



The Role of Protean Career on Positive Behavior of Organizational Members

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Abstract

The aim of this study is to see how far protean careers can predict positive organizational citizenship behaviors, specifically OCB-I and OCB-O. A Protean Career (PC) is a flexible/dynamic career orientation chosen by the individual, not determined by the organization (Hall, 2004). Initially, a protean career was explained based on two dimensions, namely value-driven career attitude and self-driven career attitude, but these two dimensions do not have significant conceptual differences, so Protean Career is considered a value-driven career attitude (Volmer and Spurk, 2011). Organizational Citizenship Behavior (OCB) refers to positive behaviors where workers go beyond their core tasks and aim to support the organization either personally or through participation in the social/organizational environment (Podsakoff, 2009). OCB itself has two dimensions: OCB-I and OCB-O. The participants in the study totaled 3,806. All participants (100%) are female contract employees at PT XYZ. To measure PC, the measurement tool/scale from Briscoe's (2006) concept was used, consisting of two dimensions: value-driven career attitude (VDCA) and self-directed career attitude (SDCA); while to measure OCB, the OCB scale (OCB-I and OCB-O) used by Lee and Allen (2002) was utilized. The results of this study indicate that Protean Career has a positive role in OCB-I and OCB-O.

Keywords: *OCB; OCB-I; OCB-O; Protean Career*

Introduction

To meet current business challenges, organizations are scrambling to acquire, develop and maintain qualified human resources. The current growth in human resources is so rapid and causes companies to continue to grow, so competition between companies is highly competitive. Human resources form one crucial aspect of forming an edge that competitors and specific individuals do not easily imitate.

In a company, each individual is expected to fulfill the role determined by job description and superior expectations. However, it is not uncommon for individuals to perform a task or demonstrate positive behavior outside the job. For example: be willing to do additional work for the benefit/promotion of the company; To assist or replace coworkers who do not attend voluntarily.

The above positive behavior, in industrial psychology is referred to as organizational citizenship behavior. Subsequently called (OCB). OCB is "a discreptional behavior, not directly or explicitly recognized by a formal award system, and which aggregates to effectively promote the function of the

organization. OCB's definition has three important aspects: (a) OCB as discrete behavior, which is not part of a job description, is done by an employee as personal choice; (b) OCB exceeds assigned job description; (c), OCB contributes positive to the organization's overall effectiveness (Organ, 1983). Further, the Organ (1997) states that work is sometimes an ambiguous set of tasks and responsibilities that make it difficult to determine what is discretionary (“Organizational Citizenship Behavior”, 2023), As for the according to Podsakoff (2009), OCB is a positive behavior in which workers go beyond their core tasks, and aims to support organizations both personally and through participation in social/organizational environments.

OCB has an important or beneficial role for organizations where OCB's behavior will have a positive impact on the effectiveness of the organization's work (Mackenzie, Podsakoff, 1997), It increases the quality and quantity of workers' work (Podsakoff et al, 1997), Reduce rate turnover intention (Risa, 2019), Increasing organizational satisfaction and loyalty (Organ, 1983). This suggests that performance outside of roles and primary tasks that employees perform are essential parts or elements in order to effectively and efficiently achieve the organization's goals.

Based on research (Iqbal et al, 2022), OCB is predicted by protean career (PC). The PC concept was originally explained by two dimensions, that is *self directed attitude* (SDA) and value-driven career attitude (VDCA). However, since both dimensions do not have conceptually significant differences, the protean career is value-driven career attitude (Volmer dan Spurk, 2011) Only USES VDCA to explain the PC. VDCA/PC is the individual's attitude toward job development based on personal values rather than organization; Individuals tend to have a career orientation that is more concerned with personal meaning than with assignments given by organizations (Hall, 2004). PC is Flexible/dynamic career orientation chosen by the individual, not determined by the organization.

The PC serves to direct individuals in the choice of duty/job/career. The PC helps individuals to be adaptive in accomplishing tasks. The more PC - oriented individuals, the more behavior shows OCB (Iqbal et al., 2022). When a PC - oriented individual has an orientation of job/job based on personal values (VDCA), such as service value, humility, mutual, obedience, empathy, etc. Such personal values make individuals more aware of the needs of coworkers, superiors, or the needs of the organization.

When an individual performs a task/job/career based on the value of serving, the individual will be more willing to demonstrate helpful behavior (altruist). When individuals are based on humble values, they will be modest or able to place themselves in any situation (courtesy). When an individual is based on mutual value, he or she will seek to participate in organizational activities (civic virtue). When the individual is based on the value of obedience, the individual will be in charge of the rules/assignment of the organization (conscientiousness). Likewise when individuals carry out tasks based on the value of empathy, the individual will not complain about the organizational partners' condition (sportsmanship).

In research Iqbal et al. (2022) It has described the VDCA's role in predicting OCB and performance (job performance). The more the individual is based on values, the more the individual demonstrates a variety of positive behaviors and performance (job performance). Nevertheless Iqbal et al. (2022) Still doesn't explain how theoretical models come up with research Iqbal et al. (2022) Could apply to younger participants. In research Iqbal et al. (2022), The dominant participant is 25 to 35 years old. Currently in research on various job positions filled by employees with young age (18 to 21).

There are at least three psychological conditions between the age of a young worker (emerging adulthood 18 to 21 years) and early adult workers (25 to 35 years), that is: (a) career orientation, (b) flexibility, (c) motivation in a work and work environment.

The first difference in career orientation according to Volmer and Spurk (2011), those with gene Y category, focus more on achieving a secure career and organizational recognition, while those with gene Z tend to have protean's career attitude, reflecting a desire for flexible, value-oriented career development.

The second difference in flexibility in working according to Lyons and Kuron (2014), gene Y employees are more likely to seek opportunities to learn and develop professionally through structured mentorship and training, while gene Z employees are more open to change and innovation in the work environment. They tend to seek jobs that give them freedom and flexibility.

Finally, the third difference in motivations in the context of work and the work environment gene Y is more likely to focus on linear and gradual career development through employee development programs and tend to traditional values of a stable organization and career attainment, while in gene Z there is preference for better occupational balance. They are more sensitive to the need for free time and activities outside of work and are often more open to diversity and inclusion in the work environment. They tend to look at social and environmental issues.

In addition, according to McDowell and Vargas (2015) suggests that age has significant positive effects on some OCB dimensions. Young employees are doing ocb for prosocial reasons. Thus if there is an age difference, then the results of the study of Iqbal et al (2022) who claimed that vdca could predict OCB would be different when applied to young participants/workers.

Frameworks

1) Organizational Citizenship Behavior

The OCB is defined as positive behavior on the part of the worker who transcended their core task and intended to support the members of his organization and social environment and psychology (Podsakoff, 2009), OCB is two-dimensional, that is (a) OCB that leads to the organization (OCB-O) and (b) OCB that leads to the individual (OCB-I). The first category (a) OCB-o consists of behaviors that directly affect the balance of social exchange between employees and organizations, OCB-O includes behaviors that could benefit organizations without specific actions toward any member of the organization (such as obey informal rules, or volunteer to a committee), the second category is OCB directed toward the individual (OCB-I). OCB-I alone is behavior that has a indirect impact on organizations and is directed toward individuals that can benefit individuals inside organizations and thus contribute indirectly to their organizational effectiveness (Williams & Anderson, 1991).

2) The Role Protean Career (VDCA) of OCB

Value-driven career attitude (VDCA) is the individual's attitude toward the development of employment based on personal values (Briscoe et.al, 2006). Personal value becomes an individual preference in choosing work situations/conditions. Examples of personal values, among them: status, respect, autonomy. Based on research (Rodrigues et al., 2015), The more the individual is oriented in his or her individual values, the more the individual has a sense of duty/job selection. Personal values are principles that the individual has to guide and evaluate behavior in accomplishing tasks (Schwartz, 2012). When individuals are oriented toward personal values, individuals will have a preference for duty and work environment that match personal values. Personalized selection of duties and work environment becomes a source of meeting internal needs. Further fulfillment of internal needs will create an individual with internal motivation (intrinsic motivation) that gives him greater self-awareness of how to accomplish a task. Personal values and self-promotion become the source of positive work attitudes within selected work environments. Positive work attitudes encourage individuals to display positive behavior in the work environment, or designated as disturbing disturbing behavior (OCB). Research results Liao et al. (2012) Shows that work values are associated positively with a work attitude (work involvement, work commitment). Based on this explanation, the first hypothesis is presented (H_1) as follows:

H_{1a} : Protean career positive with OCBO. The greater protean career, the greater the individual tendencies show organizational citizenship behavior organization (OCBO).

H_{1b} : Protean career is interpositive with OCBI. The greater protean career, the greater the individual tendencies show organizational citizenship behavior Individu (OCBI).

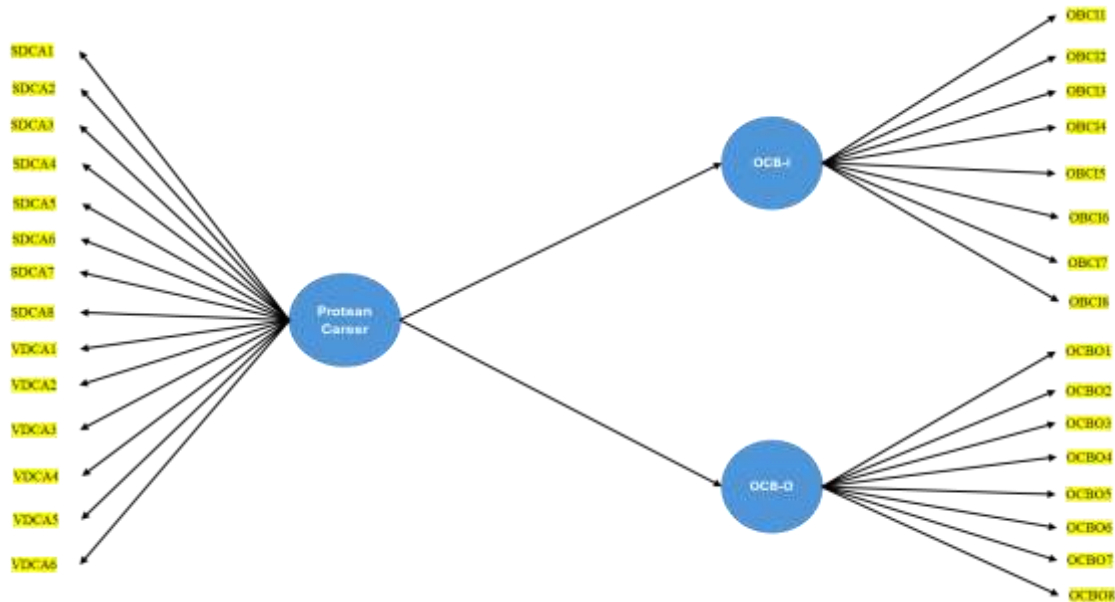


Image 1. Frameworks

Method

1) Participants and Data Collection Procedures

The number of participants in the study is 3,806. All participants (100%) are female PT XYZ contract employees, who have graduated through high school (high school). Most participants (2,584 samples) have a work period of 1-2 years; and the other (1,222 samples), has tenure > 2 years. Participants are between the ages of 18 and 21 years ($M = 20$; $SD = 1,01$). Participants data retrieval, going around the date 14 December 2023 to 21 December 2023 data retrieval is done using *non-probability sampling (convenience sampling)*. Data retrieval begins with participants' approval Informed consent to participate in this research. After participants have approved, participants continue with the charge of the study's variable questionnaire/measurement, which is preceded by directions to read the caption/guide for the charging of the measuring device. The filling duration of each questionnaire by participants is approximately 20-30 minutes.

2) Measurements

In this study, two sets of measurement were used: (a) Protean Career Attitude, and (b) Organizational Citizenship Behavior. The Protein Career Attitude (X) measurement is based on the Briscoe (2006) concept, which is two-dimensional: *value driven career attitude* (VDCA) and *self-directed career attitude* (SDCA). However, since both dimensions basically measure the same concept or none has conceptually the basic differences (Volmer & Spurk, 2011), So in this study, the protean career measurement USES the corresponding score of VDCA and SDCA, or it incorporates the score of grains in the VDCA and SDCA dimensions. The VDCA dimension has six declaration items; Sample item: "I direct my own career by priority/personal considerations, not just by assignment from the employer." Whereas the dimensions of SDCA have eight declaration items; A sample item, is: "I am responsible for my success or failure in my career." The internal consistent religious ability of a whole or 14 career protein measurement (combined with vdca and sdca) is that of 0.865.

Organizational Citizen Behavior (OCB). OCB measurements were made using OCB (OCB-I and OCB-O) gauges used by Lee and Allen (2002). The OCB-O dimension has an eight-point statement. An example of OCB-O measuring: "contributing to the organizational development" "displaying pride when representing the organization in public" offers an idea for improving the organization's function." In the OCB-I gauge, there are eight declaration items. An example of OCB-I measuring: "I'm helping the non-present companion work" "willing to give your time to help others who have work-related issues" "hand out personal items with others to help them do their work." the 16 OCB articles have internal reliability = 0,953

Table 1. Internal Consistency Reliability

Variabel laten	Cronbach's alpha	Composite reliability (rho_c)
OCBI	0.953	0.960
OCBO	0.948	0.957
Protean Career	0.957	0.962

Source: research data prepared using software SmartPLS 4.0.9.5 Year 2024

Furthermore, information on the coefficient of loading factor each item, can be seen at Table 2, Table 3, and Table 4 below.

Table 2. Loading Factor in measurements OCB-I

No	Item	Loading (>0.60)	AVE (>0,5)
1	I help out the work of colleagues who are not present	0.873	0.751
2	Willing to give of your time to help others who have work-related problems	0.874	
3	Adjust your work schedule to accommodate other employee leave requests.	0.826	
4	Invite new employees to go together to make new employees feel welcome in the work group.	0.882	
5	Show genuine attention and courtesy to workmates, even under the most difficult business or personal circumstances	0.880	
6	Allow time to help others who have job or non-job problems.	0.890	
7	Helping others with their duties.	0.835	
8	Share personal property with others to help with their work.	0.871	

Table 3. Loading Factor in measurements OCB-O

No	Item	Loading (>0.60)	AVE(>0,5)
1	Consider functions that are not necessary but that help the organization's image.	0.852	0.734
2	Participate in the organization's development.	0.852	
3	Standing up for the organization when other employees criticize it.	0.865	
4	Displaying pride while representing the organization in public.	0.863	
5	Offer an idea to improve the organization's function	0.843	
6	An expression of loyalty to the organization	0.858	
7	Take action to protect organizations from potential problems.	0.868	
8	Caring for the organization's image.	0.852	

Table 4. Loading Factor in measurements Protean Career

No	Item	Loading (>0.60)	AVE (>0,5)
1	When the chances of development had not been discovered by my company, I had been searching for them myself.	0.802	0.644
2	I am responsible for my success or failure in my career.	0.732	
3	Overall, I had a very independent and independent career.	0.830	
4	Kebebasan untuk memilih jalur karier saya sendiri adalah salah satu nilai terpenting saya.	0.808	
5	I am in charge of my own career	0.814	
6	In the end, I relied on myself to advance my career.	0.838	
7	Where my career is concerned, I am very "my own person."	0.846	
8	In the past I relied more on myself than others to find a new job when necessary	0.847	
9	I navigate my own career, based on my personal priorities, which conflict with my employer's priorities.	0.724	
10	It doesn't matter to me how others evaluate the choices I make in my career.	0.745	
11	What mattered most to me was how I felt about my career success, not how others felt about it.	0.727	
12	I would follow my own conscience if my company asked me to do something against my values.	0.852	
13	What do I think about what's right in my career is more important to me than what my company thinks.	0.821	
14	In the past I have sided with my own values when the company has asked me to do something I don't approve of	0.828	

Based on Tables 2, Table 3, and Table 4, it can be seen that the value of factor loading each item is more than 0.70. Thus, the OCB-I, OCB-O, and Protean Career grains can be used. The value of Average Variance Extracted (AVE) OCB-I is 0.751, OCB-O is 0.734, and Protean Career is 0.644; Thus the minimum criteria of the AVE are larger than 0.50 can be met.

3) Procedure

Researchers are conducting assessments related to religious ability, validity, and data structural pathways, the validity of convergence, and the validity of the discrimination of any concept. After analyzing the model of measurement, the structural model is evaluated using partial least-squares modeling (Hair et al., 2010) measurements that include Protean Career (VDCA) and OCB (OCBO, OCBI) and the outer model (formative reflektif) and the inner model (structural) (Hair et al., 2014).

Result

Analysis is done with a structural model (*structural equation modeling* [SEM]) method *partial least-squares* (PLS), Treated using software SmartPLS 4.0.9.5 year 2024. Before performing model testing SEM PLS, Testing researchers correlate between variables. The results of testing correlation between variables can be seen on the following table 5.

Table 5. The correlation matrix between variables

Variabel laten	OCBI	OCBO	Protean Karir
OCBI	-		
OCBO	0.460	-	
Protean Karir	0.521	0.545	-

Structural model analysis (*structural equation modeling* [SEM]) method *partial least-squares* (PLS), Can be seen in image 2

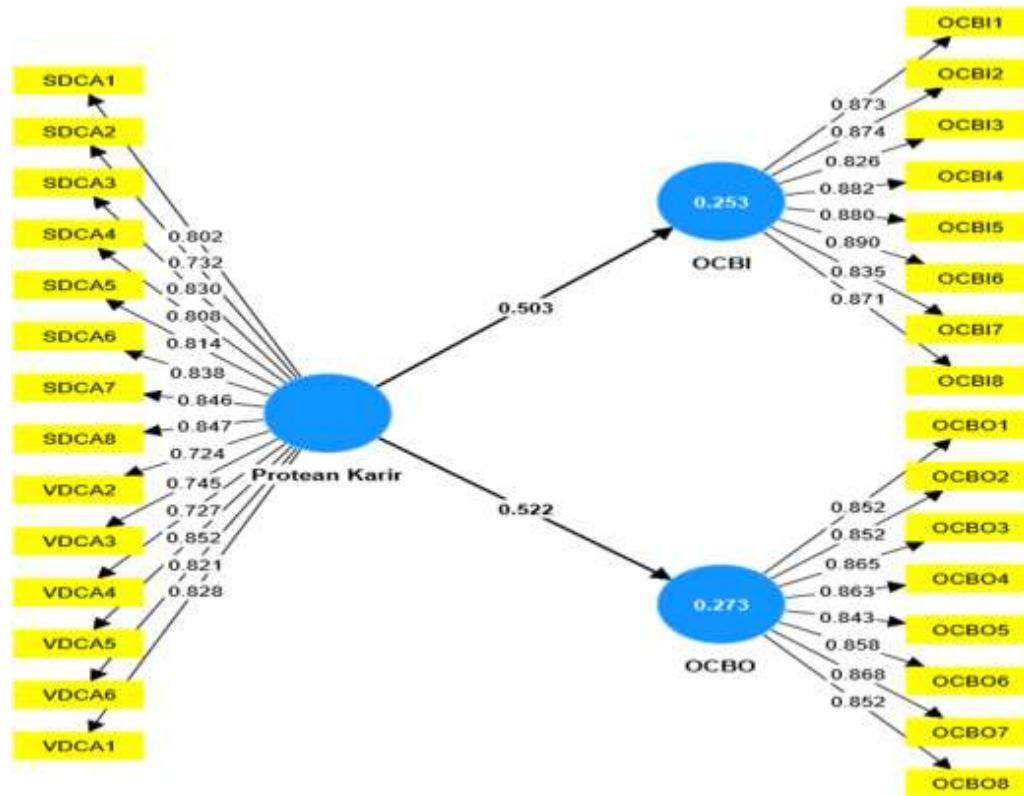


Image 2. Structural model test results

Based on the structural model testing, on the image 2 above, the result that the Protean Career role on OCB-I is 0503, the $p < 0.01$, and the Protean Career role on OCB-O is 0522, $p < 0.01$. Based on that value, H1a (Protean Career to predict OCB-I) and H1b (Protean Career to predict OCB-O) Can be supported by data. The magnitude of the Protean Career role of OCB-I and OCB-O can be viewed at table 6.

Table 6. The magnitude of the protean career role on Organizational Citizenship Behavior

Variabel	R-square	R-square adjusted
OCB-I	0.253	0.253
OCB-O	0.273	0.273

Discussion

The primary objective in the study is to determine the extent of Protean Career's role in predicting the organization of inequality. Based on analysis, the PC predicts positively OCB (OCBO & OCB-I). The PC role of OCB-O ($r = 0,522$) seems higher than the PC role of OCB-I ($r = 0,503$). The PC role of OCB-O indicates that the more employees determine career choices based on personal values, the higher the employee tendency to improve behavior contributing to an organization's development, increase the feeling of pride when representing an organization, or be willing to offer ideas in order to improve organizational function. Similarly the PC predicts OCB-I. The more workers make career choices based on personal values, the more workers will assist the nonattendance work of the companion, be willing to give time to help others who have work-related problems, or be willing to lend personal equipment to others to help them with their work.

It appears that the PC role of OCB-O (0.522) is greater than that of OCB-I (0.503). This is understandable that personal values would explain organizational (organizational function development) positive behaviors more than co-oriented positive behaviors (helping companion jobs). Compared with previous studies (Iqbal al, 2022) the PC role of OCB has not been explained in dimensions.

Compared with previous research (Iqbal al, 2022), the coefficient of PC correlation to OCB ($r = 0.486$) is smaller than the coefficient of PC correlation to OCB in current research ($r_{PC-OCBO} = 0.522$ and $r_{PC-OCBI} = 0.503$). So this research has explained and reinforced the research done by Iqba et al. (2022) where Protean Career positively predicted OCB as both OCB-O and OCB-I

The results of this study may benefit an organization to consider the orientation of employees' careers based on existing values. Considering individual values, it is expected that employees more engage in some OCB-I behavior (example: voluntarily assist with absent colleague work, and be willing to give the time to help others who have work-related problems) as well as OCB-O (example: Participate in the organization's development, and feel like a name in representing the organization in public), to each individual to demonstrate positive behavior for coworkers and even a long-term advantage for the company by coming up a two-way communication made possible on a PC that could lead to collaboration and a positive environment in carrying out daily work

In the course of doing this research, researchers have found some limits in completion because of the moderate size of the participants and the limitation of the place and time so that the given contingencies are limited in using the G-form so that researchers cannot ascertain the participants' authenticity in filling out the existing stationary, As for one variable in this study, protean career researcher, as yet, discovering concepts between dimensional differences (VDCA and SDCA), it is also limited to completing this research, the limitation of existing data and making it incomplete.

Based on limitations above researchers suggest doing direct research in order to ensure the seriousness of respondents in filling out demographic research so that the obtained data can be more assured, in addition, researchers can further research into the theory of variables in the study so that the study can be more perfect than ever.

Conclusions

Based on the results of this research, that tells two things:

- 1) Protean Career can predict individualized /interpersonal behavior behavior (OCB-I) as well as formal organizational notices behavior (OCB-O)
- 2) The Protean Career role (employees prefer tasks based on personal values over just company assignments) is greater in predicting OCB-O (protecting organizations from potential problems) than the protean career's predicting OCB-I (willing to spend time helping employers)

Protean career predicting organizational citizenship behavior a formal/ organizational nature. The more employees have career orientation based on personal worth (value driven career attitude), the more employees become more likely to engage in positive behavior in formal/ organizational organizations (unwilling to deliver positive ideas that can help the company grow)

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