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### EXPOSURE TO SOCIAL MEDIA AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ROLE OF PERCEIVED RISK AND STRESS

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**EXPOSURE TO SOCIAL MEDIA AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR:  
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#### ABSTRACT:

Taking a social amplification of risk perspective, we predict that exposure to social media affect organizational citizenship behavior through stress and that perceived risk moderates this indirect effect. To test these hypotheses, data was collected from 513 respondents working in different sectors in Pakistan. Results indicated that exposure to social media is negatively related to organizational citizenship behavior, stress mediated the linkage between exposure to social media and organizational citizenship behavior. Perceived risk moderated the indirect relationship between exposure to social media and organizational citizenship behavior via stress, such that the indirect effect was stronger for employees with high level of perceived risk rather than low. This

study sheds new light on the underlying mechanisms that explains how exposure to social media influences employee organizational citizenship behavior. The findings also extend the current literature by adding a moderator to explain when and why employees decrease their organizational citizenship behavior when faced with increased exposure to social media.

## INTRODUCTION

Social media sites, like the earlier Friendster and MySpace, and the latest ones including Facebook, Twitter, and Instagram, were originally created for socializing with 'friends' and unknown others. Now, it is being used by many professionals and corporate spokespersons to reach their customers and audience of millions (Park & Kaye, 2020). Social media has evolved from original non-news content to a social hangout into an information hub. Incidental exposure to news is not a new phenomenon, as being attached to traditional media since ages. These incidents have grown due to extensive exposure to social media. In US, almost 68% population is accidentally exposed to social media news.

Use of social media is associated with many advantages, namely quick access to information, variety of entertainment, social networking and ties with old and new individuals, business growth, marketing and sales promotion to quote a few one. But the other side of the story is that extensive exposure to social networking sites and media is associated with higher level of stress, anxiety, health issues, isolation of individuals, limited physical interaction between people, among others.

A study revealed that approximately 74% people rely on virtual networks for purchasing and are influenced by virtual peers in these communities (Wu, Tson, Yi & Lin, 2017). People may turn their attentions inwards, withdraw from social activities and be less involved in citizenship behaviors when they receive crowded information (Wei, Ang & Anaza, 2018).

Organizational citizenship behavior (OCB) are behaviors are extra-role behaviors that go beyond formal job duties and responsibilities, such as being courteous to others or helping a co-worker who has been absent (Organ, 1990). Discretionary behaviors involve information sharing with colleagues about health, safety and well-being (Testa, Corsini, Gusmerotti & Iraldo, 2018). Stress is synonymous to anxiety, depression, loss of control and nervousness. As stress is a major problem in work, it may lead to less productivity and performance, high turnover and low commitment. A recent study examined that a stressful employee is less inclined to exhibit citizenship behavior (Soo & Ali, 2017). A study done in context of health and well-being showed that risk perception is associated with exhibition of certain behaviors. In high risk perception, an individual would be less involved in a behavior as compared to when risk perception is low (Haile, Kingori, Darlington, Basta & Chavan, 2017).

A US based study identified that high stress is exhibited by people who seek status through online interactions (Sabik, Falak & Magagnos, 2019). Developing countries are facing

problems of isolation and anxiety among young population (Wei et al., 2018). Khalid (2017) examined that extensive use of social media is associated with deteriorating physical and mental health in Pakistan. Social media has negatively influenced Pakistanis social, psychological and political ways. They are involved in more useless activities (Zaheer, 2018).

Despite a plethora of research in the field of organizational behavior and specifically, OCB, there is still a gap that must be studied to examine in the context of health and safety of employees particularly in the current pandemic outburst of COVID-19. Thus, this study is an attempt to combine social and environmental factors in a moderated mediation model to examine how the inter-play of exposure to social media influences OCB through indirect effects of perceived risk and stress. The study provides an insight into the call for research to social and environmental factors that influence the extra-role behaviors (Park & Kaye, 2020). It also examined the process and conditional variables in individual context and perception as suggested by (Testa et al., 2018) that are manifested in individual behaviors. Thus, this study is an attempt to fill the gap by explaining differences due to moderating role of perceived risk through stress. The study has following objectives:

- (a) to examine the mediation of stress between ESM and OCB
- (b) to examine the conditional indirect effect of PR on the relationship between ESM and stress
- (c) to examine the moderated mediation model with predictors of OCB

## **Literature Review and Hypothesis**

### **Exposure to Social Media and Organizational Citizenship Behavior**

Individuals need some motivation to be involved in extra-role behaviors that are not part of their job description and responsibilities (Wei et al., 2018). People are more involved in social networking sites and virtual communities with the advancement of social media over the past decades (Kim, Chen & Kong, 2019). They spent most of their free time on their laptops, tablets and smart phones. More than ever before, these gadgets and tools have become an important part of an individual's life over the last year as work-from-home is being promoted due to the COVID-19 pandemic faced globally (Park & Kaye, 2020). It has led to be more isolated, staying at home, less face-to-face interaction with colleagues (Blee, Kumar, Dhariwal & Tso, 2019), which has resulted in lesser opportunities to be involved in citizenship behaviors (Soo & Ali, 2017; Abbas et al., 2020; Ahmad et al., 2018).

In the context of COVID-19, everyone is aware now that the virus spreads with close physical space and quickly transfers from individual to groups that become infected in a short period of time (Blee et al., 2020). Theory of social amplification of risk posits that

factors that lead to stressful life events may result in distancing oneself from others (Bae & Wickrama, 2017; Abbasi et al., 2020; Al-Kumaim et al., 2021).

Hence, it is proposed that

H<sub>1</sub>: ESM has a negative impact on OCB.

### **Stress as a Mediator**

Greater exposure to media and continuous interaction with social media enhance the chances of coming across stressful events. These may lead to cardiovascular and metabolic disorders (Bae & Wickrama, 2017). Sometimes, out of curiosity and to seek updated information, people are in habit of reaching out to their gadgets resulting in exposure to social media repeatedly (Park & Kaye, 2020). COVID-19 resulted in deaths of millions of people worldwide and is spreading continuously despite the precautions (Dutot, 2020). The exposure increases the stress level which in-turn lowers the chances of engaging in extra-role behaviors. As stress and OCB are negatively related to each other, hence it is proposed that

H<sub>2</sub>: Stress mediates the relationship between ESM and OCB

### **Perceived Risk as a Moderator**

Repeated and frequent exposure to a health hazard increases the risk of catching a disease. Similarly, electronic media as social media plays a significant role in building the perception among masses (Blee et al., 2020). According to SAR, greater level of exposure to risky scenarios leads to higher perception of harm. As a contrast, those having lesser exposure to risk would perceive the health hazard as less harmful (Haile et al., 2017). An unknown risk can generate higher psychological stress because uncertainty of risk is high and the situation is not under individual's control. As an instance, mad cow disease typifies a special class of hazards, those that trigger intense media coverage and strong public concern which can be easily socially amplified (Schaffer & Nesi, 2019; Arshad et al., 2020). A health hazard or disease is perceived differently from country to country depending upon the media coverage and strong or weak public concern. Thus, media can provoke the social amplification of risk (Dutot, 2020).

Method of news reporting such as filtering, deleting and adding information and context attenuates risk. Process of communication also influences amplification of risk (Park & Kaye, 2020). Extensive reporting of controversial technological or environmental project not only arouses public attention, but also pushes it toward opposition (Khalid, 2017; Ashraf et al., 2020). Hence, it is proposed that

*H<sub>3</sub>: PR moderates the relationship between ESM and stress, such that the positive relationship between ESM and stress will be stronger for employees who have high PR than those having low PR.*

People are usually involved in extra role behavior in organizations, but it may not always be the case. Sometimes, they may not be willing to perform any other task in the organization that they are not being paid for (Utraksh, Ravindra & Ananta, 2019; Balakrishnan et al., 2019). Few studies have examined the mechanisms and conditional factors that can influence individuals to be involved in extra-role behaviors including OCB, even if this behavior is exhibited towards a small group of people. This behavior works for the benefit of organization and people (Dutot, 2020). Length of time spend on social media has been associated with stress when the general factors indicate that there is risk involved with exposure (McCrae, Gettings & Purssell, 2017) and greater level of exposure may lead to greater level of risk associated with it (Blee et al., 2020). Perceived risk relates to processes that determine the context based consequences or behaviors. There is growing evidence from recent literature that PR and stress bring about many negative consequences for organizations and people when individual safety and health is involved (Testa et al., 2018; Blee et al., 2020; Jabarullah et al., 2019). Soo and Ali (2017) examined the stronger impact of PR as a contextual factor on extra-role behaviors. PR has been found to have an indirect influence on employees' behavior in context of citizenship behavior (Utkarsh et al., 2019; Khan et al., 2019).

This study proposed that exposure to social media deteriorates the organizational citizenship behavior through stress (Testa et al., 2018). When there is a risky and stressful situation that everyone surrounding you is facing, foremost priority of individuals is to cope and deal with a stressful situation and the psychological stress, first (Schaffer & Nesi, 2019). It is also proposed that the positive relationship between ESM and stress is more pronounced for employees who have a strong sense of perceived risk as compared to those

with lower level of perceived risk. Combining the proposed relationships into an integrated model, this study proposed a moderated mediation framework, where PR moderates the mediated relationship between ESM and OCB. Thus, it is proposed that

H<sub>4</sub>: PR moderates the negative indirect effect of ESM on OCB through stress such that the indirect effect is stronger when PR is high.

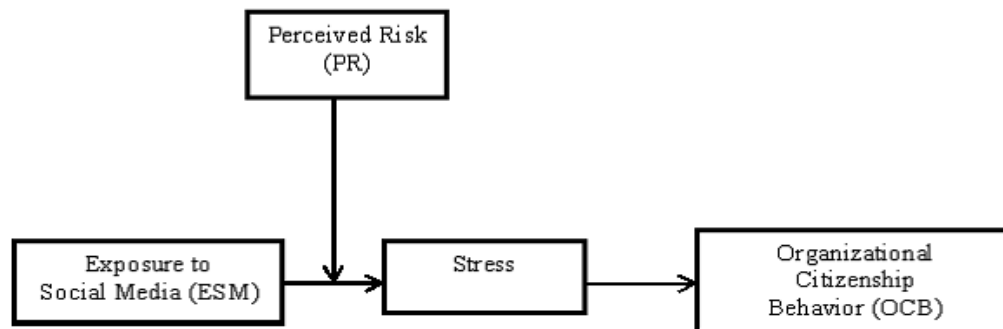


Figure 1: Theoretical Framework of the Study

## MEASURES

All the latent constructs were measured on a five-point Likert scale.

### Exposure to Social Media

To measure ESM, 3 items scale was adapted from Sawdey, Hancock, Messner & Wormley (2017) with 1 for 'I never have' and 5 for 'daily'. Items included, "In the past 2 months, how often did you see advertisements and/or posts about COVID-19 on (facebook, whatsapp, twitter, or other social media tools)? "

### Perceived Risk

To measure PR, 6-item scale was adapted from Witte, Cameron, McKeon, & Berkowitz (1996) with 1 for 'strongly disagree' and 5 for 'strongly agree'. Items included, "I believe that the COVID-19 pandemic is severe."

### Stress

Stress was measured with scale developed by Cohen (1983) scale with 10 items with 1 for 'never' and 5 for 'very often'. Items included were, "In the last month, how often have you felt that things were going your way?"

### **Organizational Citizenship Behavior**

OCB was measured by 6-item scale developed by Testa et al. (2018) in the context of health and safety with 1 for 'strongly disagree' and 5 for 'strongly agree'. Items included to measure OCB were, "I take advantage of every opportunity to train team members in how to apply safety procedures."

## **METHODOLOGY**

Data was collected from individuals working in public and private sector organizations in services and manufacturing. Personal and professional networks were utilized for wider distribution of questionnaires through online survey. Approximately, 800 survey forms were administered using convenience sampling. Respondents in the sample had a minimum qualification of 14 years, so there was no issue of comprehending English language. Data was collected in time lags and in multiple phases to reduce common method bias (Podsekoff & Podsekoff, 2012). Initially, respondents were asked to respond to ESM and PR, after three weeks they were asked to fill in stress related items, and after another three weeks, they responded to OCB. As the survey was online, it was easy to maintain and match responses of participants. In the first phase, 513 participants responded. In second phase, out of those 513 respondents, 386 replied. In the third and final phase, numbers of responses were 297. Due to online nature of survey, there were no outliers or missing values. Percentage of responses in first, second and third phase was 64.1%, 75.2% and 76.9%. all the respondents had minimum age of 26 years, had at least worked for more than a year in the same organization, and 58.7% were holding at least a bachelor's degree.

Furthermore, 78.3% of the respondents were related to private sector organizations. It is clear that respondents were literate, experienced, middle-aged, and mature to provide impartial feedback. We collected data from both supervisor and the subordinate (matched-pair design) with the help of personal and professional contacts. We attached a cover letter to questionnaire booklet to assure respondents about the confidentiality of the responses and a request for their voluntary participation in the survey. Participants completed the questionnaires in three phases to avoid common method variance problems (Podsekoff & Podsekoff, 2012). All participants of the study reported age, gender, education, and tenure in the last section of the questionnaire. Demographics helped to match responses of different phases. We used supervisor-rated citizenship behavior measure to avoid spurious and inflated rating (Testa et al., 2018). Lastly, we ensured that a subordinate had worked under the same supervisor for at least six months using a preliminary question from both supervisor and subordinate. A single supervisor did not rate more than six subordinates.

## RESULTS AND DISCUSSION

Data analysis was done using SPSS version 25 and Preacher and Hayes process macro. Common method bias may be introduced in the data due to single-source, single point. As suggested by Podsakoff, MacKenzie, & Podsakoff (2012) data was collected involving time lags, hence, there are less chances of common method bias. To further confirm that data is free of common method bias, Harman one-factor test was applied. When the total variance explained is less than 50%, it indicates that there is no issue of CMV in the data (Abbasi, Tahir, Abbas & Shabbir, 2020). In this study, total variance explained was 34.47%. Then, four-factor model fit indices, as shown in Table 1, ( $\chi^2 = 805.11$ ,  $df = 324$ ,  $p < 0.001$ ,  $CFI = 0.91$ ,  $TLI = 0.90$  and  $RMSEA = 0.05$ ) indicate that fit was better than other models. Hence, data was not affected by common method bias (Podsakoff et al. 2012).

**Table 1: Confirmatory Factor Analysis**

Model	Description	$\chi^2$	df	CFI	TLI	RMSEA	Change from Hypothesized Model	
							$\Delta\chi^2$	$\Delta df$
Hypothesized model	Four-factor model	815.11	324	0.91	0.90	0.05		
Model 1	Three-factor model	958.34	328	0.90	0.89	0.07	143.23**	4
Model 2	Two-factor model	1764.42	331	0.78	0.76	0.19	806.08**	3
Model 3	One-factor model	2670.79	333	0.71	0.62	0.27	906.37**	2

Note. CFI=Comparative Fit Index; TLI=Tucker Lewis Index; RMSEA=Root Mean square of approximation, \*\* $p < 0.01$

Four-Factor: Exposure to Social Media; Perceived Risk; Stress; Organizational Citizenship Behavior.

Three-Factor: Exposure to Social Media and Perceived Risk; Stress, Organizational Citizenship Behavior.

Two-Factor: Exposure to Social Media, Perceived Risk and Stress; Organizational Citizenship Behavior.

One-Factor: Exposure to Social Media, Perceived Risk, Stress and Organizational Citizenship Behavior.

**Table 2: Means, standard deviation, reliabilities, and correlations**

Variable	Mean	S.D.	1	2	3	4	5	6	7
1. Age	32.53	4.65							
2. Gender	1.39	.52	-.38**						
3. Tenure	3.13	.67	.16**	-.31**					
4. ESM	4.70	.26	-.12*	-.11	-.10*	(.77)			
5. PR	4.16	.33	.47**	-.23*	.07	.23*	(.74)		
6. Stress	4.26	.45	-.10	-.13	.11	.15*	.36**	(.76)	
7. OCB	2.69	1.13	.23**	.15**	.21**	-.18**	-.11**	-.08*	(.84)



Note. N = 297. Reliabilities are on the diagonal in parentheses.

\*p<0.05, \*\*p<0.01

ESM=Exposure to Social Media, PR=Perceived Risk, OCB=Organizational Citizenship Behavior

Table 2 gives the mean, standard deviation, and correlations among control variables and latent constructs. Reliability values are given on the diagonal. ESM was significantly correlated with PR ( $\beta=.23$ ,  $p<0.05$ ) and Stress ( $\beta=.15$ ,  $p<0.05$ ). Similarly, OCB and ESM ( $\beta=-.18$ ,  $p<0.01$ ), PR ( $\beta=-.11$ ,  $p<0.01$ ) and Stress ( $\beta=-.08$ ,  $p<0.01$ ) are significantly correlated with each other. Chronbach alpha values are above the threshold of 0.7 indicating that all the measures have high internal reliability.

**Table 3: Results of Hierarchical Regression for Simple Mediation**

	Stress		OCB		
	Model 1	Model 2	Model 1	Model 2	Model 3
Step 1. Control variables					
Age	-.10	-.08	-.04	-.06	-.08
Gender	-.11	-.10	-.06	-.05	-.03
Tenure	.23**	.18*	.03	.04	.09
Step 2. Main effect					
ESM	.12**			-.09**	-.05
Step 3. Main effect					
Stress					-.09*
F	4.93**	7.19**	.38	2.03	3.01**
R <sup>2</sup>	.07	0.13	.02	.04	.06
$\Delta F$		11.77**	.01	5.73*	5.72*
$\Delta R^2$		0.06		.02	.02
Bootstrap indirect effects					
	Effect	SE	LLCI		ULCI
	-.04	.02	-.09		-.01

Note. N = 297, Bootstrap sample size = 5,000. LLCI= lower limit confidence interval; ULCI = upper limit confidence interval.

\*p < 0.05.

\*\*p < 0.01.

ESM=Exposure to Social Media, PR=Perceived Risk, OCB=Organizational Citizenship Behavior.

Test of hypothesis provide support for first condition of mediation that ESM and OCB are significantly correlated ( $\beta = -.09$ ,  $p < 0.01$ ). Table 3 shows that ESM and stress have a significant relationship ( $\beta = 0.12$ ,  $p < 0.01$ ) satisfying the second condition of mediation.

Next, controlling the independent variable, ESM, OCB was regressed on stress. Stress reduced the effect of ESM on OCB and the effect was insignificant ( $\beta = -.05, ns.$ ) Thus, the effect of ESM on OCB is fully mediated by stress. Bootstrapping confirmed this result. By bootstrapping 5000 samples, 95% bias corrected CIs were estimated. Indirect effect is different from zero when zero does not lie between the upper and lower confidence interval. In this study, LLCI and ULCI is from  $-.09$  to  $-.01$  which indicates that indirect effect is statistically significant.

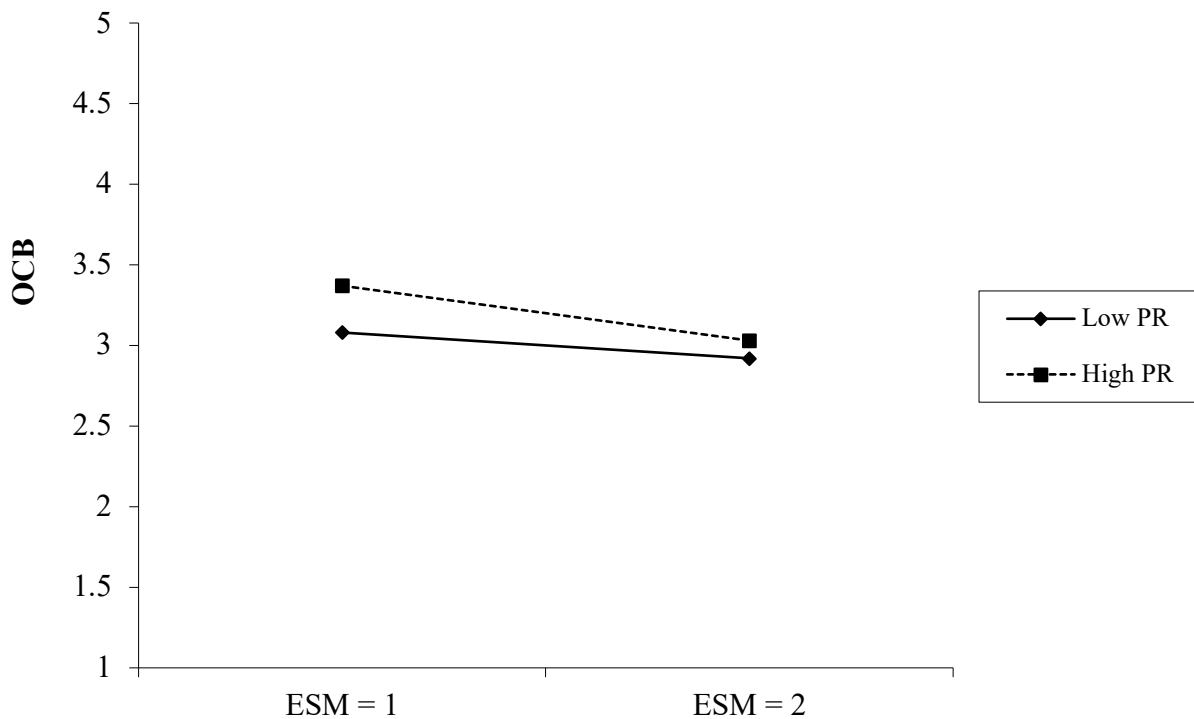


Figure 2: Graph of two-way Linear Interaction

Figure 2 shows the graph of interaction term at high and low points of PR. The positive relationship between ESM and OCB is stronger when PR is high and weaker when PR is low.

**Table 4: Results for Moderated Mediation**

Stress Model				OCB Model				
1	2	3	4	1	2	3	4	5

Step 1. Control variables										
Age		-.10	-.08	-.09	-.09	-.06	-.05	-.05	-.05	-.07
Gender		-.06	-.05	-.06	-.06	.08	.07	.08	.08	.06
Tenure		.23**	.18*	.20*	.20*	.03	.04	.04	.05	.09
Step 2. Main effect										
ESM			.12**	.08**	.05*		-.09**	-.08*	-.07*	-.04
Step 3. Main effect										
PR				-.09*	-.07			.08	.05	.02
Step 4. Moderating effect										
ESM*PR					-.08*				-.05	-.03
Step 5. Main effect										
Stress										-.18*
F		4.93**	7.19**	6.14**	5.74**	.38	2.03	1.43	1.84	2.41*
R <sup>2</sup>		.07	0.13	0.15	0.18	.01	.04	.04	.06	.09
ΔF			11.77**	5.13*	2.39		5.73*	0.29	2.97	4.46*
ΔR <sup>2</sup>			.06	.02	.03		.03	.02	.02	.03

Note. N = 297

\*p < 0.05.

\*\*p < 0.01.

ESM=Exposure to Social Media, PR=Perceived Risk, OCB=Organizational Citizenship Behavior.

Hypothesis 3 predicted that the indirect effect of stress between ESM and OCB would be weakened when PR is high and the indirect effect would be stronger when PR is low. Results given in Table 4 indicate that interaction term (ESM\*PR) is significant ( $\beta = -0.08^*$ ,  $p < 0.05$ ). To confirm these results, graph of conditional indirect effect was plotted (Figure 2). Relationship between ESM and stress was strong for those individuals who perceive a greater level of risk from the disease, whereas the slope was weak for those who perceive that they are at lower risk of getting the disease.

**Table 5: Results of Moderated Mediation for Different Levels of PR**

Moderator	Level	OCB			
		Conditional indirect effect	SE	LLCI	ULCI
PR	Low (-.91)	-.04	.03	-.10	-.01

High (.91)	-.03	.03	-.12	-.01
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Note. N = 297, Bootstrap sample size = 5,000. LLCI= lower limit confidence interval; ULCI = upper limit confidence interval.

ESM=Exposure to Social Media, PR=Perceived Risk, OCB=Organizational Citizenship Behavior.

Table 5 indicates the results of moderated mediation for different levels of PR. To examine the conditional indirect effect of ESM on OCB through stress at two values of PR, using Preacher & Hayes (2007) macro. The indirect effect of ESM on OCB via stress was conditional upon the different levels of PR. The indirect effect was stronger (-0.04) and significant at a low (CI ranging from -.10 to -.01) and high level of PR (ranging from -.12 to -.01). Thus, hypothesis 4 was supported.

Extra role behavior like OCB has a unique value for organizational effectiveness. In today's dynamic world, people are connected globally with each other through powerful social media. Social media is impacting and shaping our lives in a different fashion than they were few decades ago. Based on social amplification of risk theory, this study examined the impact of social media exposure on organizational citizenship behavior of employees. The study also examined how the stress influences the relationship between ESM and OCB. The mediated effect was moderated by perceived risk by the employees. As exposure to social media increases, level of stress increases which in turn lowers the OCB. This indirect effect is strong for people who perceive a high level of risk in context of pandemic and weaker for those who perceive that the risk is low.

These results are in line with previous studies to the extent that as the level of stress increases, OCB decreases. Social media plays a very important role in our lives. News spread like a bush catches a fire. This study was conducted in the recent outbreak of pandemic, COVID-19. The study contributed by introducing perceived risk as a contextual variable. As expected, the higher level of PR leads to higher level of stress which in turn makes the people to be less involved in OCB. OCB is an extra role behavior and a voluntary behavior. Voluntary behavior always needs some motivation to be exhibited (Khalid, 2017; Wu et al., 2017). Individuals due to continuous exposure to social media and news relate to pandemic, would be stressed out and they would be less involved in performing extra role behaviors. This was observed as many organizations were not functional during pandemic breakout. Those organizations that were functional reduced normal working hours, and engaged minimum employees to do the necessary tasks in an organization. In such circumstances, motivation is reduced and people exhibit less OCB than they would, if the conditions were different. These findings are in line with Soo and Ali (2017). The

findings of conditional indirect effect of PR through stress are consistent with theory of social amplification of risk. It is also a significant contribution to literature. The findings provide an insight into the explaining the mechanisms and conditions that effect OCB through the lens of SAR theory.

The study has fruitful implications for literature. SAR theory has been used in context of health care and employee well-being. But, how this effects the extra role behaviors at workplace was rarely studied. This study adds specifically to the literature by examining the moderated mediation model grounded in SAR in the context of recent outbreak of COVID-19. It also contributes by responding to the call for organizational and management issues in the current scenario. Organizations are preferring work from home and minimum level of employees to be physically present at workplaces. When employees are at high risk of being infected by a contagious disease, what would be the impact on their level of OCB? This study provided answers to such questions.

### **MANAGERIAL AND THEORETICAL IMPLICATIONS**

The study provides insights for practitioners and managers. Managing a workforce that is not present at workplace physically is a challenge for most of the organizations. People who used to cooperate and support peers and assist others in different tasks may not be available or willing to do so. Managers need to keep them motivated under such circumstances and also make them work to be effective at optimal level.

This study combines the mechanisms and conditional variables that work together to influence the extra-role behavior. Many studies have focused on factors that enhance OCB and devised mechanisms to improve citizenship behavior. This study attempted to fill the gap by examining factors that if present in specific contexts can have a negative impact on OCB. The study filled the theoretical gap by identifying psychological and contextual factors that have a negative influence on extra-role behaviors.

### **LIMITATIONS AND FUTURE RESEARCH**

One of the limitations of the study is that data was collected over a period of almost three months, although in time lags. But at the time of data collection, the situation was quite novel for everyone in the world, not alone for the organizations. Over the time, the fear may diminish. People may have to come out and work in organizations, adopting the safety measures. It may change the results, if the pandemic lasts longer and people accept to live under a different set of conditions. It may positively impact positive workplace behaviors including OCB. Future studies need to examine, if the proposed moderated mediation model still works, when the pandemic lasts longer than expected. According to Podsakoff et al. (2012), there is possibility of reverse causation in cross-sectional data and it does not confirm the directional hypothesis. Although time-lagged design has reduced the

possibility of common method variance, but longitudinal studies are recommended for future studies. It would confirm the direction of hypothesis and enhance the validity of the research findings. Future studies could replicate the findings of this study by using social amplification of risk theory with a different set of outcomes, contextual variables and processes. Instead of PR and stress, different variables can be introduced in the model to measure supervisor rated OCB.

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