



**Research Publishing
Academy (RPA)**
London, United Kingdom (UK)

JIBM

Journal of International Business and Management (JIBM)
Journal Homepage: <https://rpajournals.com/jibm>

Influences of Decent Work on Organizational Citizenship Behavior in for-Profit Enterprises

Zhu Huihui^{1*}

Reynaldo Gacho Segumpan²

City University Malaysia, Malaysia^{1,2}

Jiangmen Polytechnic, China¹

Abstract

Based on Social Exchange Theory, this study examines the relationship between decent work (DW) and organizational citizenship behavior (OCB) in for-profit enterprises. The sample consists of 468 participants. Data were collected through professional online survey platforms and the WeChat social media platform. The decent work questionnaire and organizational citizenship behavior scale were employed. Structural equation modeling analysis revealed significant positive correlations between four dimensions of decent work and organizational citizenship behavior: safe working conditions, Access to healthcare, adequate compensation, and complement values. Additionally, by comparing the differential impacts of decent work dimensions on organizational citizenship behavior, the study found that adequate compensation had the most significant influence. The findings provide insights for organizations to foster organizational citizenship behavior through the lens of decent work, particularly by enhancing adequate compensation. Furthermore, limitations and avenues for future research are discussed.

Keywords: Decent work; Organizational citizenship behavior; For-profit enterprises

Corresponding Author*

DOI: <https://doi.org/10.37227/jibm-2024-06-6534/>

Introduction

Organizational efficiency gains have become critical in a rapidly changing business environment and labor market. In response to increasing market competition and uncertainty, organizations need more employees to demonstrate behaviors beyond the scope of their formal tasks. This behavior is considered one of the keys to improving organizational effectiveness and staying competitive (Pham et al., 2023). In this context, a more profound knowledge and understanding of individual behaviors and social interactions in the workplace becomes essential (Siswadi et al., 2023). Organizational citizenship behavior emphasizes employee self-motivation, initiative, and flexibility, which help fill the management gaps in the standard job requirements and contribute to the organization's sustainable development (Worku & Debela, 2024).

Scholars have dedicated considerable attention and effort to investigating effective strategies to stimulate organizational citizenship behavior, recognizing its vital role in fostering societal engagement and development. They explored the significant predictors of individual employee organizational citizenship behavior regarding individual differences, job characteristics, attitudinal variables, and leadership factors (Worku & Debela, 2024). However, with the progress of social

development and the improvement of people's living standards, many workers aspire not only to financial rewards but also to dignity and fulfillment from their work. They seek decent working conditions and hope for a sense of satisfaction (Ferraro, Pais, Rebelo Dos Santos, et al., 2018). Especially in collectivist cultures like China, individuals often pay attention to how others perceive their work and aspire for it to appear respectable in the eyes of others. This cultural emphasis on collective values further underscores the community's desire for recognition and validation based on one's work contributions. Hence, if enterprises aim to stimulate employees' organizational citizenship behavior better, they could consider promoting decent work as a significant pathway. However, it remains unclear from existing literature whether decent work can positively predict organizational citizenship behavior.

Although some studies have found that the realization of decent work can stimulate some positive behaviors among employees, such as decent work can significantly impact employees' innovative behaviors (Yan et al., 2023). Huang et al. (2020) concluded that decent work has a significant positive impact on voice behavior. Sheng & Zhou (2023) constructed a theoretical model of decent labor and employees' positive behavior (including taking charge and voice behavior) based on social identity theory and self-determination theory. Through empirical analysis, decent work was found to positively predict voice behavior. However, research examining the relationship between employees' decent work and organizational citizenship behavior remains scarce to date. By exploring the connection between employees' decent work and organizational citizenship behavior, this study aims to address these gaps in the literature.

Social exchange theory suggests that the interaction between employees and organizations is based on reciprocity. Providing good working conditions promotes positive emotional and behavioral responses in employees. Employees are more likely to demonstrate organizational citizenship behaviors and take on reciprocal responsibilities when they feel the organization's positive impact or are encouraged by the organization to develop positive emotions (Cropanzano et al., 2017). This perspective provides theoretical support for exploring the relationship between decent work and organizational citizenship behavior. Research on the impact of decent work on employee behavior is relatively limited, as decent work is a relatively emerging concept, and related studies are still in their nascent stages (Cooke et al., 2019). This suggests further exploration and investigation in this area to fully understand the relationship between decent work and organizational citizenship behavior.

In summary, given the rapid economic development and intense competition among for-profit enterprises, researching the relationship between decent work and organizational citizenship behavior holds theoretical and practical significance. This article endeavors to establish a theoretical model elucidating the relationship between decent work and organizational citizenship behavior. Empirical analysis aims to validate the relationship between decent work and organizational citizenship behavior, providing managerial strategies for businesses to stimulate employees' organizational citizenship behavior.

Theoretical development and hypotheses

Decent work

The concept of dignified work was initially proposed by the International Labour Organization in 1999, defining it as the opportunity for men and women to secure productive work under conditions of freedom, equity, security, and dignity. This work should be meaningful, productive, and sustainable, ensuring individuals' dignity and well-being (Reynaud, 2018). The core values of decent work are to secure rights at work, equality in employment, the provision of social protection, and the promotion of social dialogue. Decent work has become one of the 2030 sustainable development goals (Nations, 2015). With the evolution of society and the economy, the concept of decent work was redefined by the International Labor Organization in 2015. Decent work encompasses not only opportunities for individuals to meet their basic needs and contribute to society through productive employment but also emphasizes fair income, safe working environments, social security for families, opportunities for personal development and societal integration, freedom of expression of

individual viewpoints, as well as the right to gender equality in influencing work and decision-making processes (Office, 2015). This definition highlights the importance of safety, security, and fair income for workers and their families, reflecting the quest for safety and fairness for workers in the new era.

With the rise of the odd-job economy and the importance that workers attach to the meaning of work, the connotation of decent work needs to be constructed from the perspective of the meaning and value of work (Di Fabio & Blustein, 2016). Based on the psychological theory of work, Di Fabio & Blustein (2016) define decent work as stable, dignified, and safe work instead of hazardous work. However, such a definition may be overly general. Duffy et al. (2017) define decent work as having safe working conditions, free time and rest, complement values, and adequate compensation and access to health care. This conceptual framework has been recognized and promoted by many scholars globally (Ferraro et al., 2020; Kozan et al., 2019; Wang et al., 2019). For instance, Duffy et al. (2021) research found a correlation between decent work and employees' overall physical health. Research by (England et al., 2020) confirms that decent work predicts life and job satisfaction. These also confirm the applicability of the five-dimensional structure of decent work in validating the outcome variables. This study will build a theoretical model with the five dimensions of decent work as independent variables and organizational citizenship behavior as dependent variables. An empirical analysis will test the relationship between the five dimensions of decent work and organizational citizenship behavior.

Decent work and organizational citizenship behavior

Scholars argue that organizational citizenship behavior, based on the foundational social exchange theory, entails voluntary reciprocal actions that reflect a form of social exchange between employees and the organization. This behavior does not require job descriptions to define it, and employees do not expect rewards or compensation from the organization for such actions. Instead, this exchange relationship is often based on employees' perceptions of organizational policies (Kuvaas, 2008). Research has found that employees' perceptions of workplace conditions can significantly influence organizational outcomes (Bryson & Freeman, 2013). Organizational conditions such as work environment, organizational culture, and compensation influence employees' rewarding behaviors. Good working conditions increase employees' benefits from the organization, prompting them to develop positive perceptions and emotions toward the organization. Therefore, considering the organization's goals, employees are more willing to engage in extra-role citizenship behaviors. This is because employees seek to demonstrate that the rewards provided by the organization are worthwhile. Thus, they are eager to exert more effort and contribute to the organization (Corley et al., 2006).

While the existing literature exploring decent work and organizational citizenship behavior is minimal, some relevant studies have provided preliminary indications that decent work may impact organizational citizenship behavior. Prior empirical research has shown that the organizational support perceived by employees in the workplace influences their organizational citizenship behavior. Wuttaphan's (2022) study indicates that employees can benefit from leaders through demonstrating organizational citizenship behavior, while perceived organizational support enhances their confidence in these benefits. Increasing employees' perception of organizational support can motivate them to contribute to the organization and assist in achieving organizational goals. The study by (Firmansyah et al., 2022) revealed a positive relationship between employees' perception of organizational support and their engagement in organizational citizenship behavior. Specifically, employees who perceive higher levels of organizational support are more inclined to participate in citizenship behaviors actively.

It has been demonstrated that employees' perception of fairness within the organization significantly promotes organizational citizenship behavior (Rahman & Karim, 2022; Donglong et al., 2020). Additionally, attaining decent work enables employees to perceive organizational fairness (Duffy et al., 2016a). When employees feel treated fairly, they are likely to develop positive emotions

toward the organization, inspiring them to exhibit more organizational citizenship behavior(Corley et al., 2006).

Furthermore, some studies have also confirmed that positive work motivation positively predicts organizational citizenship behavior(Widarko & Anwarodin, 2022). Employees can derive safe working conditions, free time and rest, Complement values, adequate compensation, and access to health care from a decent work environment within the organization(Duffy et al., 2016b). These decent work conditions can enhance employees' work motivation(Ferraro, Pais, Moreira, et al., 2018). Thus, decent work may promote organizational citizenship behavior by strengthening employees' work motivation.

These studies can provide preliminary evidence that decent work may be an important predictor of organizational citizenship behavior. Therefore, based on the above analysis, the following hypotheses are made:

H1: Safe working conditions have a significant positive impact on organizational citizenship behavior;

H2: Access to health care has a significant positive impact on organizational citizenship behavior;

H3: Adequate compensation has a significant positive impact on organizational citizenship behavior;

H4: Free time and rest have a significant positive impact on organizational citizenship behavior;

H5: Complement values have a significant positive impact on organizational citizenship behavior.

Figure 1 illustrates the proposed structural model of the study.

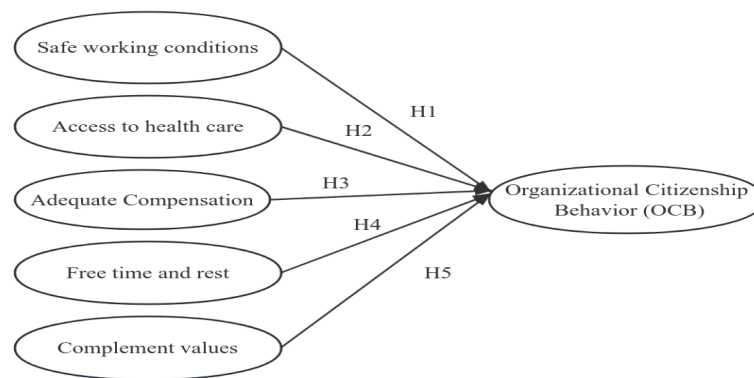


Figure 1 Structural model

Method

Participants and Procedure

This study designed the questionnaire using the professional online survey platform Questionnaire Star(www.wjx.cn) and generated the online questionnaire link. The questionnaire was then distributed via social networking platforms for data collection. The questionnaire content includes textual explanations of the research purpose, anonymity, and confidentiality assurances. It also covers demographic information about the respondents and measurement items for variables under study. The measurement of variables was conducted using the Likert five-point scale. During the questionnaire research process, a question is first set to screen the attributes of the subjects to be distributed to facilitate the subjects to be more in line with the requirements of the study. For example, "Are you currently employed by a for-profit organization and have more than six months of work experience?". If the user answers "No," the survey will be closed. Only respondents who answer "yes" are allowed to continue participating in this survey. Subsequently, a reward is offered to encourage more participation in the survey. Each participant who completed the survey questionnaire could win a lucky red packet draw. Prizes for the lottery include random red envelopes ranging from 3 to 30 RMB (0.4 to 4.16 USD) as rewards. Finally, a time limit of 10-20 minutes was set for

completing the research, and all questions were required to be answered before the questionnaire could be submitted. The social platform WeChat was selected as the primary research platform; it is currently the largest social platform in mainland China, with over 1.2 billion Chinese users (Wan & Duffy, 2023). To get better access to the data, we contacted WeChat's marketing operations staff to reach the research participants better.

During the period from August to December 2023, a total of 1000 questionnaires were distributed, and 526 were returned, resulting in a questionnaire response rate of 52.6%. After excluding invalid questionnaires, 468 valid questionnaires were obtained, yielding a valid questionnaire rate of 88.97%. Regarding gender, 50.6% of respondents were female, and 49.4% were male. In terms of the age level, between 26-35 years old, accounting for 29.9%, between 36-45 years old, accounting for 27.8%, and under 25 years old and over 46 years old, accounting for 12.6% and 29.7% respectively; Concerning education level, 51.3% of respondents had an associate degree or below, 38.5% had a bachelor's degree, and 10.3% had a master's degree or above. Regarding years of tenure in the company, 20.3% had six months to 1 year of experience, 25.2% had 1-3 years, 22.2% had 3-5 years, 19.4% had 5-10 years, and 12.8% had ten years or more.

Instruments

This study utilized mature scales validated in international journals. As the scales are in English, they underwent a forward and backward translation process between English and Chinese (Brislin, 1986). All scales were measured on a 5-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

Decent work (DW): This study uses the DWS developed by Duffy et al. (2017), which contains five dimensions: Safe Working Conditions, a sample item is "I feel emotionally safely interacting with people at work"; Access to Health Care, a sample item is "I get good healthcare benefits from my job"; Adequate Compensation, a sample item is "I am rewarded adequately for my work"; Free Time and Rest, a sample item is "I have free time during the work week"; and Complement Values, a sample item is "The values of my organization match my family values." Each dimension contains 3 question items. In total, there are 15 items. In the study by Duffy et al. (2017), each sub-dimension had strong internal consistency, with Cronbach's alpha ranging from 0.82 to 0.97. The internal consistency of the five dimensions of decent work in this study are Safe Working Conditions ($\alpha=0.837$), Access to Health Care ($\alpha=0.853$), Adequate Compensation ($\alpha=0.859$), Free Time and Rest ($\alpha=0.848$) and Complement Values ($\alpha=0.843$). As can be seen from the data, the five dimensions of decent work have internal solid consistency.

Organizational citizenship behavior (OCB). OCB was measured primarily using the Organizational Citizenship Behavior Scale developed by Podsakoff et al. (1990). The scale comprises five dimensions, with a total of 24 measurement items. A sample item is I help others who have been absent. The five dimensions of the Organizational Citizenship Behavior scale (Podsakoff et al., 1990) were found to have good internal consistency, with Cronbach's alpha ranging from 0.7 to 0.85. In this study, organizational citizenship behavior is considered a composite variable that can be used to observe the relationship with other variables. Cronbach's α value for the scale is 0.945.

Data Analysis

The study was analyzed using SPSS 27.0 statistical analysis software for common method bias, variable reliability analysis, descriptive statistics, and correlation analysis. A validation factor analysis was then conducted using Amos 23.0 to test the model fit and determine the convergent and discriminant validity of the variables. Structural equation modeling was used to test the direct effect of the five dimensions of decent work on organizational citizenship behavior to test the research hypotheses.

Results

Common Method Bias Testing

As the data for this study were all self-reported by employees, there is a possible common method bias. The extent of common method bias needs to be tested to control for this effect effectively. This study will use Harman's single-factor test to examine the data for Common Method Bias. A factorial test of all measurement question items revealed a total of 10 factors with eigenvalues greater than 1. Together, these factors explained 73.732% of the variance. The largest factor explains 31.334% of the variance, which is below the threshold of 50%, indicating the absence of a situation where a single factor explains most of the variance. This shows that this study is not affected by common method bias.

Descriptive Statistics and Correlation Analysis

The study was analyzed descriptively using SPSS 27.0 for mean, standard deviation, kurtosis, and skewness of the variables. Pearson's correlation analysis was used to determine the correlation between the variables. The results of the data analysis are shown in Table 1. According to Table 1, the absolute values of skewness for all variables are <3, and the absolute values of kurtosis are <10. Hence, the survey data in this study generally meet the criteria for normal distribution (Kline, 2023). The results of Pearson's correlation analysis indicate that there is a significant positive correlation between each of the five sub-dimensions of decent work and organizational citizenship behavior. The correlation coefficients (r) between Safe Working Conditions and OCB is 0.312, $p < 0.01$; Access to Health Care and OCB is 0.352, $p < 0.01$; Adequate Compensation and OCB is 0.398, $p < 0.01$; Free Time and Rest and OCB is 0.173, $p < 0.01$; Complement Values and OCB is 0.316, $p < 0.01$.

Table 1. Descriptive statistics and correlation analysis

	SWC	AHC	AC	FTR	CV	OCB
SWC	(0.837)					
AHC	.263**	(0.853)				
AC	.255**	.287**	(0.859)			
FTR	.093*	.141**	.163**	(0.848)		
CV	.259**	.309**	.267**	.115*	(0.843)	
OCB	.312**	.352**	.398**	.173**	.316**	(0.945)
Mean	3.37	3.29	3.23	3.25	3.38	3.47
Sd.	1.065	1.097	1.115	1.058	1.069	0.822
Skewness	-0.177	-0.123	0.002	-0.115	-0.103	0.091
Kurtosis	-1.047	-1.096	-1.055	-1.014	-1.104	-1.595

** Correlation is significant at the 0.01 level (2-tailed).
 * Correlation is significant at the 0.05 level (2-tailed).
 SWC: Safe Working Conditions; AHC: Access to Health Care; AC: Adequate Compensation;
 FTR: Free Time and Rest; CV: Complement Values; OCB: Organizational Citizenship Behavior
 Cronbach's α of each construct is in parentheses on the diagonal.

Confirmatory Factor Analysis

This study used AMOS 23.0 to test model fit using a validated factor analysis of six latent variables consisting of five sub-dimensions of decent work and organizational citizenship behavior. The model fit should meet certain standards. The absolute fit index χ^2/df should be < 3 , and RMSEA should be < 0.08 . The comparative fit indices CFI and TLI should be > 0.90 , and SRMR should be < 0.05 (Thakkar & Thakkar, 2020). The results showed that the six-factor model had a good fit to the data ($\chi^2/df = 1.039$, CFI = 0.999, TLI = 0.998, RMSEA = 0.009, SRMR = 0.025). Next, this study also compared a two-factor model (with 15 measurement items of decent work as one dimension and organizational citizenship behavior as another dimension) and a one-factor model (where all

measurement items are combined into one dimension). The fit of the two-factor model was $\chi^2/df = 12.884$, CFI = 0.511, TLI = 0.451, RMSEA = 0.160, SRMR = 0.123. The fit of the one-factor model was $\chi^2/df = 14.812$, CFI = 0.429, TLI = 0.361, RMSEA = 0.172, SRMR = 0.133. As can be seen from the model fit data, the 6-factor model fit best.

Furthermore, the factor loadings of each measurement item range from 0.7 to 0.86, all of which are > 0.5 . The composite reliabilities of each variable are > 0.7 , and AVE is > 0.5 , indicating that the convergent validity meets the requirements (Thakkar & Thakkar, 2020). The square root of the AVE of each variable exceeded the correlation coefficient between the study variables (see Table 1 for correlation coefficients). Therefore, the discriminant validity also meets the requirements.

Table 2 Convergent and discriminant validity

Construct	CR(>0.7)	AVE(>0.5)	The square root of AVE
Safe Working Conditions	0.836	0.630	0.794
Access to Health Care	0.854	0.662	0.814
Adequate Compensation	0.860	0.675	0.822
Free Time and Rest	0.849	0.652	0.807
Complement Values	0.845	0.646	0.804
organizational citizenship behavior	0.842	0.516	0.718

Hypotheses testing

This study employs structural equation modeling to assess its research hypotheses. Five hypotheses are subject to validation. The model fit index (Table 3) indicates favorable results: $\chi^2/df = 1.129$, < 3 ; RMSEA = 0.017, < 0.05 ; both CFI and TLI exceed 0.9; SRMR = 0.0325. These indices collectively suggest a well-fitting model.

Table 3 Hypothesis testing model fit index

Name of index	χ^2/df	RMSEA	CFI	TLI	SRMR
Model fit values	1.129	0.017	0.992	0.991	0.0325

This hypothesis was first tested by regression analysis in the SEM. From the results of the path coefficient analysis (Table 4), Safe Working Conditions were positively associated with OCB ($B=0.122$, $P<0.01$). Hence, H1 was supported. Access to Health Care was positively associated with OCB ($B=0.155$, $P<0.001$), and H2 was supported. Adequate Compensation was positively associated with OCB ($B=0.2$, $P<0.001$), and H3 was supported. Complement Values were positively associated with OCB ($B=0.114$, $P<0.01$), and H5 was supported. However, it is clear from the data that the relationship between Free Time and Rest and OCB was not significant ($B=0.061$, $P>0.05$), and the H4 hypothesis was not supported.

In addition, Adequate Compensation has the greatest impact on organizational citizenship behavior ($\beta=0.286$), followed by Access to Healthcare ($\beta=0.202$), then Safe Working Conditions ($\beta=0.166$), and finally Complement Values ($\beta=0.149$). This suggests that among these four dimensions of decent work, the pay factor can better stimulate employees' organizational citizenship behavior. Enterprises should pay more attention to the internal fairness and external competitiveness of compensation.

Table 4: The Regression Path Coefficients

Impact path			STD Estimate	Estimate	S.E.	C.R.	P	Interpretation
Safe Working Conditions	→	OCB	0.166	0.122	0.04	3.059	**	Significant
Access to Health Care	→	OCB	0.202	0.155	0.043	3.589	***	Significant
Adequate Compensation	→	OCB	0.286	0.2	0.039	5.069	***	Significant
Free Time and Rest	→	OCB	0.085	0.061	0.035	1.751	0.80	Not Significant
Complement Values	→	OCB	0.149	0.114	0.042	2.708	**	Significant

***p<0.001, **p<0.01, *p<0.05; OCB: Organizational citizenship behavior

Discussions

This study explores the relationship between the five sub-dimensions of decent work and organizational citizenship behavior. The results show that Safe Working Conditions have a significant positive effect on organizational citizenship behavior. Hypothesis H1 was supported. This predicts that safe working conditions, including physical and psychological safety and interpersonal safety, will promote organizational citizenship behaviors among employees. This is consistent with the findings of previous studies in similar fields. In a safe work environment, employees are more likely to be focused on their work tasks and show higher motivation to perform some organizational citizenship behaviors (Yaris et al., 2020). H2 was also supported by the data. Access to Health Care has a significant positive impact on organizational citizenship behavior. This implies that the more healthcare opportunities employees receive within the organization, the more inclined they are to engage in organizational citizenship behavior. Access to health care reflects organizational support for employees. Employees are more willing to engage in extra-role behaviors when they perceive support from the organization (Chernyak-Hai et al., 2023). Furthermore, Adequate Compensation has also been shown to be a significant positive predictor of organizational citizenship behavior. This finding suggests that organizational citizenship behavior will be motivated when organizations offer fair and appropriate compensation levels based on individual performance. Therefore, enterprises should aim to establish a fair, transparent, motivating, and competitive compensation system to motivate employees' organizational citizenship behavior. It is noteworthy that among these four dimensions, Adequate Compensation has the greatest impact on organizational citizenship behavior. This further emphasizes that enterprises should focus on the distribution of employee compensation. Adequate Compensation can more significantly stimulate organizational citizenship behavior. Finally, the findings show that Complement Values have a significant positive impact on organizational citizenship behavior. It also suggests that the higher the values match between the individual and the organization, the stronger the employees' work engagement, innovation, and extra-role behaviors (Lim, 2022). Therefore, organizations should focus on the consistency of individual and organizational values.

However, contrary to the theoretical analysis, the relationship between Free Time and Rest and organizational citizenship behavior is not supported by the data. Therefore, H4 is not valid. This may be because the Chinese work culture emphasizes hard work, dedication, and responsibility. And it is easy to neglect personal life balance. Due to high work pressure and competitive incentives, employees may become more focused on task completion to demonstrate dedication, thereby overlooking organizational citizenship behavior.

Implications of the study

Previous literature on the impact of decent work on outcome variables has focused on both positive and negative work outcomes (Buyukgoze-Kavas & Autin, 2019; Ferreira et al., 2019). In terms of positive behavioral outcomes, scholars mainly examine the relationships between decent work and innovative behavior (Yan et al., 2023), voice behavior (Sheng & Zhou, 2021, 2023), work engagement (BowenXue et al., 2024) and Meaningful Work (Blustein et al., 2023). The literature exploring the relationship between decent work and organizational citizenship behavior is very limited. Therefore, the primary theoretical contribution of this study lies in validating the relationship between the five dimensions of decent work and organizational citizenship behavior. It expands the boundaries of outcome variables related to decent work while also adding to the relevant theoretical literature on potential predictors of organizational citizenship behavior. Furthermore, this study introduces social exchange theory to explain the relationship between decent work and organizational citizenship behavior. This not only deepens our understanding of social exchange theory but also expands the theoretical landscape of the existing field. Therefore, this study also makes a significant contribution to the development of the existing social exchange theory framework.

Empirical tests confirm that Safe Working Conditions, Access to Health Care, Adequate Compensation, and Complement Values have a significant positive effect on organizational citizenship behavior. Employees' judgment of the decency of their job is not only based on comparisons with the external labor market in terms of pay, promotions, etc. but also derives more from the individual's experience of the job itself. In management practice, first of all, enterprises should focus on providing employees with safe working conditions and more opportunities for health care. Guarantee the physical, psychological, and interpersonal safety of employees at work. Secondly, it is essential to prioritize fairness and equity in compensation distribution, ensuring that employees receive fair remuneration for their labor. This is also a critical aspect that enterprises need to focus on and accomplish, as Adequate Compensation has the greatest impact on organizational citizenship behavior. In terms of cultural development, it is crucial to prioritize respect and care, fostering a positive and uplifting work environment for employees and emphasizing inclusivity and communication, establish an organizational culture and values that are compatible with employees. Through the realization of decent work, employees can genuinely experience the dignity of their work and the joy of labor.

Limitations and Future Research

While this study verified the direct relationship between the five dimensions of decent work on organizational citizenship behavior. The effects of the dimensions on organizational citizenship behavior were compared. However, this study still has some limitations. First, the present study is a cross-sectional design. To increase the rigor of the study, it is necessary to conduct longitudinal data collection and more complex empirical tests in subsequent studies. Secondly, this study only verified the direct relationship between decent work and organizational citizenship behavior. It did not explore the potential influence mechanisms between the two, such as mediating and moderating effects. According to previous studies, decent work is associated with a significant positive impact on job satisfaction (Wan & Duffy, 2022), and job satisfaction can influence organizational citizenship behavior (Mendiratta & Srivastava, 2023). Therefore, job satisfaction may be a mediating variable in the relationship between decent work and organizational citizenship behavior. In addition, research has shown that gender moderates the relationship between decent work and voice behavior (Huang et al., 2020). Therefore, future research can study the potential influence mechanism of decent work on organizational citizenship behavior from different perspectives.

Conclusion

Based on social exchange theory, this study examines the impact of the five dimensions of decent work on organizational citizenship behavior in for-profit enterprises. A sample of 468 employees from different for-profit enterprises was collected through online questionnaires and social platforms. Data were analyzed using SPSS 27.0 and AMOS 23.0 statistical analysis software. The results show that Safe Working Conditions, Access to Health Care, Adequate Compensation, and Complement Values all have a significant positive influence on organizational citizenship behavior in for-profit enterprises. Free time and rest are not effective in predicting organizational citizenship behavior. The findings of this study may provide some insights for managers and scholars.

References

- Blustein, D. L., Lysova, E. I., & Duffy, R. D. (2023). Understanding decent work and meaningful work. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 289–314.
- BowenXue, Feng, Y., Zhao, Y., Li, X., Yang, Y., Zhang, J., Zhang, Y., Hu, Z., & Luo, H. (2024). Decent work, work engagement, and turnover intention among registered nurses: a cross-sectional study. *BMC Nursing*, 23(1), 31.
- Brislin, R. W. (1986). *The wording and translation of research instruments*.
- Bryson, A., & Freeman, R. B. (2013). Employee perceptions of working conditions and the desire for worker representation in Britain and the US. *Journal of Labor Research*, 34, 1–29.
- Buyukgoze-Kavas, A., & Autin, K. L. (2019). Decent work in Turkey: Context, conceptualization, and assessment. *Journal of Vocational Behavior*, 112, 64–76.
- Chernyak-Hai, L., Bareket-Bojmel, L., & Margalit, M. (2023). A matter of hope: Perceived support, hope, affective commitment, and citizenship behavior in organizations. *European Management Journal*.
- Cooke, F. L., Xu, J., & Bian, H. (2019). The prospect of decent work, decent industrial relations and decent social relations in China: towards a multi-level and multi-disciplinary approach. *The International Journal of Human Resource Management*, 30(1), 122–155.
- Corley, K. G., Harquail, C. V, Pratt, M. G., Glynn, M. A., Fiol, C. M., & Hatch, M. J. (2006). Guiding organizational identity through aged adolescence. *Journal of Management Inquiry*, 15(2), 85–99.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516.
- Di Fabio, A., & Blustein, D. L. (2016). From meaning of working to meaningful lives: The challenges of expanding decent work. *Frontiers in Psychology*, 7, 217063.
- Donglong, Z., Taejun, C., Julie, A., & Sanghun, L. (2020). The structural relationship between organizational justice and organizational citizenship behavior in university faculty in China: the mediating effect of organizational commitment. *Asia Pacific Education Review*, 21, 167–179.
- Duffy, R. D., Allan, B. A., England, J. W., Blustein, D. L., Autin, K. L., Douglass, R. P., Ferreira, J., & Santos, E. J. R. (2017). The development and initial validation of the Decent Work Scale. *Journal of Counseling Psychology*, 64(2), 206.
- Duffy, R. D., Blustein, D. L., Diemer, M. A., & Autin, K. L. (2016a). The psychology of working theory. *Journal of Counseling Psychology*, 63(2), 127.

- Duffy, R. D., Blustein, D. L., Diemer, M. A., & Autin, K. L. (2016b). The psychology of working theory. *Journal of Counseling Psychology*, 63(2), 127.
- Duffy, R. D., Prieto, C. G., Kim, H. J., Raque-Bogdan, T. L., & Duffy, N. O. (2021). Decent work and physical health: A multi-wave investigation. *Journal of Vocational Behavior*, 127, 103544.
- England, J. W., Duffy, R. D., Gensmer, N. P., Kim, H. J., Buyukgoze-Kavas, A., & Larson-Konar, D. M. (2020). Women attaining decent work: The important role of workplace climate in Psychology of Working Theory. *Journal of Counseling Psychology*, 67(2), 251.
- Ferraro, T., dos Santos, N. R., Moreira, J. M., & Pais, L. (2020). Decent work, work motivation, work engagement and burnout in physicians. *International Journal of Applied Positive Psychology*, 5(1), 13–35.
- Ferraro, T., Pais, L., Moreira, J. M., & Dos Santos, N. R. (2018). Decent work and work motivation in knowledge workers: The mediating role of psychological capital. *Applied Research in Quality of Life*, 13, 501–523.
- Ferraro, T., Pais, L., Rebelo Dos Santos, N., & Moreira, J. M. (2018). The Decent Work Questionnaire: Development and validation in two samples of knowledge workers. *International Labour Review*, 157(2), 243–265.
- Ferreira, J. A., Haase, R. F., Santos, E. R., Rabaça, J. A., Figueiredo, L., Hemami, H. G., & Almeida, L. M. (2019). Decent work in Portugal: Context, conceptualization, and assessment. *Journal of Vocational Behavior*, 112, 77–91.
- Firmansyah, A., Junaedi, I., & Kistyanto, A. (2022). The effect of perceived organizational support on organizational citizenship behavior and organizational commitment in public health center during COVID-19 pandemic. *Frontiers in Psychology*, 13, 938815.
- Huang, W., Shen, J., Yuan, C., & Li, M. (2020). Roles of gender and basic need satisfaction in decent work perception and voice behavior. *Employee Relations: The International Journal*, 43(1), 263–278.
- Kline, R. B. (2023). *Principles and practice of structural equation modeling*. Guilford publications.
- Kozan, S., Işık, E., & Blustein, D. L. (2019). Decent work and well-being among low-income Turkish employees: Testing the psychology of working theory. *Journal of Counseling Psychology*, 66(3), 317.
- Kuvaas, B. (2008). An exploration of how the employee–organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes. *Journal of Management Studies*, 45(1), 1–25.
- Lim, S. E. (2022). Job crafting to innovative and extra-role behaviors: A serial mediation through fit perceptions and work engagement. *International Journal of Hospitality Management*, 106, 103288.
- Mendiratta, A., & Srivastava, S. (2023). Workplace bullying and organizational citizenship behavior: the parallel mediating effects of job satisfaction and resilience. *International Journal of Emerging Markets*, 18(7), 1565–1586.
- Nations, U. (2015). Transforming our world: The 2030 agenda for sustainable development. *New York: United Nations, Department of Economic and Social Affairs*, 1, 41.
- Office, I. L. (2015). *World employment and social outlook: Trends 2015*. International Labour Organization Geneva.
- Pham, N. T., Jabbour, C. J. C., Pereira, V., Usman, M., Ali, M., & Vo-Thanh, T. (2023). Common good human resource management, ethical employee behaviors, and

- organizational citizenship behaviors toward the individual. *Human Resource Management Journal*, 33(4), 977–1000.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107–142.
- Rahman, M. H. A., & Karim, D. N. (2022). Organizational justice and organizational citizenship behavior: the mediating role of work engagement. *Heliyon*, 8(5).
- Reynaud, E. (2018). *The International Labour Organization and globalization: Fundamental rights, decent work and social justice*. International Labour Office.
- Sheng, X., & Zhou, H. (2021). The effect of decent work on voice behavior: The mediating role of thriving at work and the moderating role of proactive personality. *Current Psychology*, 1–14.
- Sheng, X., & Zhou, H. (2023). Decent work and proactive behaviors: a moderated chain mediation model. *Asia Pacific Journal of Human Resources*, 61(2), 277–299.
- Siswadi, Y., Jufrizen, J., Saripuddin, J., Farisi, S., & Sari, M. (2023). Organizational Culture and Organizational Citizenship Behavior: The Mediating Role of Learning Organizations and Organizational Commitment. *Jurnal Riset Bisnis Dan Manajemen*, 16(1), 73–82.
- Thakkar, J. J., & Thakkar, J. J. (2020). Applications of structural equation modelling with AMOS 21, IBM SPSS. *Structural Equation Modelling: Application for Research and Practice (with AMOS and R)*, 35–89.
- Wan, W., & Duffy, R. D. (2022). Decent work and turnover intention among new generation employees: The mediating role of job satisfaction and the moderating role of job autonomy. *Sage Open*, 12(2), 21582440221094590.
- Wan, W., & Duffy, R. D. (2023). Decent work and turnover intentions among Chinese millennials: A longitudinal study. *Journal of Career Development*, 50(4), 933–946.
- Wang, D., Jia, Y., Hou, Z.-J., Xu, H., Zhang, H., & Guo, X.-L. (2019). A test of psychology of working theory among Chinese urban workers: Examining predictors and outcomes of decent work. *Journal of Vocational Behavior*, 115, 103325.
- Widarko, A., & Anwarodin, M. K. (2022). Work motivation and organizational culture on work performance: Organizational citizenship behavior (OCB) as mediating variable. *Golden Ratio of Human Resource Management*, 2(2), 123–138.
- Worku, M. A., & Debela, K. L. (2024). A systematic literature review on organizational citizenship behavior: conceptualization, antecedents, and future research directions. *Cogent Business & Management*, 11(1), 2350804.
- Wuttaphan, N. (2022). Work behavior and organizational citizenship behavior of frontline workers during COVID-19 in Thailand. *The Journal of Behavioral Science*, 17(1), 58–71.
- www.wjx.cn. (n.d.). *Questionnaire Star*. Retrieved March 18, 2024, from www.wjx.cn
- Yan, Y., Deng, D., Geng, Y., Gao, J., & Lin, E. (2023). The dual influence path of decent work perception on employee innovative behavior. *Frontiers in Psychology*, 14, 1302945.
- Yaris, C., Ditchburn, G., Curtis, G. J., & Brook, L. (2020). Combining physical and psychosocial safety: A comprehensive workplace safety model. *Safety Science*, 132, 104949.