

ENHANCING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR THROUGH MEANINGFUL WORK: EVIDENCE FROM COMMERCIAL BANKS IN LAFIA, NASARAWA STATE

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ABSTRACT: In the current competitive world, all organisations look at different ways to stay tuned in the marketplace and continuously explore various means to perform optimally. Consequently, organizational researchers and professionals in the sector have started dedicating attention and resources to understanding the antecedents of Organizational Citizenship Behaviour (OCB). This study is, therefore, one of those research efforts targeted at understanding the antecedents of OCB in the workplace by investigating the influence of Meaningfulness of work on organisational citizenship behaviour among employees of commercial banks in Lafia, Nasarawa State. A cross-sectional research approach was used, and a total of 250 comprising 143 (57.2%) males and 107 (42.8%) females within the age range of 23 – 56 years and a mean age of 36.34(SD=8.44) respondents were purposively selected for the study. Work as Meaning Inventory (WAMI) and Organizational Citizenship Behaviour Checklist (OCB-C) were used to assess participants' meaningfulness of work and organizational citizenship behaviour, respectively. Results showed a significant positive prediction of meaningfulness of work [$R = .441$, $R^2 = .195$, $F(3,346) = 19.823$; $p < .01$] among employees of commercial banks in Lafia. The implications of these findings for the banking sector were discussed. It was recommended, among other things, that Organizations should focus on and align their policies to create and maintain conditions responsible for nurturing OCB among their employee.

Keywords: Organizational Citizenship Behaviour, Meaningfulness of Work, Bank Employees

INTRODUCTION

In today's competitive business environment, organizations are increasingly recognizing the importance of fostering behaviours that go beyond the formal job description, contributing to a more positive work culture and improving overall organizational performance. One such behaviour is Organizational Citizenship Behaviour (OCB), which refers to discretionary actions that employees engage in voluntarily to benefit the organization, even if these behaviours are not explicitly rewarded (Farida & Setiawan, 2022). For banks, where high levels of customer service, teamwork, and efficiency are essential, OCB becomes a key driver of organizational success. Employees who exhibit OCB may, for instance, help colleagues with their tasks, engage in problem-solving initiatives, or contribute to organizational goals in ways that enhance work relationships and create a cooperative environment. However, understanding the factors that stimulate OCB in bank employees is crucial for organizations looking to harness its benefits (Shetty & Nikhitha, 2022).

One such factor that has garnered increasing attention in organizational psychology is the meaningfulness of work. Meaningful work is characterized by employees' perception that their work is significant and purposeful and aligns with their values and beliefs (Steger et al., 2012). When employees perceive their roles as meaningful, they experience a sense of fulfilment and purpose that extends beyond material rewards. For employees in the banking sector, where the work can often become routine and heavily structured, fostering a sense of meaningfulness is essential in sustaining motivation, job satisfaction, and overall performance. Research suggests that when employees view their work as meaningful, they are more likely to display higher levels of engagement, motivation, and ultimately, OCB (Zhenjing, 2022). This link between meaningful work and OCB is particularly important in the banking sector, where employees' willingness to go the extra mile can significantly impact customer service and organizational performance (Britt, 2001).

Despite the growing body of literature on both meaningful work and OCB, there is a notable gap in research specifically examining the influence of meaningful work on OCB, particularly in the banking sector. While studies have explored the impact of organizational culture, job satisfaction, and leadership on OCB (Podsakoff, 2000), the direct link between the meaningfulness of work and employees' likelihood to engage in OCB remains underexplored. This gap is especially important in understanding how to enhance OCB within the banking industry, where employees are often faced with high-pressure environments and rigid task structures. By investigating the relationship between meaningful work and OCB among bank employees, this research seeks to offer valuable insights into how banks can foster a work environment that encourages employees to contribute beyond their formal job responsibilities. Ultimately, this research could inform practices that not only improve employee engagement but also enhance organizational performance by promoting voluntary behaviours that contribute to the bank's success. This study examines how meaningfulness of work influences OCB among bank employees in Lafia, Nigeria, aiming to provide insights into HR strategies.

LITERATURE REVIEW

The conceptual framework for this study is grounded in Self-Determination Theory (SDT), which posits that intrinsic motivation arises when individuals perceive their activities as personally meaningful. SDT suggests that when employees find their work meaningful, they are more likely to exhibit behaviours driven by internal satisfaction rather than external rewards. (Ryan & Deci 2000; Deci & Ryan 2008). This theory serves as the foundation for understanding how meaningful work influences OCB. The basic assumption of SDT is that all humans are naturally active, seeking opportunities for learning and development to incorporate into a positive sense of self-identity. When the social environment supports a person by fulfilling his or her basic psychological needs, the individual tries to attain growth and development. This person might make choices that will lead toward self-advancement. When the environment does not fulfil basic psychological needs, the person's attempts to grow and develop are thwarted. In this case, people might choose actions that are detrimental to themselves or to their environment. The basic psychological needs that proponents of SDT recognize are autonomy, affiliation, and perceived competence.

Meaningful Work and Organizational Citizenship Behaviour

Meaningful work is closely related to the psychological condition of employees. Employees who work with meaning can contribute to the quality of performance in an organization. The results of the research conducted by Tong (2018) regarding the relationship between meaningful work and the job performance of nurses. The results of the study explained that there was a significant positive relationship between meaningful work and organizational citizenship behaviour ($p < .001$). Descriptive analysis shows that most of the respondents are women (74.6 %). The majority of respondents were between 31 and 40 years old (40.7 %). Most of the respondents are Malay (82.3 %) and have a bachelor's degree. Devivere (2018) argues that meaningful work and organizational citizenship behaviour are two variables that are related to each other. It was said to be related because people who are involved in meaningful work have characteristics that are highly desired by every organization, such as their involvement in organizational citizenship behaviour is very large.

Based on the research results of Selamat, Nordin and Fook (2017), it is known that there is a significant relationship ($p < .001$) between meaningful work and organizational citizenship behaviour with a percentage of 74 % [10]. It shows that meaningful work and organizational citizenship behaviour are important factors in contributing to a company or organization.

The results of the research by Abrar and Isyanto (2019) explained that the constant value was found to be 17.338, and the coefficient value of the organizational citizenship behaviour variable was .294 and had a significant value below .05. So, if the OCB variable increases, the performance variable will be increased by .294. The purpose of this research is to provide a good understanding of meaningful work and organizational citizenship behaviour in influencing employee performance and to find out together the meaning of work and organizational citizenship behaviour influence on performance.

Sharma (2019) conducted a study on 75 mid-level managerial employees working in various organizations in India. The study explores the impact of meaningfulness of work and perceived organizational prestige on organizational citizenship behaviour of managerial employees. Standardized questionnaires were used to complete this research. Bivariate Correlation analysis was performed to assess the relationship between meaningfulness of work, perceived organizational prestige, and organizational citizenship behaviour. Linear Regression analysis was used to determine the direct contribution of meaningfulness of work and perceived organizational prestige in organizational citizenship behaviour (OCB) of managerial employees.

The results of the study showed that the meaningfulness of work (MW) and perceived organizational prestige were positively correlated. The outcomes explained the significant positive variance in organizational citizenship behaviour (OCB) and described how important it is to focus on these two constructs. According to Sharma (2019). The results contribute to the concerned literature by explaining and emphasizing the importance of meaningfulness of work and perceived organizational prestige and facilitating a reflection on the links that motivate employees to work beyond their prescribed duties. Organizations and management should focus on and align their

policies to create and maintain conditions responsible for nurturing the habit of organizational citizenship behaviour among their employees.

Netty's (2023) study examines whether meaningful work mediates an organization's commitment to organizational citizenship behaviour. The research is quantitative with descriptive methods, and 104 participants participated. The scales were available online, and they filled them out. Statistical analysis uses the PLS structural equation model to test the model. The main finding of the study demonstrates that (i) There is no relationship between organizational commitment and organizational citizenship behaviour shown in the statistical result is 0.055, (ii) the Statistical result of 0.826 between organization commitment to meaningful work shows that there is a direct link between two variables (iii) and there is the link between meaningful work and organizational citizenship behaviour with the statistical result is 0.814, (iv) From this point on, the structural equation model shows that meaningful work is the only difference between organizational commitment and citizenship behaviour with P-Value 0.000. The study has shown that meaningful work as a full mediator can help organizational citizenship behaviour. Organizational commitment and citizenship behaviour are related and reinforced by meaningful work.

Allan's (2019) meta-analysis found a small to moderate correlation between meaningful work and organizational citizenship behaviour. Due to the low correlation coefficients, other variables may serve as the underlying mechanism for the relationship between meaningful work and organizational citizenship behaviour (Allan, 2019). Based on the theory stated by Steger et al. (2011), an individual who can consider his work meaningful and interpret the job positively can give positive meaning to work. This positive meaning can encourage individuals to think and act simply while working. An effective organization can be viewed from employee interaction at the individual, group, and organizational levels. This can be done with efficiency, resulting in good human resource performance. The meaning of work for employees also determines their organization's commitment position in terms of self-realization, which is so crucial in increasing work performance.

Safitri and Sulistiyorini (2020) examined how meaningful work and organizational citizenship behaviour influence employee performance. This research used a quantitative approach, and data were collected using the Individual Work Performance Questionnaire, Organizational Citizenship Behaviour, and Work and Meaning Inventory. The sample of this research included 86 employees who worked at PT. X in Mojokerto who were recruited using simple random sampling. The analysis techniques used in this research were the instrument test, descriptive test and classical assumption test. The results revealed that meaningful work had no significant effect on performance ($p = 0.77 > 0.05$). However, the results showed that organizational citizenship behaviour had a significant influence on performance ($p < 0.05$). The findings on the simultaneous effect of meaningful work and organizational citizenship behaviour on performance revealed significant results ($p < 0.05$). It is recommended that future studies examine other variables that may play a role in improving performance, such as job satisfaction and leadership.

Selamat, Nordin and Fook, (2017) study examined the relationship between meaningful work and organizational citizenship behaviour. The study employed a quantitative approach using a cross-sectional survey strategy to obtain data from 395 teachers in Malaysia. Proportional stratified

sampling was applied to ensure equal probability for respondent selection. Data analysis included descriptive statistical analysis and structural equation modelling analysis. The results indicate that the path coefficient from meaningful work to organizational citizenship behaviour was significant and in an expected positive direction. The use of a self-administered questionnaire and single-source data may lead to concerns about bias. The cross-sectional survey employed in this study may also contribute to data inaccuracy.

The findings of this study imply that principals should assist teachers to engage with meaningful work to motivate them to exhibit organizational citizenship behaviour (OCB), which involves going above and beyond their formal job requirements. Thus, the results of this study offer insight on the importance of teachers' experiences with meaningful work and enhanced OCB. These findings also contribute to the limited literature exploring the relationship between meaningful work and OCB in educational organizations in the Malaysian education context.

Hypothesis

There will be a significant influence of meaningfulness of work on organizational citizenship behaviour.

METHOD

Design

This study employed the cross-sectional survey design. It allowed the researcher to sample a large number of bank employees from various branches in Lafia to examine the influence of meaningfulness of work and counterproductive work behaviour on organizational behaviour.

Participants

The participants for this study were two hundred and fifty (250) bank employees working in Lafia, Nasarawa State, at the time of the research. They comprised 143 (57.2%) males and 107 (42.8%) females within the age range of 23 – 56 years and a mean age of 36.34 (SD=8.44). With regards to the marital status of the participants in the study, 207 (82.8%) were singles while 43 (17.2%) were married employees in terms of employment status, results indicate that 122 (48.8%) were contract staff at various commercial banks, while 128 (51.2%) were permanent staff of their various organizations. Finally, analysis shows that most of the employees, 168 (67.2%), were senior staff, while 82 (32.8%) were junior employees.

Instruments for Data Collection

The Work as Meaning Inventory (WAMI) was utilized in this study to assess the perceived meaningfulness of work among the staff members. The WAMI employs a Likert scale that captures the staff's sentiments regarding their roles and responsibilities within the organization. The authors of the WAMI scale are Steger and Duffy (2012), and the response options range from 1 - Strongly Agree to 7 - Strongly Disagree. The WAMI consists of three subscales: Positive Meaning (items

1, 2, 3, 4), Meaning Making Through Work (items 5, 6, 7), and Greater Good Motivation (items 8, 9, 10).

The Cronbach Alpha internal consistency of the scale was .68 for the positive meaning dimension, .64 for the meaning-making through work dimension, .73 for the greater good motivations dimension and .86 for the whole scale. The test-retest reliability coefficient was .69 after 28 days. The corrected item-total correlations of WAMI ranged from .33 to .73. The t-test results differences between each item means of upper 27% and lower 27% points were significant ($p < .05$).

Organizational Citizenship Behaviour Checklist (OCB-C)

The original Organizational Citizenship Behaviour Checklist (OCB-C) was a 42-item instrument designed to assess the frequency of organizational citizenship behaviour performed by employees. It has since been refined and shortened. 20-item scale will be used for this study. The OCB-C was specifically designed to minimize overlap with scale of counterproductive work behaviour, a limitation noted in prior scales (Dalal, 2005; Spector, et, al., 2010). Included were items that reflected acts directed toward the organization (OCBO) as well as people in the organization (OCBP), such as coworkers. Some items asked about altruistic acts that helped coworkers with personal as opposed to workplace issues. Separate subscale scores can be computed that reflect acts directed toward the organization that benefit the organization (OCBO) and acts directed toward coworkers that help with work-related issues (OCBP). The OCB-C uses a 5-point frequency scale ranging from 1 = Never to 5 = Every day. Scores are computed by summing responses across items. A total score is the sum of responses to all items. Subscale scores are the sum of items within each subscale.

The OCB-C is a causal indicator scale that consists of items that are not all parallel assessments of a single underlying construct. For such scales, items are not necessarily expected to be highly related, and thus, internal consistent reliability is not a good indicator of reliability (Bollen & Lennox, 1991; Edwards & Bagozzi, 2000). Nevertheless, internal consistency reliability (coefficient alpha) was found to be .97 for the total scale, .92 for OCBO and .91 for OCBP (Fox, Spector, Goh, Bruursema, & Kessler, 2009) for the 42-item version. Fox *et al.* (In press) reported coefficient alphas for the 20-item version of the OCB-C of .89 and .94 for two self-report samples, and .94 for a coworker sample (coworkers reporting on the target employee). The OCB scale was pilot tested on a sample of 39 employees of commercial banks in Makurdi, Benue state. All items on the scale were found to be fit to be included in the main study with a total item correlation coefficient above 0.30.

Procedure for data collection

Adequate rapport was established with the Human Resource officer of each bank. The consent of the participants was obtained through their Human Resource officers before the administration of the questionnaires. During the process of administration, the questionnaire was administered to each participant individually by a staff of the organization, and because of their working schedule, participants were given the option of taking the research instrument home and returning them the

following day. The process of administration and retrieval of the questionnaire lasted for ten working days.

Data Analysis

Data collected in the study was analysed using Statistical Package for Social Science (SPSS), version 26. SPSS is a computer package used for rigorous statistical analyses, mostly in the social sciences. During the pilot study, Cronbach's Alpha and inter-item total correlation were performed to determine scale reliability and inter-item correlation coefficients, respectively. For the main study, data collected were analysed using both descriptive and inferential statistics. First of all, a preliminary analysis using frequencies, mean, and standard deviations was performed to summarize the demographic characteristics of the respondents. Standard multiple regression was used to test the independent and joint influence of meaningfulness of work dimensions (great good work, positive meaning, and meaning-making work) on organizational citizenship behaviour.

RESULTS

Hypothesis: This hypothesis states that there will be the significant influence of meaningfulness of work on organizational citizenship behaviour.

Table: Multiple Linear Regression showing Independent and Joint Influence of Work Meaningfulness (Great Good Work, Positive Meaning and Meaning Making work) on Organizational Citizenship Behaviour

Predictor	R	R ²	df	F	β	t	Sig
Constant	.441	.195	3,246	19.823		12.389	.000
Great Good Work					.246	2.866	.005
Positive Meaning					.063	.646	.519
Meaning Making Work					.296	4.054	.000

The hypothesis was tested using Multiple Linear Regression. The results presented in Table 1 show that Great Good Work has made a significant positive contribution to Organizational Citizenship Behaviour ($\beta = .246$; $t = 2.866$; $p < .01$). This means that the higher the perception of Great Good Work, the higher the OCB of the bank employees. Great Good Work contributed 28.6% of the total variance observed in OCB among bank employees. Similarly, the results presented in Table 1 show that Meaning Making Work has made a significant positive contribution to OCB ($\beta = .296$; $t = 4.054$; $p < .01$). This means that the higher the perception of Meaning Making Work, the higher the OCB of the bank employees. Meaning Making Work contributed 29.6% of the total variance observed in OCB among bank employees. On the contrary, the results in Table 1 further indicated that Positive Meaning ($\beta = .063$; $t = .646$; $p > .05$) had no independent significant contributions to changes in OCB among bank employees.

Above all, the results in Table 1 show that perception of great good work, positive meaning and meaning making work have jointly and significantly influenced OCB among bank employees. [$R = .441$, $R^2 = .195$, $F(3,346) = 19.823$; $p < .01$]. These results show that great good work, positive meaning and meaning-making work jointly accounted for 19.5% of the total variance observed in OCB among bank employees. This result shows that meaningful work as a whole explained 19.5% of the variance observed in OCB among bank employees.

DISCUSSION

The study aims to investigate the influence of meaningfulness of work on organizational citizenship behaviour. The first hypothesis, that meaningfulness of work (MW) will significantly influence organizational citizenship behaviour (OCB) among bank employees, was tested using standard multiple regression. The findings showed a significant independent influence of good work on OCB among bank employees in Lafia.

The findings of this study reveal that meaningfulness of work has a significant positive influence on Organizational Citizenship Behaviour (OCB) among bank workers. This result is consistent with previous studies that have found a positive relationship between meaningfulness of work and OCB (Humphrey, Nahrgang & Morgeson, 2007; Safitri & Sulistiyorini, 2022). Similarly, this result is in line with the findings by Netty (2023), who found a significant positive link between meaningful work and organizational citizenship behaviour

The findings of this study are in line with those of Wiroko (2021), who reported that meaningfulness of work and organizational citizenship behaviour were positively correlated. The results explained the importance of MW in motivating employees to work beyond their prescribed duties.

The findings of this study are equally consistent with those of Tong (2018), who found a significant relationship between MW and OCB. He explained that MW and OCB are two variables that are related to each other. They were said to be related because people who are involved in MW have characteristics that are highly desired by every organization, such as their involvement in organizational OCB, which is very large.

Similarly, the results of this study confirmed the findings by Selamat, Nordin and Fork (2017) where they reported that there is a significant relationship between MW and OCB. Also related to this study is the findings by Alsheikh and Sobihah (2019) where they explained that increase in MW led to increase in OCB and that if the variable of OCB increases, the performance variable is increased. The finding explained the importance of meaningfulness of work and facilitates a reflection on the links that motivate employees to work beyond their prescribed responsibilities.

The meaningfulness of work refers to the extent to which employees perceive their work as having a sense of purpose and significance. When employees feel that their work is meaningful, they are more likely to be motivated to engage in OCB, which goes beyond their formal job requirements. The positive influence of meaningfulness of work on OCB can be attributed to several factors. Firstly, when employees perceive their work as meaningful, they are more likely to be committed

to their organization and feel a sense of responsibility to contribute to its success. Secondly, meaningful work provides employees with a sense of purpose and direction, which can motivate them to go beyond their formal job requirements and engage in OCB. Finally, meaningful work can also enhance employees' sense of autonomy and self-efficacy, which can empower them to take initiative and engage in OCB.

Conclusion

Based on the findings of this study, it can be concluded that the findings of this study provide evidence for the positive influence of meaningfulness of work on OCB among bank workers. The study highlights the importance of creating a work environment that provides employees with a sense of purpose and meaning and suggests that bank managers and HR practitioners should focus on enhancing employees' sense of meaningfulness at work. This finding implies that when employees find their work meaningful, they are more likely to engage in OCB, such as helping colleagues, going beyond their job duties, and contributing to a positive work environment. This finding suggests that organisations, particularly in the banking sector, should focus on fostering a work environment that allows employees to find purpose and meaning in their roles.

Recommendations

The following recommendations were made based on the study findings.

- i. Organizations should focus on and align their policies to create and maintain conditions that nurture OCB among their employees.
- ii. Bank managers should focus on designing meaningful jobs that align with employees' personal values and professional goals. Clearly defining roles and responsibilities and helping employees understand how their work contributes to broader organisational objectives can help make the job more fulfilling.

Limitation of the Study

This study's weakness is its data collection method. The researchers depend on self-reporting as a means of data collection, which tends to allow the participants the opportunity to fake some responses for different reasons, such as social desirability.

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