

Organizational Citizenship Behavior And Employees' Engagement: Mediating Role Of Psychological Capital And Organizational Commitment

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Abstract

The objective of this research was to investigate the relationship among organizational citizenship behavior (OCB), work engagement (WE), psychological capital (PC), and organizational commitment (OC). Additionally, this study examined the mediating influence of PC and OC on the link between OCB and WE. Data were collected from a total of 651 faculty members who work at private institutions in the Khyber Pakhtunkhwa, Punjab, Balochistan, and Sindh regions of Pakistan through OCB Scale (Podsakoff, MacKenzie, Moorman, & Fetter, 1990), OC Scale (Meyer, Allen, & Gellatly, 1990), WE Scale (Bakker, Demerouti, & Verbeke, 2004), and PC Scale (Luthans, Avey, Avolio, Norman, & Combs, 2006). The male participants comprised 76% of the total, and the female participants accounted for 24%. A total of 337 participants (N = 337), constituting 51.76% of the sample, were between the ages of 20 and 45. Additionally, 314 people, accounting for 48.23% of the sample, were between the ages of 46 and 60. The findings indicated that OCB is strongly and positively correlated with PC ($r = .572$), OC ($r = .457$), and WE ($r = .255$). The structural equation model yielded statistically significant relationships among all of the variables. Furthermore, it has been verified that both PC and OC play a partial role in mediating the association between OCB and WE among the faculty members of private sector institutions in Pakistan.

Keywords: Organizational Citizenship Behavior; Psychological Capital; Work Engagement; Organizational Commitment; Universities; Teachers; Pakistan

Introduction

Employee engagement has quickly captured the attention of academics as well as practitioners. During the last decade, there is a significant increase in study and attention towards employee engagement by experts, corporations, and HR professionals. Research suggests that lack of engagement is a global issue (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). The State of the Global Workplace report confirms that 85 percent of workers worldwide are either not engaged or actively disengaged at work (Gallup, 2018). According to the 2017 Trends in Global Employee Engagement Survey, around twenty five percent of workers are highly engaged,

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whereas thirty seven percent are actively disengaged (Hewitt, 2017). Employee engagement is widely recognized as a crucial factor in determining an organization's success and competitive edge, as shown by several studies (Markos & Sridevi, 2010; Motyka, 2018). Human resources is considered the most important asset inside a corporation since individuals play a crucial part in achieving corporate goals and objectives when managed effectively. Businesses strive to include, instruct, and motivate their workers to acquire new skills and capabilities in order to stay competitive and thrive in the current knowledge-based economy (Yavas, Karatepe, & Babakus, 2011).

Kahn (1990) defined employee engagement as the active involvement of employees in their work, including their physical, emotional, and cognitive participation. In simpler terms, it refers to employees being fully present and motivated in completing their organizational tasks (Ahmed, Rasheed, & Jehanzeb, 2012). The components of employee engagement include vigor, dedication, and absorption. Vigor is the state of being filled with high levels of energy and a strong desire to work, especially when faced with challenges. Dedication refers to experiencing a feeling of importance, passion, motivation, satisfaction, and challenge, and is related to deep engagement. Absorption is defined as the state of being completely focused and profoundly immersed in one's job. When experiencing a state of absorption, individuals lose awareness of time and struggle to disengage from their activity (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Work engagement leads to positive relationship with job performance (Anjum et al.; Bakker & Bal, 2010; Kim, Kolb, & Kim, 2013; Lai, Tang, Lu, Lee, & Lin, 2020). Psychological capital refers to the positive psychological condition of an individual's personal growth, including four dimensions: "self-efficacy/confidence, hope, optimism, and resilience". Self-efficacy pertains to individuals' beliefs on their own ability to effectively carry out a certain course of action that results in a desired goal (Bandura, Freeman, & Lightsey, 1999). Individuals with a strong sense of self-assurance tend to choose demanding occupations and strive to achieve their goals effectively. Individuals who possess self-assurance are able to successfully accomplish their objectives and persist in the face of challenges. Bandura (2000) has observed that self-efficacy is a crucial factor in determining human performance, including objectives, desires, and projected project opportunities. Hope is a complex notion that encompasses an individual's determination to make and sustain efforts towards objectives, as well as their capacity to identify different ways to achieve those goals. Optimism is a cognitive style that assigns good occurrences to internal, permanent, and pervasive causes, while attributing bad events to external, transient, and situation-specific factors. Optimistic individuals attribute positive outcomes to themselves in order to enhance motivation and create a sense of separation from negative events. Resilience is the ability to recover from difficult situations, setbacks, or even sudden good changes, such as taking on more responsibilities. PC positively affects job performance (Baig et al., 2021; Luo et al., 2022; Luthans, Avey, Avolio, & Peterson, 2010; Peterson, Luthans, Avolio, Walumbwa, & Zhang, 2011).

Organ (1988) defined OCB as "individual behaviour 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) classified OCB into five distinct groups. Altruism refers to the act of assisting a fellow coworker with a task. Courtesy involves informing others within the organization about any modifications that may impact their work. Conscientiousness entails fulfilling one's responsibilities in addition to the minimal standards. Sportsmanship entails abstaining from complaining about insignificant matters. Civic Virtue refers to actively participating in the governance of the organization. OCB was proved to be a strong predictor of job performance (Ali et al., 2023; Hermawan, Thamrin, & Susilo, 2020; Nanan, Kanthong, Joungrakul, & Smith, 2020; Nielsen, Hrivnak, & Shaw, 2009; Yaakobi & Weisberg, 2020).

OC is the mental state that defines a worker's involvement with their company. The whole organization is fully committed to it. We now know that there are three components to commitment, and each one strengthens the bond between employee and employer in its own unique way. When people have a personal investment in, and sense of belonging to, their organization, this is known as affective commitment. When employees know what it will cost them to leave the company, they are more likely to commit to staying. Workers' feelings of duty to their seniors or colleagues form the basis of normative commitment. OC is considerably linked to job performance (Almasradi, Ali, & Ullah, 2022; Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989; Ridwan, Mulyani, & Ali, 2020).

Plethora of studies has showed that there is a noteworthy connection among OCB, OC, PC and WE. For examples, Rasheed and Siddiqui (2023) investigate how an individual-targeted OCB leads to positive improvements, beginning with a shift in work self-efficacy, then progressing to changes in the member's Empowerment and Engagement. Empirical validity was confirmed using a survey utilizing a close-ended questionnaire. Analyzed data from 300 respondents indicates that OCB has a strong positive influence on changes in work self-efficacy, which subsequently affects both Empowerment and Engagement favorably in individual employees. Gupta, Shaheen, and Reddy (2017) elucidated the correlations between workers' positive psychological capital, job satisfaction, and OCB in deluxe hotels. Their research also aimed to examine the impact of JS on the workers' OCB. A self-administered questionnaire was used to collect data from 324 workers working at deluxe hotels for their research. Using Anderson and Gerbing's (1988) two-step technique, we first conducted confirmatory factor analysis to evaluate the overall fit of the three-factor model. We next used a structural equation model to investigate the predicted connections between the components. The results indicated that the level of hope and optimism among workers has a significant impact on their job satisfaction. Additionally, their level of hope and resilience influences their organizational citizenship behaviors. The satisfaction of employees was shown to have a favorable correlation with their Organizational Citizenship Behaviors.

In their study, Zeng et al. (2023) examined the attributes and prevalence of PC, OC, and OCB in nurses during the COVID-19 pandemic. They also investigated the role of OC as a mediator between PC and OCB. A cross-sectional study was undertaken among seven hundred and forty six nurses from six recognized hospitals in China that specialize in the treatment of COVID-19. The results showed that OC acts as a partial mediator between PC and OCB.

Khosravizadeh et al. (2017) tested the link between PC and OCB among workers at certain hospitals located in Tehran. The hospital staffs in the study exhibited appropriate PC and OCB. Conversely, compassion and self-efficacy received the greatest average marks, whilst chivalry and optimism were rated the lowest. OCB was shown to be a significant predictor of total PC, as demonstrated by hierarchical regression analysis.

Ramalu and Janadari (2022) investigated the causal connection between genuine leadership and OCB, taking into account the mediation role of PC. The design and methods of their study employed a numerical method, with a sample size of three hundred and ninety six front-line personnel from 6 government sector companies in Sri Lanka. The data was collected using a survey approach. The study revealed that PC has a partly mediating role in the connection between genuine leadership and OCB. Put simply, the connection between genuine leadership and OCB is both direct and indirect, with PC acting as a mediator. We develop 4 hypotheses after the above discussion.

Hypothesis 1: OCB positively affects WE among Teaching Faculty of Private Universities, Pakistan (TFPUP).

Hypothesis 2: OCB positively affects PC among TFPUP.

Hypothesis 3: OCB positively affects OC among TFPUP.

Hypothesis 4: PC and OC mediate the connection between OCB and WE among TFPUP.

Research Methods

Data collection

The questionnaires/forms were delivered to employees at private educational institutions in Khyber Pakhtunkhwa, Panjab, Balochistan, and Sindh regions of Pakistan during a two-month period (November and December, 2023). Eight hundred (N = 800) questionnaires were distributed, and 656 were returned. Five questionnaires (N = 5) were discarded due to incomplete responses, resulting in 651 valid questionnaires and an 82% response rate. 76% of participants were male, while 24% were female. Three hundred and thirty seven (N = 337) participants, accounting for fifty one percent (51.76%), were aged between 20 and 45, while 314 individuals, making up 48.23%, were aged between 46 and 60.

Measures

OCB

The OCB scale is employed to gauge OCB (Podsakoff et al., 1990). This scale includes five dimensions: "altruism, sportsmanship, conscientiousness, civic virtue, and courtesy". Each dimension consists of four questions. OCB's examples are "Consumes a lot of time complaining about trivial matters" and "Tends to make "mountains out of molehills" (sportsmanship), "Consults with me or other individuals who might be affected by his/her actions or decisions" and "Does not abuse the rights of others" (Courtesy), "Helps others who have heavy workloads" and "Helps others who have been absent" (altruism), "Is always punctual" and "Does not take extra breaks" (Conscientiousness) , and "Keeps abreast of changes in the organization" and "Attends functions that are not required, but that help the company Image" (civic virtue). Data was collected from participants using a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Table 1 displays the reliability of every aspect.

Table 1: Reliability

Dimensions	Altruism	Sportsmanship	Courtesy	Civic Virtue	Conscientiousness
Reliability	.91	.87	.90	.83	.86

OC

The OC scale was employed to quantity OC and its dimensions (Meyer et al., 1990). This scale consists of three dimensions: "Affective commitment, continuous commitment and normative commitment". Each aspect of OC has 6 items. OC' examples are "It would be very hard for me to leave my job at this organization right now even if I wanted to" and "I believe I have too few options to consider leaving this organization" (continuous commitment), "I would be very happy to spend the rest of my career in this organization." and "I really feel as if this organization's problems are my own" (affective commitment), and "Even if it were to my advantage, I do not feel it would be right to leave" and "I would feel guilty if I left this organization now" (normative commitment). Data was collected from participants by means of 6 Likert scale extending from 1 (strongly disagree) to 6 (strongly agree). Table 2 displays the reliability of every aspect.

Table 2: Reliability

Dimensions	AC	NC	CC
Reliability	.88	.81	.85

WE

The 9-item shortened version Utrecht WE Survey was used to gauge WE (Bakker et al., 2004). This scale has 3 dimensions: “vigor, dedication, and absorption”. WE’s examples are “At my work, I feel bursting with energy” (vigor), “I am proud on the work that I do” (dedication) and “I am immersed in my work” (absorption). Data was collected from members by means of 5-point Likert scale extending from 1 (strongly disagree) to 5 (strongly agree). Table 3 displays the reliability of every aspect.

Table 3: Reliability

Dimensions	Vigor	Absorption	Dedication
Reliability	.90	.85	.80

Measurement of PC

The PC scale is used to gauge PC and its dimension (Luthans et al., 2006). PC has 4 dimensions: “Hope, Resiliency, Optimism, and Efficacy”. Each dimension has 6 questions. PC’s examples are “Right now I see myself as being quite successful at work,” and “If I should find myself in a jam at work, I could think of several methods to get out of it” (Hope), “I typically take tough things at work in stride” and “When I experience a setback at work, I have trouble rebounding from it, moving on” (Resiliency), “I feel confident representing my work area in meetings with management,” and “I feel confident helping to create targets/goals in my work area” (Self-efficacy) and “If something can go wrong at work, it will,” and “I always see the bright side of things about my employment” (Optimism). Data was collected from participants by means of 6-point Likert scale extending from 1 (strongly disagree) to 6 (strongly agree). Table 4 displays the reliability of every aspect.

Table 4: Reliability of PC

Dimensions	Optimism	Self-efficacy	Resiliency	Hope
Reliability	.82	.76	.85	.80

Table 5: Correlation among PC, OCB, OC and WE

	OCB
PC	.572**
OC	.457**
WE	.255**

“**”. Correlation is significant at the 0.01 level (2-tailed)”.

Table 5 shows the values of correlation among OCB, OC, PC and WE. OCB revealed a substantial positive link with PC ($r = .572$), OC ($r = .457$) and WE ($r = .255$). Therefore, we accept:

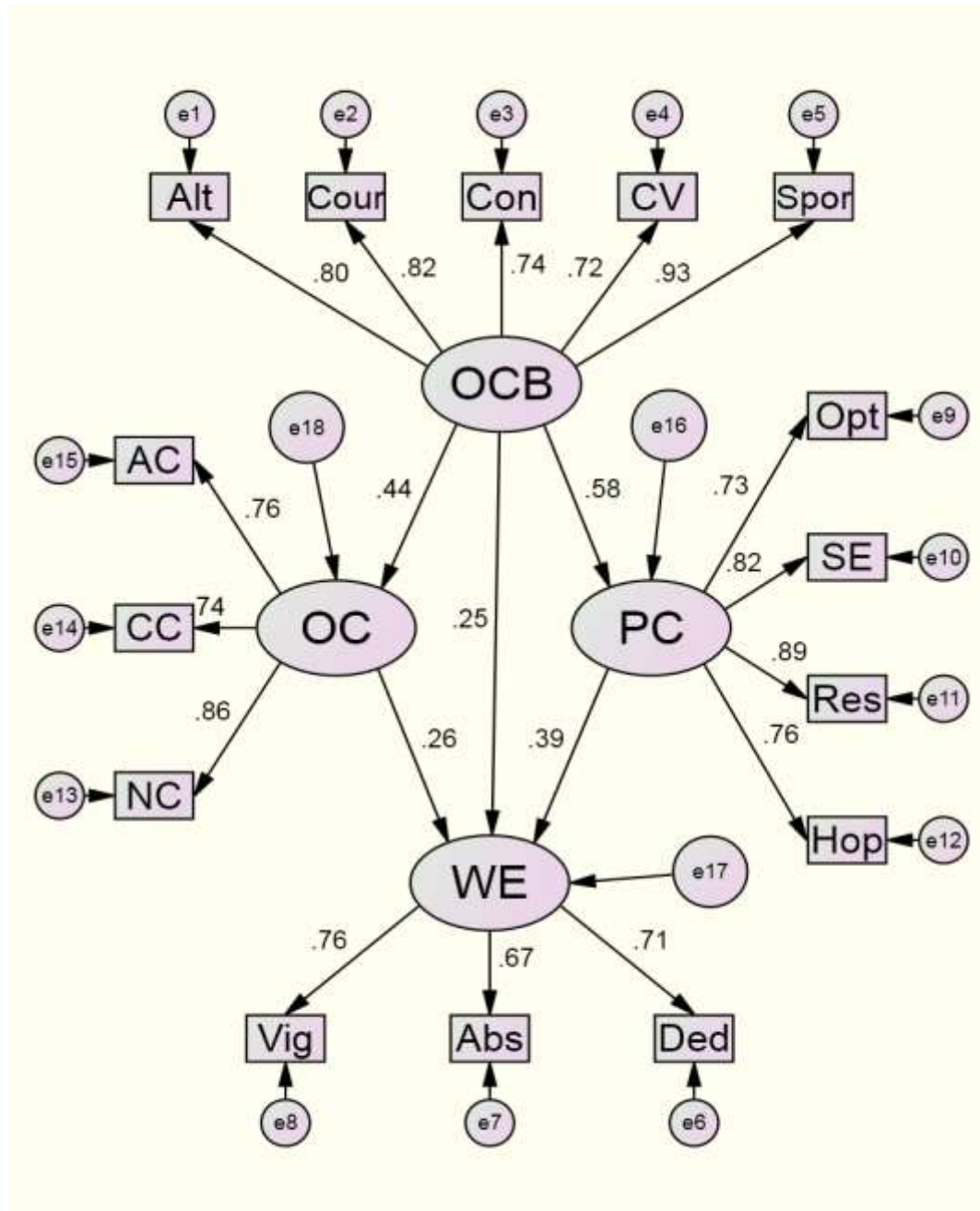
Hypothesis 1: OCB positively affects WE among TFPUP.

Hypothesis 2: OCB positively affects PC among TFPUP.

Hypothesis 3: OCB positively affects OC among TFPUP.

Hypothesis 4: PC and OC mediate the connection between OCB and WE among TFPUP.

Research Model: Effect of OCB on WE through PC and OC



The 4-factor model (OCB, OC, PC and WE) was evaluated using Structural Equation Modelling (SEM). The four-factor model established a solid match with the data: GFI = .949, LO 90 = .046, RMR = .040, HI 90 = .063, RMSEA = .054, CFI = .970, Chi Square = 226.515, CMIN/DF = 2.665, AGFI = .928, DF = 85, and p-value = .000. The effect of OCB on WE was substantial, as shown by a regression value of 0.50. OCB had a notable influence on PC with Regression Value of 0.58 and OC with regression value of 0.44). The results also established

a substantial effect of PC (regression values .39) and OC (regression values .26) on WE. OCB, PC, OC, and WE have acceptable factor loadings. The effect of OCB on WE declined from 0.50 to 0.25 after joining PC and OC as mediators. So, we admit all hypotheses:

Hypothesis 1: OCB positively affects WE among TFPUP.

Hypothesis 2: OCB positively affects PC among TFPUP.

Hypothesis 3: OCB positively affects OC among TFPUP.

Hypothesis 4: PC and OC mediate the connection between OCB and WE among TFPUP.

Table 6: Values of GFI, CFI, RMSEA, RMR, LO 90, HI90, DF, CMIN and CMIN/DF

Index	CMIN	DF	CMIN/DF	LO 90	RMR	GFI	AGFI	CFI	RMSEA	HI 90
Value	226.515	85	2.665	.046	.040	.949	.928	.970	.054	.063

Table 2 displays the values of RMR, Chi-square/CMIN, GFI, DF, NFI, CFI, AGFI, CMIN/DF, and RMSEA. All indices, including GFI = .949, LO 90 = .046, RMR = .040, HI 90 = .063, RMSEA = .054, CFI = .970, Chi Square = 226.515, CMIN/DF = 2.665, AGFI = .928, DF = 85, and p-value = .000, are accepted. The 4-factor model consisting of OCB, PC, OC, and WE is accepted.

Conclusion

The objective of this research was to investigate the relationship among OCB, WE, PC, and OC. Additionally, this study examined the mediating influence of PC and OC on the link between OCB and WE. Data were collected from a total of 651 faculty members who work at private institutions in the Khyber Pakhtunkhwa, Punjab, Balochistan, and Sindh regions of Pakistan through OCB Scale (Podsakoff et al., 1990), OC Scale (Meyer et al., 1990), WE Scale (Bakker et al., 2004), and PC Scale (Luthans et al., 2006). The male participants comprised 76% of the total, and the female participants accounted for 24%. A total of 337 participants (N = 337), constituting 51.76% of the sample, were between the ages of 20 and 45. Additionally, 314 people, accounting for 48.23% of the sample, were between the ages of 46 and 60. These participants were included in the analysis of OCB, OC, PC, and WE. The findings indicated that OCB is strongly and positively correlated with PC ($r = .572$), OC ($r = .457$), and WE ($r = .255$). The structural equation model yielded statistically significant relationships among all of the variables. Furthermore, it has been verified that both PC and OC play a partial role in mediating the connection between OCB and WE among the faculty members of private sector institutions in Pakistan.

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