**SPCRD GLOBAL
PUBLISHING**
Sustainable Solutions

RAMSS Review of Applied Management
and Social Sciences

Journal homepage: <http://ramss.spcrd.org>

ISSN (Print): 2708-2024

ISSN (Online): 2708-3640

Predicting Organizational Citizenship Behavior among Universities' Contractual Teaching Staff: A Developing Country Perspective

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ARTICLE DETAILS	ABSTRACT
History: Accepted 19 Nov 2020 Available Online 31 Dec 2020	<i>This study provides insights about the relationship between job insecurity, honesty-humility, and reciprocity and organization citizenship behavior, whereas impression management plays its role of a mediator. Data collected using a questionnaire from 710 contractual employees from public and private sector universities of southern Punjab, Pakistan. Exploratory factor analysis and confirmatory factor analysis are used for scale validation and regression analysis to test the following hypothesis. A comparative analysis was conducted to know citizenship behavioral intentions of public and private sector contractual teaching staff. A T-test approach was utilized for comparing two samples. No significant difference among private and public sector teaching staff was found regarding organizational citizenship behavior. All other hypothesis, directly and indirectly, were supported with positive impacts, except job insecurity which found having a negative direct relation with both impression management and organization citizenship behavior. The study provides useful insights for both academicians and universities' administration.</i>
Keywords: Organizational Citizenship Behavior, Reciprocity, Job Insecurity, Impression Management, Honesty-Humility	
JEL Classification: D23,J28,J29	
DOI: 10.47067/ramss.v3i3.82	

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1. Introduction

Organizational citizenship behavior (OCB) is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988). Organizational citizenship behavior is an emerging phenomenon elaborating employee's behavior towards organizational excellence. This type of behavior shows the level of commitment and the seriousness about the organizational system which leads to the success of the firm. Without citizenship behavior, organizations may face losses

and lose their attractiveness in the eyes of ultimate customers due to the poor products and services provided by the employees (Kim, 2019). It includes an extra-role performance that breeds the characteristics of effectiveness and efficiency. It is also considered that when an employee shows more responsible behavior towards taking extra work responsibilities and shows a positive attitude towards extra job work, then it means that the employee has more promising behaviors with the influencing power of OCB (Gunawan, 2020).

Besides the great importance of OCB, still, factors influencing OCB are underemphasized and latent in nature. Several studies have concluded that this concept is rare to quote especially in the developing countries like Pakistan (Umrani, 2019). Therefore, it requires to study OCB from developing country's (Pakistan) perspective which attracts researchers in the field to fill the gap. Therefore, this phenomenon needs research focus as this a basic contributor to the development of any organization. The findings of Eissa (2019) also shown that the employee with OCB characteristics will less likely to deviate from their jobs and be more associated with their job in the organization despite their other negative influencing factors. Furthermore, Khan (2020) examined that OCB is of vital importance that seems to dominate over other behaviors in an employee without any involvement of any rewards; even the employee considers his duty of being loyal and committed to the organization.

In an educational sector, effective working is all about being more responsible, conscious and to have an intent of association within the organization that compiles the view of the management towards educational faculty, striving to provide qualitative knowledge and services (Umrani, 2019). The teaching staff, as an institution, endeavor to be more emotionally reliable and effective to their working responsibility. And, any extra roles regarding job granted by the organization in order to show more reliability, is also a feature of OCB. OCB is important because the competition in the world for the provision of quality education and other services of the educational institutes are increasing day by day. However, limited research has been made on OCB, which is much disquieting for the sustainability of the organizations. Further, the study investigated that OCB is not only characterized through the knowledge serving ability of employees (teaching staff) -- even they are required to be more connected to their organization, their loyalty in serving their organization is also important (Abror, 2020).

2. Literature review

2.1 Humility-honesty and organizational citizenship behavior

The HEXACO model of character comprises of six primary measurements yet is in any case externally like the five factor model (FFM) of general personality structure. Subsequently, the initial five are recognizable from the outset: Emotionality, Extraversion, Agreeableness, Conscientiousness and Openness to encounter. The H in HEXACO not with standing originates from Honesty-Humility and doesn't apparently identify with any of the first FFM factors.

Honesty Humility and Agreeableness helps in modifying organizational citizenship behavior as found by Umrani (2019). The evident non distinguishability of the reasonable portrayals of charitable inclinations in Honesty-Humility and HEXACO Agreeableness is additionally shown by the most elevated between relationships between elements present in current study. The use of honesty-humility for changing organizational citizenship behavior is best clarified by Lee (2016) as follows: "Honesty-Humility speaks to a propensity to treat others genuinely in any event, which creates organizational citizenship behavior in return".

H1: Honest-humility has a positive and significant impact on organizational citizenship behavior.

2.2 Honest-humility and impression management

The involvement of Honesty-Humility as discussed earlier is a display of humbleness and genuine behavior where may one become more humane towards people, their beliefs, attitudes and perspectives that there comes a time when the individual losses his self-efficacy of firmness and stability of his/her own beliefs because they may estimate their abilities and capabilities inferior to others at such an instance the humility-honesty may have drifted in such a negative direction that the person losses his grip on his impression management (Leary, 2017), but in reality and ideal situation, humility-honesty is not meant to be this way, one losing his firm beliefs means that they are losing their own identity and eventually they lost in managing their personality impressions towards others. This is the reason, for which our study has chosen to see the relationship between humility-honesty and impression management.

H2: Honest-humility has a positive and significant impact on impression management.

2.3 Honesty-humility and organizational citizenship mediated by impression management

Organizational citizenship behavior is a factor which can be strong if the relationship among the employees and the subordinates or the leading authority is good enough. This good enough intensity of the relationship is dependent upon the honesty-humility which creates organizational citizenship behavior of the overall impression of the organization or boss is positive (Zhou, 2018). Furthermore, Zhou (2018), stated that impression management is main factor which affect organizational citizenship behavior if there lies a honesty-humility in an organization. In addition, he said that as long as an individual employee or collective group of teamed employees trust the behavioral impression of their leaders they will definitely stay loyal towards the organization showing less resistance in behavior and more citizenship behavior towards the organization. This means there will be more retention and fewer turnovers in the organization. According to this study, the reason for employees less turnover and citizenship in behaviors is due to high level of the personality trait of humility-honesty depicted in personalities of leaders that helps them to develop a positive impression towards their subordinate workers (Zhou, 2018).

This personality trait of abusing develops an impression of the subordinate or leader insight of the other individual on the basis of which his turnout or citizen behavior for the organization is developed.

H3: The relationship between honesty-humility and organizational citizenship is positively mediated by impression management.

2.4 Job insecurity and organizational citizenship behavior

As indicated by Yusoff (2014), work uncertainty is a worker's consciousness of potential risk to progression in their occupation, which leads towards negative behavior. Moshoeu (2015) clarify that activity weakness is a worker's dread of losing his/her employment, being jobless or having a few obligations expelled or being allotted explicit assignments and obligations that are bothersome. Witte (2005) distinguishes three types of employment frailty, to be specific occupation instability as a condition of open mindfulness; work weakness at an authoritative level; and intense occupation uncertainty. Jandaghi, (2011) expresses that activity instability at an organization level alludes to temperamental and uncertain work in the association.

H4: Job insecurity has a negative relationship with organizational citizenship behavior.

2.5 Job insecurity and impression management

As job insecurity is a negative concept for a professional individual so it really affects the mental abilities, capabilities and mental health which ultimately impact the level of performance that consequently develops a negative impression of the employee (Huang, 2013). For a clear stance, it can be said that job insecurity creates a strong negative impression which can be changed by regaining your impression by your strong performance which will ultimately secure your job. According to Kang (2012), employees sometimes use the idea of extra-role performance where they try to secure their position and impression by performing extra duties and developing their worth insight of their respective bosses. The employees having fear for their job insecurity are usually engaged in shaping their behaviors and personalities so that they can pass the impression level set out to be the standard mark for the organization (Crawford, 2018).

There is another phase of linkage of job insecurity and impression management in which employee fear of job insecurity is developed due to the impressions created by his supervisors and managers on him (Keiser, 2019). If the supervisor shows negative attitude and behavior towards some specific employees it provides them with a gesture of disliking which ultimately triggers their mind for their job security in the organization.

H5: Job insecurity has a negative relationship with impression management.

2.6 Job insecurity and organizational citizenship mediated by impression management

Impression management is a way out for the employees who think that due to low performance and lack of interest in their organizational responsibilities the organization is considering them less worthy and less beneficial for the organization; this sense of job insecurity can be eliminated by being more active or becoming pro-active towards organizational goals and activities (Probst, 2019), it will ultimately help in developing a citizenship behavior towards the organization because the professional and participative impression showcased by employee is the symbol of their associative links and behaviors towards the organization.

Job insecurity develops a negative environment in an organization where employee always finds the only way to secure their future by finding another job before being kicked out of the organization but there are few who think instead of leaving the organization they can secure themselves by getting more involved within the organization duties showing their loyal citizen behavior for their organization so that they can maintain a positive impression and secure their jobs (Kang, 2012). Adding further to this discussion Huang (2013) has stated that job insecurity can be transformed by just developing a more professional and pro-active image throughout the organizational tasks which helps him to develop more associative links and positive image within the organization and will be more effective in creating a strong organizational citizenship behavior.

H6: The relationship between job insecurity and organizational citizenship is positively mediated by impression management.

2.7 Reciprocity, organizational citizenship behavior and impression management

Independent of the distinctions towards the idea of the mental and emotional indenture, analysts were consistent towards significance for a standard reciprocation to the working of the contract (Rousseau, 1989; Herriot, 1997; Morrison, 1997). In the observational research, representative assessment of manager contractual conduct and its impact on worker mentalities as well as practices gives the primary method for seeing how the mental approach works as an equal cycle between the trades parties (Conway, 2005). Firmly identified with the similar concerning the problem which is commonality, concession towards commitment that brings enthusiasm towards assessment in business context (Shapiro, 2002). Likewise, a few examinations have inspected the

directing job of character factors in impacting corresponding perspectives and practices.

When organizations do not reward or reciprocate their employees with deserving monetary and non-monetary motivations they always show turnout behaviors which becomes an issue for the organization (Shabaan, 2018), and this behavior can be changed into citizenship behavior by just altering the practices of the organization where rewarding and reciprocating their efforts of employees with suitable reciprocal improves the sustaining behavior of employees in the organization.

In addition, Employees in an organization are obligating their job behaviors on the basis of behaviors reciprocated by their leaders toward them (Shabaan, 2018) if the leaders maintain a positive image insight of their employees they show more positive reciprocated behavior but if the leaders do not a maintain a positive image insight of their employees the obligatory behaviors reciprocated by employees shows more negative outcomes.

H7: Reciprocity has a positive relationship with organizational citizenship behavior.

H8: The relationship between reciprocity and organizational citizenship is positively mediated by impression management.

2.8 Reciprocity and impression management

Impression management in an organization is and will always be dependent upon the performance of the employee; the more positive impact of their contribution is to the outcome of task the more deserving they become for the reward (Baker, 2014). In organization the performers who ensure their loyalty, efforts and ensure an impression of devotion through their efforts for the organization are rewarded with reciprocity of benefits (Englmaier, 2016).

Reciprocity itself is a phenomenon which works as a positive characteristic in human workers and the presence of this behavior helps in developing a positive impression on other workers and ultimately gradually developing their reciprocal behaviors in performing their jobs (Li, 2017). Therefore, it can be hypothesized that:

H9: Reciprocity has a positive relationship with impression management.

2.9 Impression management and organizational citizenship behavior

An employee always demands a more flexible and cooperative environment to work within which can only be provided by a more cooperative manager. Such type of impression of a manager on an employee satisfies his mental level, makes him more relaxed, and develops his close affection with the organization which ultimately develops his organizational citizenship behavior (Scott, 2019). Therefore, it can be hypothesized that:

H10: Impression management has a positive relationship with organizational citizenship behavior.

FIGURE 1. THEORETICAL MODEL

3. Methodology

3.1 Unit of analysis

Unit of analysis for the study is contractual faculty staff of the universities. We have utilized measures for the contractual employees designed by Mehren (2019) as “contractual staff members are those who make a written or spoken agreement concerning employment that is intended to be enforceable by law”. The geographic location for the respondents was selected as Southern Punjab, Pakistan. The main objective behind selecting the education sector was stress, dissatisfaction and a non-organizational citizenship behavior observed in the teaching staff of Southern Punjab (Nawaz, 2020; Umrani, 2019). This behavior has negatively affected the quality of education in this region which needs to be modified for better educational results in future.

Table 1: Demographics Analysis			
Measure	Data	Frequency	%
Gender	Male	502	70.7
	Female	208	29.9
Age	25-35	415	58.4
	35-45	250	35.1
	>45	45	06.3
Marital Status	Single	299	42.1
	Married	411	57.8
Education	Masters	570	80.2
	PhD.	29	04.0
	Others	111	15.6
Income (In Pak. Rupees)	20k-40k	221	31.1
	41k-60k	309	43.5
	>60k	180	25.3
Type of University	Public	480	67.6
	Private	230	32.4

3.2 Population and sample

This investigation is done among public and private sector teaching staff. The issue of OCB exists not only in Southern Punjab Pakistan but also in other parts of Pakistan as Umrani (2019) pointed out that the issue of OCB dominating in educational sectors.

The sampling design and size is most suitable as per the type of study. Information is gathered by conducting a survey of university teaching staff over the region of Southern Punjab, Pakistan. The questionnaire was sent to 826 faculty members, whereas we received 710 responses from the university teaching staff. The sample size was calculated by the sampling formula developed by Chou and Bentler (1986) where the number of items is multiplied by selected given numbers (5-10). So according to formula implemented, the sample size of the study is (69x10=690) but for the accuracy purpose we have included some more responses and the current sample size is 710. The response rate of the survey, which measures the percentage of respondents, remained 86%.

3.3 Measurement of Scales

Impression management was measured by a scale developed by Bolino (1999). These 22-items measures were intended to experimentally approve the Jones (1982) scientific classification. Similarly, reciprocity was measured using four items scale, adopted from HoKim (2017). Following the study Philip M. Podsakoff (1990), OCB is a 24-items measure that evaluates the recurrence of various citizenship behaviors in the working environment at the job. In addition, this study utilized a 10-items of the honesty-humility, after taking insights from the work of Ashton et. al., (2009). Job insecurity was estimated utilizing the job insecurity scale consisting of four items initially created by De Witte (2014).

4. Analysis of data

For data analysis, SPSS (version 23) and AMOS (version 23) was utilized. The analysis starts with demographics study proceeding with descriptive and results of EFA and CFA.

Table 2. Descriptive Statistics

Name of the Construct	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Honesty-Humility	710	1.00	5.00	2.1374	.75854	.550	.146	-.312	.291
Job Insecurity	710	1.00	5.00	2.0502	.76538	.865	.146	.684	.291
Reciprocity	710	1.00	5.00	2.5806	.97561	.323	.146	-.843	.291
Impression Management	710	1.00	5.00	2.5411	.94654	.399	.146	-.588	.291
Organizational Citizenship Behavior	710	1.00	5.00	2.0402	.86538	.765	.146	.684	.291

SPSS software was utilized to check multi-collinearity. The values are analyzed through Variance Inflation Factor (VIF) and value of Tolerance, T. The values obtained for the current study has significant values for VIF less than 10 and the value of tolerance, T, is less than 1.0, indicating that there is no problem of multi-collinearity.

Table 3. Collinearity Statistics		
Name of the Construct	Tolerance	VIF
Honesty-Humility	.595	2.534
Job Insecurity	.612	1.231
Reciprocity	.844	0.543
Impression Management	.445	4.173

4.1 Outcome of exploratory factor analysis (EFA)

Exploratory factor analysis is conducted for factor identification and data reduction. In this study EFA's results are provided below.

Table 4. KMO and Bartlett's Test					
KMO and Bartlett's Test	Honesty-Humility	Job Insecurity	Reciprocity	Impression Management	Organizational Citizenship Behaviour
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.807	.811	.955	.717	.932
Approx. Chi-Square	386.165	451.373	404.753	560.875	531.516
Bartlett's Test of Sphericity df	19	28	8	23	6
Sig.	.000	.000	.000	.000	.000

Table 5. Overall Measurement Model Fit	
Name of the Construct	Value
CMIN/DF	1.431
TLI	.911
GFI	.917
CFI	.942
IFI	.901
RMSEA	.06
HOELTER	.655

4.2 Validity of constructs

In order to make it sure that whether the scale items truly representative of the theoretical construct of latent variables, construct validity is considered as an elementary part of the data analysis, as suggested by the Hair et al., (2010). It has been discussed already, the content validity of the survey's questionnaire. Statistics for validity (convergent and divergent) is provided below.

Table 6. Validity, Composite Reliability and AVE Values				
Name of Construct	CR	AVE	MSV	ASV
Honesty-Humility	0.869	0.602	0.576	0.234
Job Insecurity	0.739	0.469	0.229	0.415
Reciprocity	0.808	0.437	0.240	0.162
Impression Management	0.875	0.735	0.529	0.330
Organizational Citizenship Behavior	0.739	0.529	0.329	0.415

4.3 Direct and indirect effects

Table 7. Direct Effects				
	Honesty-Humility	Reciprocity	Job Insecurity	Impression Management
Impression Management	0.210 (.039)	0.043 (.001)	-0.181 (.002)	
Organizational Citizenship Behavior	0.357 (.001)	0.071 (.033)	-0.141 (.022)	0.346 (.002)

Note: Values outside the brackets are the beta values, and the values within the brackets are 'p' values.

Table 8. Indirect Effects				
	Honesty-Humility	Reciprocity	Job Insecurity	Impression Management
Impression Management				
Organizational Citizenship Behavior	.024 (0.033)	0.112 (0.001)	0.073 (0.000)	

Note: Values outside the brackets are the beta values, and the values within the brackets are 'p' values.

4.4 T-Test statistics for comparison among two samples (public, private universities)

The T-Test is considered as the most appropriate test for comparative studies (Ramnath, 2015). Therefore, a T-Test has been performed in the current study and from Table 9, interesting results can be found. From the column of Levene's Test for Equality of Variances, the value of "F" can be noticed which is above the threshold value of .05, so we can check the upper row results. Therefore, in our case, to test whether there is any significant difference among public and private universities, regarding OCB behavior of the teaching staff, the study has built the hypothesis, stated in the following.

Table 9. T-Test statistics for comparison among two samples (public, private universities)

Group Statistics										
		University Type	N	Mean		Std. Deviation		Std. Error Mean		
OCB		Public	480	18.5028		5.62153		.21097		
		Private	230	18.5028		5.76691		.32088		
Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
				F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
		Lower	Upper							
OCB	Equal variances assumed	.610	.614	.752	1031	.452	.28610	.38036	-.46028	1.03247
	Equal variances not assumed			.745	608.886	.457	.28610	.38402	-.46807	1.04027

5. Discussion and applications

Organizational citizenship behavior (OCB) has received a key focus of today's researchers especially in the field of human resource management. However, there lies a huge gap in the identification of important factors affecting OCB. The current study tries to fill the gap by exploring some important factors of OCB from a developing country perspective. After fulfilling all the requirements of the analysis, it was found organizational citizenship behavior as a very important factor which determines success or failure of any organization. This investigation adds to the existing literature by a collection of information on organizational citizenship behavioral conduct and how it tends to be created with job-related attributes. This investigation depended on two types of university educators from public and private sector universities, affirming the job-related attribute' impact on organizational citizenship behavior. It was observed that impression management partially mediated the relationship between reciprocity and organizational citizenship conduct at ($p < .05$, 0.112). The relationship positive and significant and similar outcomes have been observed in the previous literature. Therefore, this study verifies the already available literature on the relationship. Also, the direct impact of reciprocity on the organizational citizenship behavior was significant and positive at ($p < .05$, 0.071) and in past Shabaan (2018) also found a similar relationship. Reciprocity changed impression management significantly in a positive manner at ($p < .05$, 0.043). Past literature shows aligned outcomes as it is discussed in a study conducted in 2018 by Krieg.

Similarly, impression management has partially mediated the relationship between job insecurity and organizational citizenship behavior significantly and positively at ($p < .05$, 0.073). It was strange to observe as in the direct relation of job insecurity and impression management as well as with the organizational citizenship behavior a negative impact was found but a positive relation in the mediation. While comparing with past studies, a similar pattern was observed that the direct relation of job insecurity was negative with both organizational citizenship behavior and impression

management (Chirumbolo, 2020) and the mediated path was positive as discussed by Kang (2012). The direct impact of job insecurity on impression management was significant but negative as ($p < .05$, -0.181). Similarly, it showed a negative however a significant relation with organizational citizenship behavior at ($p < .05$, -0.141).

In addition, honesty-humility was found significant in predicting impression management at ($p < .05$, 0.210). This was direct in between these two constructs and it was aligned with the previous research. As according to the scenario of Pfatteicher (2018), if one has to maintain his/her impression in the organization then his character should have contended with a high level of humility-honesty. The relation of mediation by impression management between honesty-humility and organizational citizenship behavior was also significant and positive at ($p < .05$, 0.024). Furthermore, honesty-humility changed the organizational citizenship behavior significantly and positively at ($p < .05$, 0.357). It is another verification of the past literature on the same relationship as it was in found in a past study that honesty-humility has helped in developing the positive citizen behavior among employees and honesty in behaviors for organizational employees has helped in molding their negative organizational offending behaviors into positive inborn behaviors towards their organization (Leary, 2017). Similarly, while analyzing impression management, it was observed that this variable has a significant and positive impact on the organizational citizenship behavior at ($p < .05$, 0.346). Zhou (2018), found the same relationship among these two constructs and Scott (2019) explored that when an employee has positive impression regarding organization's policies and he/she is happy with the management, he will be inclined towards showing organizational citizenship behavior.

A comparative analysis was conducted on the data as it was collected from two different sectors of higher education providers. Two main types of universities in Pakistan (public and private) are operating for providing higher education. The number of responses from the public university teaching staff was more than the private sector universities faculty members. The lower number of private sector respondents can be due to a lower number of contractual employees in private sector universities in Pakistan. The comparative analysis was done by using T-test statistics for comparing data from public and private sector universities. T-test for comparison of two different samples has been endorsed by many prominent researchers like (Ramnath, 2015). The comparative study showed that both the public sector and private contractual teaching staff show similar intentions towards organizational citizenship behavior. There was no difference in their inclinations or feelings towards showing organizational citizenship behavior. This outcome in Pakistan is may be due to the similar working environment in public and private sectors universities in Pakistan. Both types of employees get similar remuneration and both perform similar tasks on contractual jobs. Past researches show a mixed approach related to this comparison. Some researchers advocate a different organizational citizenship behavior among public and private sector universities' employees where many others endorse the same organizational citizenship behavior.

This study provides very useful insights for the managers regarding the development of policies concerning human resource development and management. Although, previous studies have contributed somehow however a huge gap is still available to fill for disclose important factors affecting organizational citizenship behavior. The current study adds available knowledge about organizational citizenship behavior in many different ways. It provides some unique results which have not been observed before. For example, the integrated model of theory (naming social exchange theory) has been tested here in this study which makes the study first of its type. Therefore, this study fill attitude (impression) and behavior gap also discuss some important factors in the social

exchange perspective. In addition, this study is a mediation study which offers a complex model of the integrated important variables which have been ignored in the already existing studies. As a result, the study offers new insights regarding organizational citizenship behavior which can help in advancing in controlling behavioral intentions of the contractual employees (from public and private sector universities).

5.2 Future recommendations and limitations

This research though has been conducted through a contemplated and cautious process still it provides further areas to be approached and application of advanced research work. The findings reported in the study are based on the cross-sectional study than the longitudinal data which thus may fail to report the changing trends that have been in the past and the present scenario of organizational behavior. In addition, the data has been collected only from the contractual teaching staff of public and private sector universities and not from other service institutions which may thus not provide the account of how to enhance organizational citizenship behavior in employees in other sectors of service providers. In addition, most examinations utilized single source, single time survey structures to conduct causal studies. Such plans experience the bad effects of common method bias issues in the results. Data collection from multiple sources and from experiments designs could give a legitimate trial of circumstances and logical results connections.

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