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# The Influence Of Quality Of Work Life On Organizational Citizenship Behavior With Work Engagement As A Mediating Variable

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**Abstract**

*This study aims to analyze the influence of Quality of Work Life on Organizational Citizenship Behavior with Work Engagement as a mediating variable among employees of PT Nestle Indonesia Panjang Factory. This research uses a quantitative approach with causal analysis techniques and survey methods. The sampling technique uses purposive sampling, selecting participants based on specific criteria aligned with the research objectives. The population in this study is employees of PT Nestle Indonesia Panjang Factory, with a sample size of 125 respondents. Data are analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS) with SmartPLS software. The results of the study indicate that Quality of Work Life does not directly affect Organizational Citizenship Behavior. Meanwhile, Work Engagement was found to significantly mediate the relationship between Quality of Work Life and Organizational Citizenship Behavior.*

**Keywords:** ***Quality of Work Life, Organizational Citizenship Behavior, Work Engagement, SmartPLS, SEM.***

## INTRODUCTION

In today's increasingly competitive business environment, organizations face the challenge of maintaining employee productivity and loyalty. Quality of work life (QWL) is a key factor influencing employee satisfaction and well-being, encompassing aspects such as physical working conditions, the social environment, work-life balance, and



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career development. Organizational Citizenship Behavior (OCB) reflects employees' extra-role behaviors, such as helping colleagues, taking innovative initiatives, and demonstrating commitment to the organization, which not only enhance operational efficiency but also foster a positive work culture. Success in achieving these organizational goals can be attained by maximizing the quality of human resources within the organization (Torrington et al., 2017). As explained in more detail by Torrington et al. (2017), human resources are a determining factor in an organization's success. Human resources consist of the individuals within an organization who perform the work necessary to achieve the organization's vision, mission, and goals.

QWL refers to the overall state a person experiences while working, which influences their attitudes and behavior in the workplace. This includes factors such as workplace safety, workplace health, and a work environment that fosters personal growth, promotes a sense of identity, respects others' feelings, ensures confidentiality, and upholds human rights and the organization's social responsibility (Bateman et al., 2017).

According to Hidayah and Hendarsjah (2021), QWL does not have an impact on OCB. This is because poor quality of work life, such as unsafe working conditions, inadequate benefits, or limited career development opportunities is believed to lead to employee dissatisfaction and frustration. However, this differs from the study by Ali Nisar, Q., Haider, S., Waqas, A., Khan, W. A., & Selem, K. M. (2024), which found that QWL does influence OCB. Similar results were also found by Rismanto, L. D., Kirana, K. C., & Subiyanto, D. (2025) and Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024), who stated that QWL can impact work motivation, thereby highlighting the importance of focusing on QWL in human resource management.

In addition to the variables mentioned above, the researchers used work engagement as a mediating variable between Quality of Work Life and Organizational Citizenship Behavior. The findings of Olivia et al. (2022) indicate that Work engagement mediates the relationship between Quality of Work Life and Organizational Citizenship Behavior. This suggests that the higher an employee's level of Work Engagement, the greater the likelihood that the employee will exhibit Organizational Citizenship Behavior. If employees' Quality of Work Life is met and supported by Work Engagement, it can influence the occurrence of Organizational Citizenship Behavior, which is consistent with the research by Setiawan et al. (2023).

This phenomenon indicates that issues in the QWL domain are contributing to low work engagement and suboptimal OCB. Therefore, it is important to explore further the relationships among QWL, work engagement, and OCB to gain a comprehensive


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understanding and formulate strategies to improve employee performance and well-being at the PT Nestlé Indonesia Panjang Factory. However, another study conducted by Rismanto et al. (2025) suggests that QWL and employee engagement are believed to play a significant role in enhancing OCB, voluntary employee behavior not directly tied to job duties, but capable of boosting organizational performance.

The context of this study is that employees' quality of work life is a key factor influencing Citizenship Behavior. However, the mediating variable of work engagement can strengthen this relationship. The challenge organizations face today is improving employee performance so that organizational goals can be achieved. Research conducted by Ly (2024) indicates that inclusive leadership has a positive influence on employee work engagement through organizational commitment. Conversely, the results of studies by Dewi and Indrawati (2019) and Ali Nisar et al. (2024) indicate that QWL has a positive influence on OCB. Furthermore, the variable work engagement has also been examined as a mediating factor in the relationship between QWL and OCB.

Other research, such as that by Schaufeli et al. (2002) in *Work & Stress*, adds that WE can be influenced by cultural factors, such as collectivism in Indonesia, which may reinforce OCB. Nevertheless, specific research in multinational companies such as Nestlé, particularly in factories with intensive operations, remains limited; for example, a study by Robbins et al. (2015) in the global food sector indicates that low QWL in factories can reduce WE by up to 20%, but it has not yet integrated OCB.

Differences in research findings regarding the relationship between Quality of Work Life (QWL), work engagement, and Organizational Citizenship Behavior (OCB) indicate that this topic still requires further study, particularly in operationally based organizations such as manufacturing companies. Work engagement, as a mediating variable, plays a crucial role in linking QWL to OCB, describing the level of employees' emotional, cognitive, and physical involvement in their work, which can be enhanced through good QWL, thereby fostering OCB.

## LITERATURE REVIEW, HYPOTHESIS DEVELOPMENT

According to Arifin (2012), Quality of Work Life (QWL) is a management philosophy aimed at improving the quality of human resources within an organization. Since its introduction in the 1970s, QWL has evolved from a narrow managerial technique into a broader organizational philosophy. Initially, it encompassed practices such as quality control circles, job enrichment, labor-management negotiations, efforts to maintain employees' mental health, and the creation of harmonious workplace relationships. Over


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time, QWL came to be understood as a comprehensive approach to managing people and organizations, emphasizing employee participation, well-being, and organizational development. In line with this view, Yusuf (2014) defines QWL as the overall quality of an individual's work experience in the workplace.

A high quality of work life is believed to create a positive work environment that encourages employees to feel valued, supported, and motivated. When employees perceive that the organization provides fair treatment, opportunities for development, work-life balance, and a healthy work atmosphere, they are more likely to demonstrate positive attitudes and behaviors toward their work and the organization.

One important outcome associated with QWL is Work Engagement. According to Kahn (cited in May et al., 2004), work engagement refers to the extent to which individuals express themselves physically, cognitively, and emotionally while performing their work roles. Engaged employees invest their energy, attention, and emotions in their jobs, resulting in stronger commitment and higher performance. Similarly, Kingsley and Associates (2008) argue that work engagement goes beyond simple job satisfaction, reflecting employees' commitment, loyalty, and willingness to contribute to organizational success. Hewitt (2008) also emphasizes that engaged employees demonstrate positive attitudes toward the organization and its values, which ultimately support the achievement of organizational goals.

Another important concept in this study is Organizational Citizenship Behavior (OCB). OCB refers to voluntary behaviors that are not formally required by an employee's job description but contribute positively to organizational effectiveness. These behaviors include helping colleagues, demonstrating initiative, maintaining a positive attitude, and supporting organizational activities beyond formal responsibilities. Such behaviors are generally not directly rewarded through formal systems, nor are employees sanctioned for failing to perform them. Nevertheless, organizations highly value OCB because it enhances cooperation, efficiency, and overall organizational performance.

Based on the theoretical perspectives above, this study examines the relationship between Quality of Work Life (QWL), Work Engagement, and Organizational Citizenship Behavior (OCB) among employees of PT Nestlé Indonesia Panjang Factory. In this research, QWL serves as the independent variable, OCB as the dependent variable, and Work Engagement as the mediating variable. The proposed research framework suggests that a better quality of work life can increase employees' work engagement, which in turn encourages the emergence of organizational citizenship behavior.

Accordingly, the study proposes the following hypotheses:



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- H1: Quality of Work Life has a positive effect on Organizational Citizenship Behavior (OCB) among employees of PT Nestlé Indonesia Panjang Factory.
- H2: Work Engagement mediates the effect of Quality of Work Life on Organizational Citizenship Behavior (OCB) among employees of PT Nestlé Indonesia Panjang Factory.

Based on these hypotheses, the conceptual framework of the study illustrates the direct influence of QWL on OCB as well as the indirect influence through Work Engagement as a mediating variable.

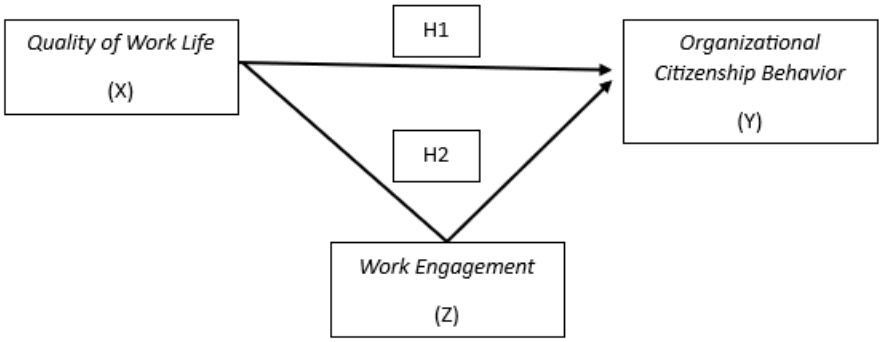



**Figure 1. Conceptual Framework**

## Research Methods

This study was designed using causal analysis techniques and survey methods. The target population for this study was employees at the PT Nestlé Indonesia Panjang Factory. The research sample consisted of 125 respondents. This study used Smart PLS version 4 software as the analysis tool. Data collection for this study was conducted through a survey using a questionnaire.

The following is a statement regarding the variable “quality of work life” based on the research indicators presented by Aruldoss in 2020:

**Table 1. Quality of Work Life Variables**

| Item | Code |
|---|---|
| I have the ability to collaborate in a workgroup. | QWL 1 |
| The company allowed me to participate in a training program. | QWL 2 |


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| | |
|---|---|
| The company offers a clear career path for my future. | QWL 3 |
| The company holds a meeting before making a decision. | QWL 4 |
| I can easily interact with a variety of people at work. | QWL 5 |
| The company offers insurance plans for its employees. | QWL 6 |
| The company offers recreational activities for its employees. | QWL 7 |
| The company offers a retirement benefits program to help employeesprepare for retirement. | QWL 8 |
| At this company, there have never been any layoffs of permanent employees. | QWL 9 |
| This company offers a competitive benefits and compensation package. | QWL 10 |
| My supervisor provides clear guidance and supports my work | QWL 11 |
| I am proud to be part of this company | QWL 12 |
| The equipment (such as machinery and tools) at this factory is in good condition and well-maintained. | QWL 13 |

The following is a statement regarding the variable “quality of work life” based on the research indicators presented by Ly in 2024:

**Table 2. Work Engagement Variables**

| ITEM | Code |
|---|---|
| I’m enthusiastic about my work. | WE 1 |
| Be willing to do your very best to get the job done | WE 2 |
| I’m enthusiastic about my work. | WE 3 |
| Time seems to fly by when I'm working. | WE 4 |
| It's hard to escape the responsibilities of work. | WE 5 |
| Feeling proud of the work done. | WE 6 |

The following is a statement regarding the variable “quality of work life” based on the research indicators presented by Jitendra et al. in 2020:

**Table 3. Organizational Citizenship Behavior Variables**

| ITEM | Code |
|---|---|
| I take other people's opinions into account when making decisions. | OCB 1 |
| I continue to strive to maintain a good reputation. | OCB 2 |
| Adhering to company policies. | OCB 3 |


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| | |
|---|---|
| Helping with other coworkers' tasks. | OCB 4 |
| Taking over the duties of an absent coworker. | OCB 5 |
| Can adapt to changes within the company. | OCB 6 |
| Willing to participate in all company events and activities. | OCB 7 |
| Not exaggerating issues related to the company's situation. | OCB 8 |
| I get my work done without needing to be pushed by my boss. | OCB 9 |
| I am constantly working to improve myself to achieve higher performance at work. | OCB 10 |
| I am developing soft skills that are relevant to my work. | OCB 11 |

## RESULT AND DISCUSSION

Validity testing in this study was conducted by examining the values of convergent validity and discriminant validity. The convergent validity value is the factor loading value of the latent variable with the existing indicators. The expected value is greater than 0.70. The results of this convergent validity are as follows:

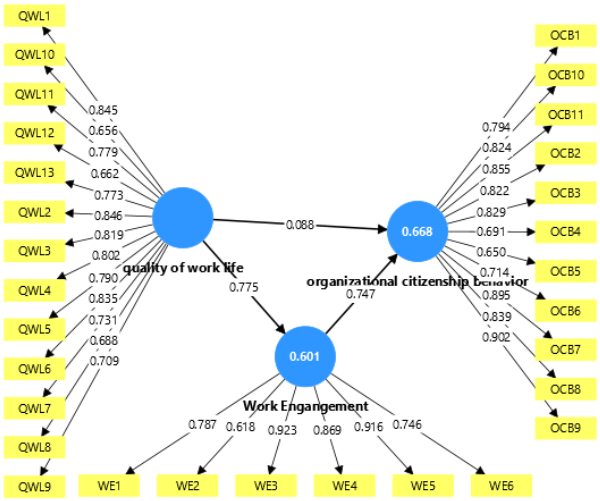



**Figure 2. Outer Loading Test Results**

The results of the outer loading (Table 4) analysis in the figure above indicate that the structural model has no issues with convergent validity, as all indicators have outer


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loading values above 0.50, so that the measurement of this research is valid. The following table shows the outer loadings:

**Table 4. Loading Factor**

| Variable | Indicator | *Loading Factor* | *Cut-Off* | Description |
|---|---|---|---|---|
| *Quality of work life* | QWL1 | 0,845 | 0,500 | Valid |
| | QWL2 | 0,846 | | Valid |
| | QWL3 | 0,819 | | Valid |
| | QWL4 | 0,802 | | Valid |
| | QWL5 | 0,790 | | Valid |
| | QWL6 | 0,835 | | Valid |
| | QWL7 | 0,731 | | Valid |
| | QWL8 | 0,688 | | Valid |
| | QWL9 | 0,709 | | Valid |
| | QWL10 | 0,656 | | Valid |
| | QWL11 | 0,779 | | Valid |
| | QWL12 | 0,662 | | Valid |
| | QWL13 | 0,819 | | Valid |
| *Work Engagement* | WE1 | 0,787 | | Valid |
| | WE2 | 0,618 | | Valid |
| | WE3 | 0,923 | 0,500 | Valid |
| | WE4 | 0,869 | | Valid |
| | WE5 | 0,916 | | Valid |
| | WE6 | 0,746 | | Valid |
| *Organizational Citizenship Behavior* | OCB1 | 0,794 | 0,500 | Valid |
| | OCB2 | 0,822 | | Valid |
| | OCB3 | 0,829 | | Valid |
| | OCB4 | 0,691 | | Valid |
| | OCB5 | 0,650 | | Valid |
| | OCB6 | 0,714 | | Valid |
| | OCB7 | 0,895 | | Valid |
| | OCB8 | 0,839 | | Valid |
| | OCB9 | 0,902 | | Valid |
| | OCB10 | 0,824 | | Valid |
| | OCB11 | 0,855 | | Valid |



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Table 5 shows after conducting the convergent validity test and confirming that the results met the criteria. The outer model was also evaluated based on discriminant validity values.

**Table 5. Discriminant Validity**

| | Z | Y | X |
|---|---|---|---|
| *Work Engagement* (Z) | **0,817** | | |
| *Organizational Citizenship Behavior* (Y) | 0,815 | **0,805** | |
| *Quality of work life* (X1) | 0,775 | 0,667 | **0,767** |

A reliability test (Table 6) was conducted to verify the accuracy, consistency, and precision of the instrument in measuring the relevant variables. To measure the variables in PLS, Cronbach's Alpha and composite reliability values were examined. The test results show that all variables have met reliability requirements.

**Table 6. Reliability Test**

| Variable | *Cronbach's alpha* | *Composite reliability* | Critical Value | Description |
|---|---|---|---|---|
| *Organizational Citizenship Behavior* (Y) | 0.945 | 0.953 | *Cronbach's Alpha* > 0.6 Dan *Composite Reliability* > 0,7 | Reliabel |
| *Quality of work life* (X1) | 0.941 | 0.945 | | Reliabel |
| *Work Engagement* (Z) | 0.895 | 0.905 | | Reliabel |

Table 7 shows the path coefficient value. The value for Quality of Work Life (X1) on Organizational Citizenship Behavior (Y) is 0.088, indicating that QWL has a direct, positive, and strong influence on OCB. A coefficient value of 0.088 falls into the category of strong influence, thus proving that QWL is one of the key factors in fostering OCB among employees. The path coefficient value for Work Engagement (Z) in mediating the effect of Quality of Work Life (X) on Organizational Citizenship Behavior (Y) also shows


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a very strong result, with a path coefficient of 0.775. This value indicates that Work Engagement plays a crucial role in indirectly strengthening the relationship between QWL and OCB. In other words, when employees feel they have a good quality of work life, they become more emotionally, cognitively, and physically committed to their work, which ultimately encourages them to exhibit OCB. A path coefficient of 0.775 falls into the category of very strong influence, indicating that the mediation of Work Engagement makes a significant contribution to enhancing the influence of QWL on employees' extra-role behavior.

**Table 7. Path Coefficient Test**

| Variable | *Patch Coefficient* |
|---|---|
| *Quality of work life* ($X_1$) → *Organizational Citizenship Behavior* (Y) | 0,088 |
| *Work Engagement* (Z) → *Quality of work life* (X) → *Organizational Citizenship Behavior* (Y) | 0,775 |

The F-square test (Table 8) indicates whether endogenous latent variables have a significant influence on exogenous latent variables; the F-square itself serves as an indicator of the strength of this influence. An influence is considered weak if the result is > 0.02 (small), > 0.15 (moderate), and > 0.35 (large). Based on Table 8 regarding the F-Square test results, it is evident that the Quality of Work Life variable (X) has an $f^2$ value of 1.504 for Organizational Citizenship Behavior (Y), while the Work Engagement variable (Z) has an $f^2$ value of 0.671. Therefore, both variables in this study have a significant influence on Organizational Citizenship Behavior. This indicates that improvements in Quality of Work Life and Work Engagement can make a strong contribution to the development of Organizational Citizenship Behavior among employees.

**Table 8. F-Square**

| | ***Organizational Citizenship Behavior* (Y)** |
|---|---|
| *Quality of work life* (X) | 1,504 |
| *Work Engagement* (Z) | 0,671 |

R-squared is a measure of the proportion of variation in the endogenous variable's value explained by the exogenous variable (Ghozali & Latan, 2019). The R-squared value is better the closer it is to 1 or 100%. Based on the R-squared test (Table 9), it can be


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seen that the ability of the Quality of Work Life and Work Engagement variables to explain the Organizational Citizenship Behavior variable is 60%. This means that the Quality of Work Life and Work Engagement variables explain 40% of the Organizational Citizenship Behavior variable when compared to other factors. Furthermore, the R-squared value for Work Engagement of 0.66 indicates that Quality of Work Life contributes 66% to the increase in Work Engagement. Meanwhile, 34% is explained by other variables outside the model. This value also falls into the high category, demonstrating that Quality of Work Life plays a significant role in explaining employees' levels of Work Engagement.

**Table 9. R-Square**

| Variable | *R -Square* | *R-square adjusted* |
|---|---|---|
| *Organizational Citizenship Behavior* (Y) | 0,601 | 0,597 |
| *Work Engagement* (Z) | 0,668 | 0,661 |

The Figure 3 shows the results of the Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis. The values in the blue circles represent the R-Square ($R^2$) values, where Work Engagement has a value of 0.601, meaning that 60.1% of the variation in Work Engagement can be explained by Quality of Work Life. Meanwhile, Organizational Citizenship Behavior has an $R^2$ value of 0.663, indicating that 66.3% of the variation in Organizational Citizenship Behavior can be explained by Quality of Work Life and Work Engagement, while the remainder is influenced by other factors.

In addition, the numbers on the lines connecting the variables indicate the t-statistics, which describe the strength of the relationship between constructs. The relationship between Quality of Work Life and Work Engagement shows a high value of 15.545, indicating that the effect is significant. Furthermore, the relationship between Work Engagement and Organizational Citizenship Behavior has a value of 6.785, while the direct relationship between Quality of Work Life and Organizational Citizenship Behavior is 0.660. These values indicate that the research model demonstrates both direct and indirect influences among the variables under study.


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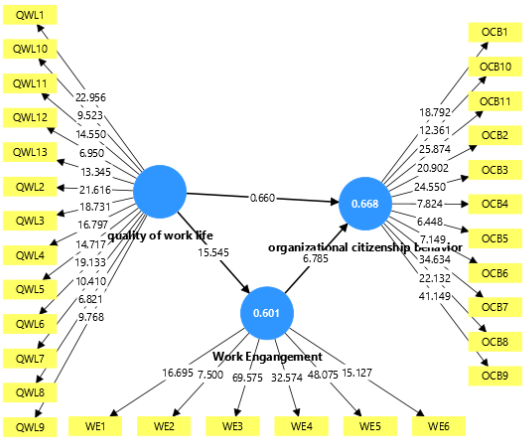



**Figure 3. Hypothesis Testing Results**

This hypothesis testing proposes whether a hypothesis should be accepted or rejected using Bootstrapping in SmartPLS. Based on the data analysis performed (Table 10), the results can be used to address the hypotheses in this study. Quality of Work Life (QWL) does not have a direct effect on Organizational Citizenship Behavior (OCB) among employees at PT Nestle Indonesia Panjang Factory. This is evidenced by a T-statistic value of 0.660 and a p-value of 0.255, which is greater than 0.05. Thus, the hypothesis stating that Quality of Work Life influences Organizational Citizenship Behavior is rejected. The research results also indicate that work engagement acts as a mediator in the relationship between Quality of Work Life and Organizational Citizenship Behavior. This is evident from the significance value of 0.000, which is less than 0.05, confirming that the pathway through which Quality of Work Life mediates work engagement's effect on Organizational Citizenship Behavior is statistically significant.

**Table 10. Hypothesis Testing**

| Hypothesis | Original Sample | T Statistics | P Values | Decision |
|---|---|---|---|---|
| Quality of work life (X1) → Organizational Citizenship Behavior (Y) | 0,088 | 0,660 | 0,255 | Not supported |


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| Hypothesis | Original Sample | T Statistics | P Values | Decision |
|---|---|---|---|---|
| Quality of work life (X1) → Organizational Citizenship Behavior (Y) →Work Engagement (Z) | 0,579 | 6,429 | 0,000 | Supported |

**DISCUSSION**

The results of hypothesis testing on the structural model indicate that Quality of Work Life (QWL) does not have a significant effect on Organizational Citizenship Behavior (OCB) among employees at PT Nestlé Indonesia's Panjang Factory. This is evidenced by a path coefficient of 0.088 and a p-value of 0.255, which is greater than the significance threshold of 0.05. Thus, the hypothesis stating that Quality of Work Life influences Organizational Citizenship Behavior is rejected. This finding indicates that although Quality of Work Life has a positive direction of relationship, the quality of work life perceived by employees has not been able to directly encourage the emergence of extra-role behavior.

Based on the descriptive analysis, the QWL variable had a total mean of 3.97, indicating that employees rated their quality of work life as "good." The highest indicator, QWL5 (mean = 4.12), which refers to the ease of interacting with various people at work reflects strong social relationships and cooperation among employees. The company relies heavily on intensive interdepartmental coordination. Harmonious social relationships clearly contribute to the emergence of OCB behaviors such as mutual assistance, information sharing, and ensuring the smooth operation of production processes.

Supported by the findings of a study conducted by Suriyana, N., Andri Wijaya, R., & Brama Kumbara, V. (2020), which states that Quality of Work Life (QWL) does not influence Organizational Citizenship Behavior. Meanwhile, research conducted by Amelia and Utami (2020) found that Quality of Work Life does not have a significant effect on Organizational Citizenship Behavior. This indicates that meeting employees' quality of work life needs does not always lead to an increase in extra-role behavior within the organization.

The findings of this study are inconsistent with the results of a study by Ali Nisar, Q., Haider, S., Waqas, A., Khan, W. A., & Selem, K. M. (2024), which found that QWL influences OCB. Similar results were also found by Rismanto, L. D., Kirana, K. C., &


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Subiyanto, D. (2025) and Hermanto, Y. B., Srimulyani, V. A., & Pitoyo, D. J. (2024), who stated that QWL can impact work motivation, thereby highlighting the importance of paying attention to QWL in human resource management.

Furthermore, the results of the hypothesis testing indicate that Work Engagement (WE) acts as a significant mediating variable in the relationship between QWL and OCB among employees at the PT Nestlé Indonesia Panjang Factory. This is due to a path coefficient of 0.579 and a p-value of 0.000 (> 0.05). This means that QWL not only has a direct effect on OCB but also an indirect effect through increased employee work engagement.

The results of the descriptive analysis show that Work Engagement falls into the "good" category with a mean of 3.90. The highest indicator, WE1 (mean = 4.16) which measures enthusiasm while performing work tasks shows that most employees work with high energy and enthusiasm, a hallmark of a manufacturing work environment that demands precision and consistency.

On the shop floor, employees work in a fast-paced manufacturing environment, making work engagement (WE) key to maintaining performance and operational quality. When employees feel supported by a safe work environment, well-managed shift schedules, access to training, and supportive supervision, their level of work engagement increases. Employees then exhibit characteristics such as vigor: working with high energy despite demanding schedules; dedication: feeling proud, emotionally invested, and finding meaning in their work; and absorption: maintaining high focus while operating machinery or conducting quality control. These conditions make employees more likely to engage in OCB, such as assisting with shift changes, maintaining order in the production area, providing feedback for process improvement (continuous improvement), and supporting coworkers when they face heavy workloads.

These findings are consistent with the Job Demands Resources (JDR) theory developed by Schaufeli & Bakker (2004), which explains that work engagement increases when individuals have adequate work resources, including aspects of QWL. The results of this study are also in line with studies by (Kowey et al., 2022) and (Lestari et al., 2023), in which Work Engagement indirectly and significantly mediates the relationship between QWL variables and OCB.

## CONCLUSION

Based on the results of a study conducted among employees at the PT Nestlé Indonesia Panjang Factory, it can be concluded that this study provides a comprehensive


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overview of Quality of Work Life, Work Engagement, and Organizational Citizenship Behavior in the context of the manufacturing industry. The hypothesis that Quality of Work Life does not influence Organizational Citizenship Behavior was rejected. The test results indicate that Quality of Work Life does not influence Organizational Citizenship Behavior, meaning that Quality of Work Life cannot directly enhance Organizational Citizenship Behavior. Meanwhile, Work Engagement was found to be a significant mediator in the relationship between Quality of Work Life and Organizational Citizenship Behavior. In other words, Quality of Work Life enhances Organizational Citizenship Behavior indirectly through increased Work Engagement. The psychological mechanism of work engagement serves as a strong link between a positive work environment and positive employee behavior. The study offers several recommendations to consider in efforts to improve Quality of Work Life, Work Engagement, and Organizational Citizenship Behavior.

Future researchers are encouraged to broaden the scope of variables by including additional factors such as job satisfaction, work-life balance, leadership style, psychological well-being, or workload, which may influence employees' levels of work engagement and organizational citizenship behavior. Additionally, future research could expand the scope of the study to include different companies.

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