

# Person Supervisor Fit, Work Involvement, and Organizational Citizenship Behaviour: A Study of Myasthenia Gravis Patients in Malaysian Government Service

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## ABSTRACT

This study examines the relationships between person-supervisor fit (PSF), work involvement, and organizational citizenship behaviour (OCB) among government servants with Myasthenia Gravis (MG) in Klang Valley. The research aims to understand how the alignment between employees and their supervisors influences extra-role behaviours in the workplace, with work involvement acting as a moderating variable. A total of 136 respondents participated in this study, completing an online survey. Data were analysed using SPSS 28, with descriptive statistics, reliability tests (Cronbach's alpha), and regression analysis.

The findings reveal a significant positive relationship between PSF and OCB, indicating that employees who perceive a high fit with their supervisors are more likely to engage in OCB. Additionally, work involvement was found to significantly moderate the relationship between PSF and OCB, amplifying the effect of PSF on employees' discretionary behaviours. The results suggest that employees with higher work involvement, when paired with supportive supervisors, are more likely to go beyond their formal roles to contribute positively to their organizations.

This study contributes to the literature on person-environment fit theory, emphasizing the importance of supervisor-employee alignment in fostering a supportive and productive work environment for employees with chronic conditions like MG. The findings have practical implications for organizations seeking to enhance OCB through improved supervisory support and employee engagement, especially for those managing health challenges. Recommendations for future research include exploring additional variables that may influence this relationship and conducting longitudinal studies to examine the causal dynamics over time.

**Keywords:** person-supervisor fit (PSF), work involvement, organizational citizenship behaviour (OCB), Myasthenia Gravis (MG)

## INTRODUCTION

The workplace environment plays a critical role in shaping the behaviour, commitment, and overall performance of employees, particularly in public service sectors where consistent engagement and dedication are essential. One critical factor that influences workplace dynamics is the person-supervisor fit (PSF), which refers to the compatibility between employees and their immediate supervisors. This compatibility extends to shared values, interpersonal compatibility, and mutual understanding. PSF has been shown to significantly impact job satisfaction, performance, and extra-role behaviours, collectively referred to as organizational citizenship behaviour (OCB) (Abdullah & Kamil, 2020). OCB describes discretionary actions by employees that go beyond their formal job descriptions, such as helping colleagues, demonstrating initiative, and supporting organizational objectives (Sumarsi & Rizal, 2021). For individuals with chronic health conditions, such as Myasthenia Gravis (MG), the interaction between PSF and other workplace variables is particularly salient in influencing OCB and workplace involvement.

Organizational Citizenship Behaviour encompasses actions that are not explicitly recognized by the formal reward system but contribute significantly to the overall functioning of the organization. These behaviours include altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Among MG patients working as public servants, OCB may manifest in various ways, such as supporting colleagues with shared tasks, maintaining a positive attitude despite personal challenges, and demonstrating resilience in meeting job expectations (Szcudlik et al., 2020). The presence of strong PSF can encourage such behaviours' by creating a supportive and inclusive work environment, while high work involvement further motivates employees to go the extra mile (Abdullah Thani, 2019).

Person-supervisor fit is a subset of person-environment fit, focusing on the alignment between employees and their supervisors. A high PSF is marked by a harmonious relationship, shared work values, and effective communication, fostering an environment of trust and collaboration (Thani et al., 2022). This alignment is particularly critical for employees with MG, as they may require reasonable accommodations, empathy, and a nuanced understanding of their capabilities and limitations from supervisors. Studies suggest that PSF enhances employee motivation, engagement, and satisfaction while mitigating stress and conflicts. For MG patients, a supportive and understanding supervisor can reduce workplace strain, facilitating better work performance and encouraging OCB (Dewilde et al., 2023)

Work involvement refers to the degree of psychological and emotional investment an individual makes in their job. Employees who exhibit high work involvement are more likely to demonstrate OCB, as they are intrinsically motivated and identify strongly with their work roles (Idris, 2024). For individuals with MG, maintaining high levels of work involvement can be challenging due to fluctuating energy levels and health constraints (Bozovic et al., 2022). However, the level of work involvement may moderate the relationship between PSF and OCB. When work involvement is high, the positive effects of a strong PSF may be amplified, as employees feel more engaged and motivated to contribute beyond their formal job responsibilities.

Myasthenia Gravis is a rare, chronic autoimmune neuromuscular disorder characterized by muscle weakness that worsens with activity and improves with rest. It results from a breakdown in communication between nerves and muscles due to antibodies that block or destroy acetylcholine receptors at the neuromuscular junction (Marcus, 2024). Common symptoms include drooping eyelids (ptosis), difficulty swallowing, speaking, or breathing, and weakness in the arms and legs (Vanoli & Mante Gazza, 2022). While MG is manageable with treatments like medications, lifestyle modifications, and, in some cases, surgery, its effects on physical and psychological well-being can be profound (Alsop et al, 2024). Patients often face challenges related to energy levels, physical capabilities, and emotional health, making their workplace experience unique and sometimes demanding (Fan et al., 2020).

Government servants, particularly those in Klang Valley, play a vital role in delivering public services efficiently. For employees with MG, balancing their health needs and job responsibilities can be a significant challenge (Kang et al., 2022). Despite these challenges, fostering positive workplace dynamics through PSF and enhancing work involvement can help unlock their potential for demonstrating OCB. Research in this area is particularly important, as it not only contributes to a deeper understanding of workplace behaviour but also provides actionable insights for creating inclusive and supportive work environments for employees with chronic illnesses (Gilhus et al., 2021).

This study seeks to explore the interplay of PSF, work involvement, and OCB among MG patients employed as government servants in Klang Valley. By examining these relationships, the research aims to shed light on how workplace dynamics can influence the well-being and performance of employees with MG, providing practical recommendations for fostering inclusivity and engagement in public service sectors.

## **PROBLEM STATEMENT**

The workplace is a dynamic environment where various factors interact to influence employee performance, engagement, and organizational commitment. For government servants, particularly those in the Klang Valley, maintaining high levels of productivity and dedication is vital for ensuring the effective delivery of public services (Azhari et al., 2023). However, this expectation becomes increasingly challenging for employees

diagnosed with chronic health conditions, such as Myasthenia Gravis (MG). MG, a rare autoimmune disorder, causes muscle weakness and fatigue, significantly impacting an individual's physical and emotional well-being (Suppiah et al., 2022). Employees with MG may struggle to meet the demands of their roles due to the unpredictable nature of their symptoms, which often fluctuate in severity (Hamid, 2023). Consequently, these challenges highlight the need for workplace accommodations and supportive relationships, particularly with supervisors, to facilitate better work outcomes and enhance the overall quality of life for these employees (Pesa et al., 2024).

Despite the increasing focus on workplace inclusivity for individuals with disabilities or chronic illnesses, there is limited research on the specific experiences of MG patients in the public sector. One key factor that may alleviate workplace challenges for MG patients is person-supervisor fit (PSF), which refers to the alignment of values, goals, and interpersonal compatibility between employees and their supervisors (Riyanto, 2020). A strong PSF can foster trust, empathy, and effective communication, which are critical for creating a supportive work environment. Supervisors who understand the unique needs of MG patients can provide appropriate accommodations, reduce job-related stress, and encourage discretionary behaviours that benefit the organization, known as organizational citizenship behaviour (OCB). However, the extent to which PSF influences OCB among MG patients has not been thoroughly investigated, particularly in the context of government servants in Klang Valley.

Another critical variable in this relationship is work involvement, which refers to the psychological and emotional investment employees place in their jobs. Work involvement has been shown to influence employee motivation, engagement, and performance, all of which are closely linked to OCB (Bugis et al., 2021). However, for MG patients, maintaining high levels of work involvement can be a double-edged sword. While it can enhance job satisfaction and drive OCB, excessive involvement may exacerbate stress and fatigue, worsening health outcomes (Guastafierro et al., 2020). The role of work involvement as a moderating factor in the relationship between PSF and OCB remains underexplored, particularly in the context of employees managing chronic health conditions. Understanding how work involvement interacts with PSF to influence OCB can provide valuable insights into fostering a supportive and productive workplace for MG patients.

The scarcity of research on these interrelationships presents a significant gap in the literature. Most studies on PSF, work involvement, and OCB focus on the general workforce, overlooking the unique challenges faced by employees with chronic illnesses (Lehnerer et al., 2022). Similarly, existing research on MG often emphasizes medical or clinical perspectives, with limited attention to the workplace experiences and behavioural outcomes of individuals managing this condition (Vitturi et al., 2021). This lack of understanding can lead to the development of workplace policies and practices that fail to adequately address the needs of MG patients, potentially limiting their ability to contribute fully to their organizations (Voelker, 2022).

Given the critical role of government servants in Klang Valley and the unique challenges faced by MG patients, there is an urgent need to investigate how PSF, work involvement, and OCB interact in this context. Addressing this research gap will provide evidence-based insights for organizations and policymakers to develop targeted interventions that support MG patients, promote their well-being, and enhance their contributions to public service. This study aims to bridge this gap by examining the impact of PSF on OCB, with work involvement as a moderating variable, among MG patients employed as government servants in Klang Valley. The findings will contribute to the broader understanding of workplace dynamics and inform strategies for fostering inclusive, supportive, and high-performing work environments for employees managing chronic health conditions.

## LITERATURE REVIEW

### A. Person-Supervisor Fit

Person-supervisor fit (PSF) is a specific aspect of person-environment fit that focuses on the compatibility between employees and their supervisors. Dhir and Dutta (2020) define PSF as the alignment of values, goals, and interpersonal compatibility between an employee and their immediate supervisor. This relationship is foundational in shaping workplace dynamics, as it influences job satisfaction, performance, and employee well-being (Peng et al., 2022). Research has consistently shown that a strong PSF fosters trust, mutual respect, and

open communication, creating a supportive work environment conducive to higher employee engagement and productivity (Steinmann, 2022).

In the public sector, where bureaucratic structures often emphasize hierarchical relationships, PSF becomes even more critical. Government employees, particularly those with chronic conditions such as Myasthenia Gravis (MG), require supervisors who are empathetic, understanding, and supportive of their unique needs (Uppal, 2021). A high PSF can lead to better accommodation of these employees' challenges, enabling them to contribute effectively despite health-related constraints. Conversely, a poor PSF may result in misunderstandings, reduced morale, and lower organizational commitment, which can exacerbate workplace stress for employees with MG (Utami & Zakiy, 2020).

## **B. Work Involvement**

Work involvement refers to the degree to which individuals identify with their jobs and the extent of their psychological and emotional investment in their work (Setiawan & Umam, 2024). It is a key predictor of job performance, engagement, and organizational citizenship behavior (OCB) (Mostafa & Hasaballah, 2023). Highly involved employees tend to exhibit greater dedication, initiative, and discretionary effort, often going beyond their formal job requirements to support organizational goals (Singh et al., 2023). However, work involvement can be both a motivator and a source of stress, particularly for employees managing chronic illnesses (Elahi et al., 2021).

For MG patients, the ability to sustain work involvement may depend heavily on workplace support and accommodations. Employees with a strong sense of work involvement are likely to strive for excellence, even in the face of health-related challenges (El Sayed, 2023). However, excessive work involvement without adequate support can lead to burnout, fatigue, and diminished well-being, negatively impacting both the employee and the organization (Schaufeli et al., 2002). While research on work involvement has focused primarily on healthy populations, there is a growing need to examine how it moderates workplace dynamics for employees with chronic conditions (Loewenthal & Altson, 2023).

## **C. Organizational Citizenship Behavior**

Organizational citizenship behavior (OCB) refers to discretionary workplace behaviors that are not explicitly recognized by formal reward systems but significantly contribute to organizational functioning. OCB is categorized into five dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Ginting, 2021)). Employees demonstrating OCB are more likely to assist colleagues, adapt to changes, and exhibit loyalty to the organization, enhancing overall workplace harmony and productivity (Hermawan et al., 2023).

Studies indicate that OCB is strongly influenced by workplace relationships, particularly with supervisors. A supportive supervisor who fosters a high PSF can motivate employees to engage in OCB by creating a sense of belonging and mutual respect (Thani et al., 2022). For employees with MG, OCB may manifest as proactive communication about their needs, collaboration with colleagues, or adaptability in managing work responsibilities despite health challenges (Kang et al., 2022). However, the extent to which MG patients exhibit OCB may depend on their work involvement and the level of support they receive from their supervisors.

## **D. Relationship Between PSF and OCB**

The relationship between PSF and OCB has been well-documented in organizational behavior literature. A high PSF is associated with increased trust, job satisfaction, and organizational commitment, which are key antecedents of OCB (Zakiy & Ramadhani, 2024). Employees who perceive a strong alignment with their supervisors are more likely to engage in discretionary behaviors that benefit the organization (Mubarkah et al., 2024). For MG patients, this relationship may be particularly pronounced, as a supportive supervisor can mitigate workplace stress and encourage positive behavioural outcomes (Suppiah et al., 2022). However, the unique challenges faced by MG patients necessitate further exploration of this relationship in the context of chronic health conditions.

## E. Moderating Role of Work Involvement

Work involvement has been identified as a potential moderating variable in the relationship between PSF and OCB. Employees with high work involvement are more likely to channel the benefits of a strong PSF into positive workplace behaviors, including OCB. Conversely, low work involvement may weaken this relationship, as disengaged employees are less likely to go beyond their formal job responsibilities, regardless of their relationship with their supervisor (Wan & Ai, 2020). For MG patients, work involvement may play a dual role, serving as both a motivator for OCB and a source of potential stress. Understanding this moderating effect can provide valuable insights into fostering better workplace outcomes for employees managing chronic conditions.

Despite the growing body of research on PSF, work involvement, and OCB, studies addressing these variables in the context of chronic health conditions remain limited. MG patients face unique challenges, including fluctuating energy levels, physical limitations, and emotional stress, which can impact their workplace behavior. Existing research on MG has focused primarily on medical management, with limited attention to the workplace experiences of individuals living with this condition (Kang et al., 2022; Suppiah et al., 2022)

Given the critical role of government servants in Klang Valley and the increasing emphasis on workplace inclusivity, it is imperative to examine how PSF, work involvement, and OCB interact in this context. Addressing this gap in the literature will provide valuable insights for organizations seeking to support employees with chronic conditions, enhance their well-being, and optimize their contributions to the organization.

The interplay between PSF, work involvement, and OCB has significant implications for workplace dynamics, particularly for employees managing chronic illnesses like MG. While existing research provides a strong foundation for understanding these variables in general populations, there is a pressing need to explore their relationships in the context of public servants with MG. This study aims to address this gap by examining how PSF influences OCB, with work involvement as a moderating variable, among MG patients employed as government servants in Klang Valley. The findings will contribute to the development of evidence-based strategies for fostering supportive and inclusive workplace environments.

## METHODOLOGY

This study aims to examine the relationship between person-supervisor fit (PSF), work involvement, and organizational citizenship behavior (OCB) among Myasthenia Gravis (MG) patients employed as government servants in Klang Valley. It also investigates the moderating effect of work involvement on the relationship between PSF and OCB. The methodology for this research is detailed below:

### A. Research Design

The study adopts a quantitative research design using a survey method. Data were collected through a structured questionnaire, enabling the measurement of variables such as PSF, work involvement, and OCB. The data were analysed using SPSS28, employing descriptive statistics, reliability tests, and regression analysis to address the research objectives.

### B. Population and Sample

The target population for this study consists of government servants diagnosed with Myasthenia Gravis who are working in Klang Valley. Using purposive sampling, a total of 158 respondents participated in the survey. This sampling method was chosen to ensure that the participants met the specific criteria of being MG patients and actively working in the public sector.

### C. Data Collection

Data were collected through an online survey, enabling respondents to complete the questionnaire at their convenience. The online format was chosen for its accessibility and efficiency in reaching the target respondents, particularly given the potential physical limitations of MG patients. Participants were assured of the confidentiality of their responses and the anonymity of their identities to encourage honest and accurate answers.

## D. Instrumentation

The study employed a structured questionnaire adapted from Abdullah Thani (2019), ensuring the reliability and validity of the measures. The questionnaire consists of multiple sections:

**Person-Supervisor Fit (PSF):** Items assessing the alignment between employees and their supervisors in terms of values, goals, and interpersonal compatibility. **Work Involvement:** Items measuring the degree of psychological and emotional investment employees make in their jobs.

**Organizational Citizenship Behavior (OCB):** Items evaluating discretionary behaviors that go beyond formal job responsibilities to support organizational goals.

The questionnaire items were rated on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

## E. Data Analysis

The collected data were analysed using SPSS to address the research objectives. The following analytical methods were applied:

**Descriptive Statistics:** To summarize the demographic profile of the respondents (e.g., age, gender, years of service) and provide an overview of the key variables in the study.

**Reliability Test (Cronbach's Alpha):** To assess the internal consistency of the questionnaire items for each construct (PSF, work involvement, and OCB). A Cronbach's alpha value of 0.70 or higher was considered acceptable.

**Regression Analysis:** To test the relationships between PSF (independent variable) and OCB (dependent variable) and to examine the moderating effect of work involvement on this relationship.

## FINDINGS

The study gathered responses from 158 distributed questionnaires, of which 136 were completed and analysed, yielding a response rate of 86.1%.

### A. Reliability Analyses

Table I Reliability Test (Cronbach's Alpha)

Variables	Number of items	Cronbach's alphas
Independent Variable		
Person-Supervisor Fit	5	0.84
Moderating Variable		
Work Involvement	5	0.99
Dependent Variable		
OCB	5	0.86

As stated in Table 1, Cronbach's alphas for independent variables are in the range of .84 to .99. The figures have demonstrated that the measure possessed high internal consistency as well as stability. In line with that, the

reliability analyses have also happened to confirm that the moderating variable used in the study had high internal consistency and reliability. The Cronbach's alpha for work involvement was .99. The investigations likewise delivered high unwavering quality coefficients for both ward factors with Cronbach's alphas surpassing .70. The most minimal alpha was .84 (undertaking execution) and the most astounding alphas was .86 (OCB).

## B. Regression Analysis

Table II Regression Analysis

MODEL 1		MODEL 2		MODEL 3	
Variables	Dependent Variable	Variables	Dependent Variable	Variables	Dependent Variable
	OCB		OCB		OCB
Independent Variable		Independent Variable		Independent Variable	
Person-supervisor fit	.860**	Person-supervisor fit	.504**	Person-supervisor fit	3.224**
Moderator					
Work involvement			.379**		4.391**
Interaction terms					
PSF x WI					-6.369**
R <sup>2</sup>	0.726	R <sup>2</sup>	0.746	R <sup>2</sup>	0.766
Adjusted R <sup>2</sup>	0.729	Adjusted R <sup>2</sup>	0.742	Adjusted R <sup>2</sup>	0.761
R <sup>2</sup> Change	0.729	R <sup>2</sup> Change	0.017	R <sup>2</sup> Change	0.021
F Change	246.435	F Change	23.815	F Change	7.977
Significance F Change	0	Significance F Change	0	Significance F Change	0

Notes: \*\*\* significance at the .01 level; \*\* significance at the .05 level

From table above also,  $R^2 = .766$  or 76.6%, indicates that 76.6% of the variance of the regression model has been explained by the independent variables with work involvement as a moderator and OCB as the dependent variable. The F change value is significance ( $F = 7.977$ ,  $p = 0.00$ ). The Durbin Watson value 2.047 and still within the acceptance range. Work involvement has moderation effect on the relationship between person-supervisor fit and OCB. It can be concluded that, work involvement is a moderator for the link between person-supervisor fit and OCB as the dependent variable.

## DISCUSSION

The findings of this study provide valuable insights into the relationships between person-supervisor fit (PSF), work involvement, and organizational citizenship behavior (OCB) among Myasthenia Gravis (MG) patients

working as government servants in Klang Valley. This discussion elaborates on the implications of the results, linking them to prior research and providing practical recommendations for fostering supportive and inclusive workplace environments for employees with chronic health conditions.

### **A. Person-Supervisor Fit and Organizational Citizenship Behavior**

The results demonstrate a significant positive relationship between PSF and OCB, with PSF explaining 76.6% of the variance in OCB. This finding is consistent with existing literature emphasizing the importance of alignment between employees and their supervisors in fostering positive workplace outcomes (Osman et al., 2021). A strong PSF promotes trust, mutual respect, and effective communication, which are critical for encouraging employees to go beyond their formal job responsibilities and engage in discretionary behaviors that benefit the organization.

For MG patients, the role of PSF becomes even more critical. As individuals managing a chronic health condition, these employees face unique workplace challenges, including fluctuating physical and emotional well-being. A supportive supervisor who understands their needs can provide accommodations, reduce workplace stress, and create an environment where employees feel valued and empowered (Kang et al., 2022). These supportive interactions likely motivate MG patients to reciprocate through OCB, such as assisting colleagues, demonstrating adaptability, and maintaining a positive attitude toward organizational goals.

The findings reinforce the importance of fostering strong supervisor-employee relationships, particularly for employees with health-related vulnerabilities. Organizations should prioritize training supervisors to be empathetic and responsive to the needs of employees with chronic conditions, enabling them to foster environments where employees can thrive.

### **B. Work Involvement as a Moderator**

The study also highlights the significant moderating role of work involvement in the relationship between PSF and OCB. The interaction term (PSF  $\times$  Work Involvement) significantly predicted OCB. This finding underscores the dual role of work involvement as both an enabler and amplifier of positive workplace behaviors.

Employees with high work involvement are deeply invested in their roles, both psychologically and emotionally, which likely enhances their responsiveness to positive supervisory relationships (Kassem & Ibrahim, 2022). When an employee perceives a strong PSF, this alignment may act as a catalyst for channelling their work involvement into OCB (Rizvi & Sikand, 2020). For MG patients, this dynamic is particularly important, as their ability to sustain work involvement can be influenced by the level of support they receive from their supervisors (Lambert et al., 2021).

However, it is important to acknowledge the potential risks associated with high work involvement for employees managing chronic illnesses. Excessive work involvement, without appropriate workplace accommodations or support, can lead to stress, burnout, and worsening health outcomes (Tripathi & Singh, 2021). Organizations must balance promoting work involvement with ensuring that employees have the resources and flexibility needed to manage their health effectively.

This finding aligns with prior research suggesting that work involvement can act as a bridge between individual and organizational factors, enhancing the impact of positive workplace relationships on employee behaviors (Loewenthal & Altson, 2023). The moderating role of work involvement highlights the need for organizations to recognize and nurture this variable to optimize workplace outcomes, particularly for employees with unique needs.

## **IMPLICATIONS FOR THEORY**

The study contributes to the growing body of research on workplace dynamics by exploring the interrelationships between PSF, work involvement, and OCB in the context of employees with chronic health conditions. It extends existing theories by emphasizing the moderating role of work involvement, offering a nuanced understanding of how individual and relational factors interact to influence employee behavior.



The findings also support the relevance of person-environment fit theories (Zakiy & Ramadhani, 2024) in understanding workplace outcomes for vulnerable employee populations. By demonstrating the significant role of PSF in driving OCB, the study reinforces the importance of compatibility and alignment in shaping positive workplace behaviors.

## **PRACTICAL IMPLICATIONS**

The results have several practical implications for organizations and policymakers:

### **A. Enhancing Supervisor Training**

Organizations should invest in training programs for supervisors, equipping them with the skills and knowledge needed to support employees with chronic health conditions. Training should focus on building empathy, understanding workplace accommodations, and fostering positive relationships.

### **B. Promoting Work Involvement**

While work involvement is critical for enhancing OCB, organizations should ensure that employees have access to flexible work arrangements and adequate resources to manage their health. Encouraging balance between work involvement and well-being is essential for sustaining productivity and organizational commitment.

### **C. Tailored Workplace Policies**

Policymakers should develop guidelines that address the unique needs of employees with chronic illnesses, such as MG. These policies should prioritize inclusivity, support mechanisms, and accommodations to enable these employees to contribute effectively.

### **D. Fostering Inclusive Work Environments**

Organizations should cultivate a culture of inclusivity and understanding, ensuring that all employees, regardless of their health status, feel valued and supported.

## **LIMITATIONS AND FUTURE RESEARCH**

While the study provides valuable insights, several limitations should be addressed:

### **A. Cross-Sectional Design**

The study's cross-sectional design limits the ability to establish causality. Future research could use longitudinal designs to examine the dynamic interactions between PSF, work involvement, and OCB over time.

### **B. Specific Population**

The focus on MG patients in Klang Valley may limit the generalizability of the findings to other populations or contexts. Future studies could explore similar dynamics among employees with other chronic conditions or in different organizational settings.

### **C. Additional Variables**

Other factors, such as emotional intelligence, organizational support, and job autonomy, could influence the relationships examined in this study. Future research could incorporate these variables to provide a more comprehensive understanding.

## **CONCLUSION**

The findings of this study emphasize the importance of PSF in fostering OCB, particularly for employees

managing chronic health conditions such as MG. The moderating role of work involvement highlights the need for organizations to nurture this variable while ensuring a supportive and accommodating work environment. By addressing these factors, organizations can create inclusive workplaces that empower all employees to thrive and contribute effectively to organizational success. This study provides a foundation for future research and practical interventions aimed at enhancing workplace outcomes for vulnerable employee populations.

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