterogeneous. This condition may lead to lesser accuracy in result generalization. Consequently, this result can only be generalized among the study sample. Second, this study's self-administered and cross-sectional nature is still potential to bias. Third, standard method variance (CMV) may affect the results. Regardless of the above limitations, this study confirmed that work passion is a significant mediator in the relationship between meaningful work and organizational citizenship behavior. This study contributes to the literature by confirming the role of self-determination theory to explain the underlying mechanism between meaningful work and organizational citizenship behavior mediated by work passion.

Conclusion

This study aimed to investigate the mediating effect of work passion in the relationship between meaningful work and organizational citizenship behavior. As a practical recommendation, customized training for lecturers may be organized by Indonesian university management. The training program objective is to induce meaningful work and remind the importance of passion for working as a lecturer. Regarding future research directions, it is recommended to target a larger sample to improve generalization. With larger samples, it is also recommended to use more universities and probability sampling techniques instead of snowball sampling techniques. Also, organizational studies may benefit from gathering longitudinal data.

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