

Going the Extra Mile: The Moderating Role of Job Satisfaction in the Link Between Employee Engagement and OCB Towards the Organization (OCB-O)

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Abstract

Organizational Citizenship Behavior (OCB) is important because it influences the performance of an organization as well as the productivity of the employees. The present research will particularly examine the outcomes of the Organizational Citizenship Behavior towards the Organization (OCB-O) compared with the Employee Engagement (EE). The research model will consider (OCB-O) as the dependent variable, and (EE) as the independent variable. Also, Job Satisfaction is analyzed as a moderating variable that will cause a relationship between (EE) and (OCB-O).

In order to measure the OCB, the research involved a scale with two dimensions, namely OCB-Organization (OCB-O) and OCB-People (OCB-P). The analysis was done on (OCB-O) dimension only. The study was informed by two important questions including: “Does Employee Engagement forecast Organization Citizenship Behavior towards the Organization?” and “Is there any moderation between Employee Engagement and OCB-O with Job Satisfaction?”. It is especially pertinent to consider the issue of human resource practices and challenges in the banking sector because this industry plays a crucial role in the economic development of the country.

Regression Analysis and Correlation Analysis were used to analyze the data using the SPSS. The results showed that there is a positive correlation between the Employee Engagement and the two factors of Organizational Citizenship Behavior. In addition, the findings also showed that Job Satisfaction played a major role in mediating the relationship between EE and OCB-O as well as OCB-P. These lessons imply that companies can enhance better citizenship practices through a greater level of involvement and job satisfaction among employees.

Keywords: Organizational citizenship behavior, Employee Engagement, Job Satisfaction.

1. Introduction

Skilled experts are of critical importance in the contemporary economies, especially knowledge-based ones. Their contribution to organizations is overwhelming and thus retaining them is a strategic interest. Retention of top talent is however a major challenge since there are numerous opportunities they can get job demand (Butler and Waldroop, 1999; Joo and McLean, 2006). For last 10 years, field of social sciences has taken an affinity towards studying the behavior of employees within an organization, with the aim of establishing the individual behavior that would lead to the long run success of an organization (Thomas, 2000).

The idea of workplace engagement was initially argued eloquently by Kahn (1990), who came up with a grounded theory that examined the way people psychologically engage or disengage themselves with their jobs (Avery et al., 2007). His contribution was centered on the psychological and emotional aspects of job involvement describing how individuals opt to be immersed, or pull back, when performing jobs (Kahn, 1990, p. 694). The idea of employee engagement (here-after EE) has now become a mobilizing model of integrating the organizational resources with task-related duties (Kanfer, 1990; Richman et al., 2010).

Organizational Citizenship Behavior (OCB) is the term, coined by Organ, in his famous book “Organizational Citizenship Behavior: The Good Soldier Syndrome” (1988) and it involves more than mere psychological performance to include organizational effectiveness in general. Once teams adopt OCB, the teams are likely to enhance performance on key aspects of revenue generation, customer satisfaction, sales, marketing, and general evolution (Organ, 1997, pp. 91 and 11). Although OCB is a behavioral construct, organization commitment is closer to being an attitudinal construct (Steers et al., 2004).

Macey and Schneider (2008) discussed the difference and similarity between EE and job satisfaction (here-after JS). The modern studies still explore the subject of employee behavior because the problem is of interest among the managerial community that is interested in creating working conditions that would make the employees feel content and motivated. This kind of satisfaction does not just increase the performances of the individual but also leads to

organizational success. When employees like their jobs, they also volunteer to spend additional time on work-related activities. This connection is also supported by the historical views: Barnard (1938) claimed that the desire to cooperate in the organizational systems depends on the level of satisfaction. Subsequent research by Bateman, Smith, and Near; (1983), evidenced that JS leads to a optimistic emotional condition, which subsequently promotes the adoption of citizen behavior. It is noteworthy that Bateman and Organ (1983) discovered that the relationship between JS and OCB was significant as compared to JS and direct job performance.

Hence, this study will attempt to examine the connection among the EE and the Organization Citizenship Behavior towards the Organization (here-after OCB-O) and evaluate how JS mediates this relationship. The research is aimed to perceive the contribution of engaged employees to organizational citizenship behaviors and the part of JS as the driver of this relationship.

2. Literature Review

2.1. Organizational citizenship behavior-organization (OCB-O)

In the contemporary workplace, work conducts that go beyond working duties are becoming more and more accepted as a key to the changing requirements of the contemporary working environments. In most cases, employers struggle to know all the tasks that they want their staffs to accomplish (Love and Forret, 2008; Podsakoff, 2000; Morrison and Phelps, 1999). Consequently, have proven themselves to be proactive and go beyond their assigned job descriptions are highly demanded. Organizations are nowadays giving top priority to candidates with more than what has been written in their job descriptions (Wright and Sablynski, 2008).

Organizational Citizenship Behavior (OCB) was officially introduced by Bateman and Organ in 1983. They defined it as a combination of socially constructive habits practiced by the employees as being those that perform such acts as the so-called good citizens (p. 164). The term itself is not very old, but the idea behind it can be drawn to the previous workings by Barnard (1938), Kahn (1966), and Katz (1964). Organ (1998) elaborated on years of research by offering this definition of OCB:

“The behavior is discretionary and is not directly observed by the formal system of rewards and in the cumulative, helps the organization to operate efficiently”. We refer here by discretion that the conduct is not an enforceable circumstance to job description or role which is clearly recognizable terms of references of the contract between the person and the organization, but is instead a choice of self-perception, as, failure to do so is not generally construed to be a punishable condition (p. 4).

2.2. Employee Engagement

Many studies have been done to investigate EE dynamics. Engagement has been described by some of the first contributors such as Kahn and Williams (1990) who viewed engagement as a process through which individuals undertake the physical, cognitive and emotional efforts to their occupational positions. In their definition, engagement entails the expression of employees who are involved fully as they undertake their tasks.

The past studies have investigated the connection between EE and OCB. As an example, Sridhar and Thiruvengadam (2014), observed a strong effect of engagement on the organizational citizenship behaviors. They have clarified that it is significant to measure the standard of commitment in organizations as it is greatly correlated with productivity and retention of employees. They determined that creating engagement is an effective approach to the improvement of OCB.

In order to recruit and keep skilled professionals, organizations need to be more focused on the measures that will enhance EE and commitment. One can see that motivated workers have a higher chance to perform more than the individual work, contributing to the interests of the organization. This view was reaffirmed by (Saks, 2006) who argued that there is an importance of engagement on the overall performance of the company.

The inverse relationship between burnout and engagement was also covered by Schaufeli and Bakker (2004). Engagement was also well-defined by them as a desirable employment state that was vigorous, committed, and engrossed (p. 295). A willingness to work hard is reflected in vigor, commitment to the work is in the form of enthusiasm and pride in work, and being engrossed in work and enjoying the tasks is absorption. Burnout on the contrary causes emotional disconnection

and lessening interest in the effort (Maslach et al., 2001, p. 402). On the whole, studies indicate that the more engaged employees are, the more they can enjoy JS and less prone to burnout they can be.

2.3. Job satisfaction

the utmost frequently studied organizational themes is Job Satisfaction that is usually well-defined as the positive emotional attitude of the employees to their job experiences (James-Scotter et al., 2019). It has been noted that the concept has received great importance among the scholars over the last few years because it is a dire factor in the recruitment, development, and retaining of talented personnel (Nguyen, 2020).

In addition to the emotional aspect, JS helps in improving the quality of work life by improving employee motivation as well as productivity. It is also a preventive measure to other negative behaviors at the workplace as absenteeism and turnover (Pihl-Thingvad et al., 2022). Researchers such as Nanjundeswaraswamy (2013) have pointed out that JS triggers the intrinsic motivation which is generated by internal job related variables such as growth, recognition and achievement.

Previous literature has consistently demonstrated a strong and positive relationship between EE and OCB. Engaged employees tend to exhibit higher levels of discretionary behavior that benefits the organization, such as helping colleagues, volunteering for extra tasks, and showing initiative. Rurkkhum and Bartlett (2012) found that EE significantly predicted OCB, suggesting that engaged employees are more likely to go beyond their formal job responsibilities. Similarly, studies conducted in various sectors, including retail and education, have shown that employees who are emotionally and cognitively invested in their work are more inclined to demonstrate behaviors that support organizational functioning. Research by Na-Nan et al. (2021) and Hermawan et al. (2020) emphasized that EE enhances both individual and organizational performance through increased citizenship behavior. Moreover, empirical findings from organizational settings in South Asia, including Pakistan and India, have reinforced this link, indicating that cultural context may influence the strength of the relationship but not its existence. Overall, the literature supports the notion that fostering EE is a strategic approach to promoting OCB and improving organizational outcomes. Therefore, we propose that:

H₁: EE has a positive and significant relationship with organizational citizenship behavior-organization.

Several studies have highlighted the mediating role of JS in the relationship between EE and citizenship behavior traits (Naz et al., 2022). When employees are engaged, they tend to experience higher levels of JS, which in turn encourages them to go beyond formal job duties and exhibit OCB. For instance, Yousef (2016) found that JS significantly mediated the relationship between engagement and OCB among employees in the banking sector of Pakistan. Therefore, we propose that:

H₂: JS moderates the relationship between EE and organizational citizenship behavior-organization

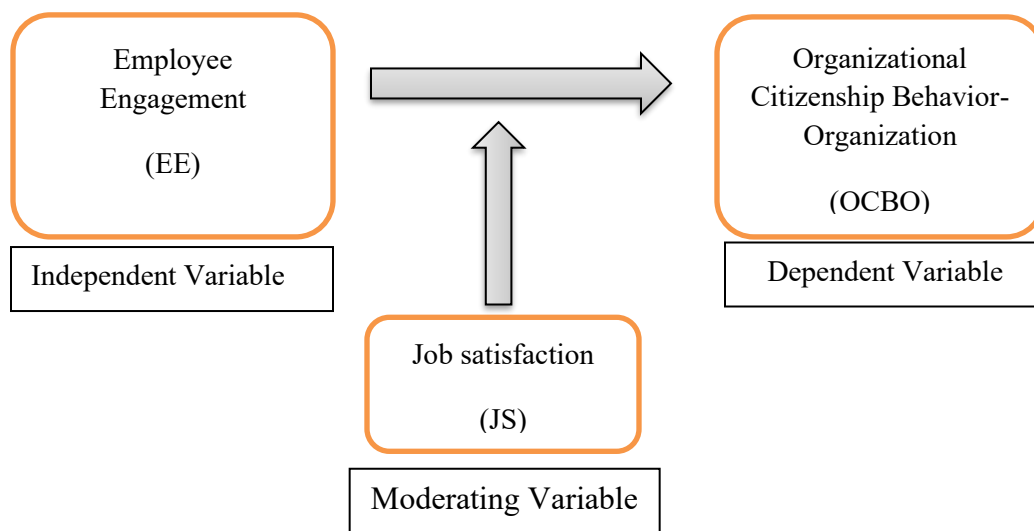


Figure 1. Theoretical Framework

3. Research Methodology

3.1. Research Design

The questionnaire was administered among the staff of the diverse banks. Convenient sampling was applied in order to collect the information by one of the potential groups. The subjects were chosen on a voluntary basis. Employees working in the banking industry of Multan were

approached with ethical aspects in mind. Therefore, individuals who had accepted to participate had the opportunity to fill the survey. One hundred and thirty employees that represented various banks participated in this activity. Among these 130 samples, 111 of them could be considered as suitable to analysis. The questionnaire items we used were divided into three parts i.e. an independent variable (Employee Engagement), a dependent variable (Organizational Citizenship Behavior) and a moderator variable (Job Satisfaction).

3.2. Research Instruments

- **Employee Engagement**

The 9-item scale developed by Schaufeli et al. (2006) for the EE is selected. Originally, the scale long but later the shortened version was introduced. The responses were taken at 7-point Likert scale.

- **Organizational Citizenship Behavior-Organization**

Organizational Citizenship Behavior Checklist (OCB-C), the scale developed by Paul.E.Spector and Suzy Fox in 2010 was considered to measure Organizational Citizenship Behavior-Organization. The scale has 9 items relating to Organizational Citizenship Behavior-Organization.

- **Job Satisfaction**

The scale developed by Brayfield and Rothe remained popular these days. The questionnaire had 5 items from this scale. (Brayfield & Rothe, 1951).

4. Result & Discussion

The aim of the research was to determine the relationship between EE and OCB-O. JS was adopted as a mediating variable.

Regression Analysis: OCB-O (Dependent variable), EE (Predictor), and MODEO (Moderation effect)

In this conceptual framework regression analysis indicates that one of the independent variables (X 1), EE, has a positive influence on the dependent variable (Y), Organizational Citizenship Behavior-Organization. These results show that X1 is significant on Y through 45.4 with R = 0.454

and $R^2 = 0.206$. We can therefore make the conclusion that EE is a predictor of OCB-O. The statistical-significance of the contact term, where JS mediates the relationship between EE and Organizational Citizenship Behavior- Organization, is also observed in group 2 of the table below. The change in the value of R^2 is 0.415 that represents 41.5 percent (See table 1). Thus, we can make the conclusion that JS mediates the relationship between EE and Organizational Citizenship Behavior-Organization.

Table 1: Regression between OCBO (Dependent variable), EE (Predictor), and MODEO (Moderation effect)

<i>Relation</i>	<i>B</i>	<i>T</i>	<i>vif</i>	<i>Durbin-Watson</i>	<i>Sig. F Change</i>
EE -> OCBO	0.45	5.33	1.00	1.740	0.00
MODEO -> OCBO	0.04 0.76	0.67 0.76	1.400 1.400		0.00

The regression equation in the Group-1 and corresponding values may be identified in Group 2 by multiple regression equation. (See table 1):

Group 1- $OCBO (Y) = 23.149 + 0.237(EE)$

Group 2- $OCBO = 17.913 + (0.024 \times EE) + (0.026 \times MODEO)$

5. Findings of the Research

After the Analysis, researchers found a positive correlation between EE and OCB-O. The findings reveal that the independent variable of EE can be used to predict the dependent variable, Organizational Citizenship Behavior-Organization thereby implying that employers need to focus on the particular issues within EE to make employees willing to engage in more than what is mandated in the job. Therefore, H1 was supported.

JS, in this model, was determined to be significant. Remarkably, JS, as a moderator, affected the association between the OCB-O and EE but at a lesser strength. This observation was made based on values in the change of the regression analysis in R square. It is therefore crucial that HR managers, business executives, and business owners should exercise the behavioral effects that are driven by JS to achieve high standards of employee performance. Thus, H2 was supported.

Some of the main factors that should be considered by organizations in order to enhance employee participation include: a worthwhile and effective job, manageable workload, supportive managers and fellow employees, genuine interest in the welfare of the workers, opportunity to develop and grow career wise, and fairness in the company (Bassi & McMurrer, 2007; Freeney & Tiernan, 2009; Schaufeli & Bakker, 2004).

5. Conclusion

The study explores the relationship between EE and Organizational citizenship behavior. The results show that EE and OCBO have a strong and a positive relationship. Also, JS was a moderator in this study. The results demonstrate that JS greatly played a role on determining the connection between EE and OCBO. The study could be extended in future to investigate the relation bearing in mind other organizational factors that also influence the motivation of employees, willingness to work and organizational structure, leadership, and organizational culture. The research could as well be modified in order to investigate or research specific areas such as personality, attitude and perception. The practical applications of this piece of work would help to know the best methods of improving the relationship between engagement of employees and OCB. Findings of this study are also likely to motivate researchers not only in the field of HR but also in other organizational research works. Aligned with Spitzmuller, et al., 2008, the investigation of social relationship as a predecessor of OCB in recent OCB studies has found an increased trend. Thus, additional valuable information could be examined with the help of more social factors in addition to OCBO.

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