

**Research Article**

Role of Employee Engagement on Organizational Citizenship Behavior: The Mediating Role of Management

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ABSTRACT

This research study explore the role of employee engagement on organizational citizenship behavior and the mediating role of management after analyzed we find the some interesting result between these variable such as employee engagement ,organizational citizenship behavior and role of management. A structured questionnaire has been prepared strictly in line with the extracted variables and guidelines for questionnaire construction. As far as this research study is concerned, the primary data was collected through closed ended standard questionnaire, distributed among teaching faculty of Gomal University and Qurtuba University. The bivariate correlation and multiple regressions were used in this study and the result shows their significant relationship between variables. In this research study we find the partial mediation between variables and founded significant result during analysis. The limitation of this study is that we collected the data from public and Private Sector University of Dera Ismail khan and the results and findings are only valuable for the Dera Ismail khan Universities.

KEYWORDS

Management, Employee Engagement, Organizational Citizenship Behavior, Mediation, Higher Education Institutions

1 | INTRODUCTION

There is very important role of employee engagement in the organization if managers want to improve the efficiency and effectiveness of the organization then employee engagement is playing a key role for the success of the organization and it is fact that the engaged employee can perform better through their positive attitude and positive action. The engaged employee often perform their work with the confidence and also committed with their work and he believe that he can perform different from other for the success of the organization with their skills knowledge and other abilities. Engaged employee is a power full resource which improve the organization capacities such as production. Engaged employee make a difference in the organization if a manager create a good and positive environment in the organization. Such as to provide a better job resource and other supporting facilities to the employee this can improve the motivation and inspire the employee to perform effectively and efficiently and enhance the overall performance. Furthermore about employee engagement the engaged employee perform better when they experience positive practices during work, For example a manager should provide better opportunity such as better career, provide better climate, give respect and also appreciated employee if the perform better and provide reward and recognition the engaged employee give their full attention to the work because the feel secure about their job. (Bakker *et al.*, 2010). Furthermore the employee engagement is a most useful itself for the success of the organization. (Bhatnagar, 2012) in this way motivation of employee's bout engagement plays a significant role for

the organization such as high productivity. In organization higher tasks proficiency etc. increase the efficiency of the organization. In other hand organization citizenship behavior play also important role and it is also a cooperative range behavior that is intended, non-obligatory and also positive which goes beyond the set of job requirements. According to (Kahn, 1990) behavior not influence the organization activities such as high production or other tasks, it means that social and psychological behavior not influence the organization performance but is play a supporting role about task accomplishment. (Kahn, 1990). Generally engagement is a employee preferred his self about task achievement and this behavior improve the quality of work and personal presence (emotional, cognitive, physical,) and provide excellent performance. As par khan observation about employee engagement may be the best depiction of a multidimensional motivational particular idea reflecting the concurrent speculation of an individual's physical, cognitive, What's more passionate vitality to animated Furthermore full execution. Employee engagement will be sure disposition held by the Worker towards those associations also its quality. The point when workers need aid captivated done their work, they build those event for practices that Push effective Furthermore compelling working of the association. These practices need aid known as (OCB) which could make characterized Concerning illustration single person conduct technique that is discretionary, not straightforwardly and unequivocally distinguished Eventually Tom's perusing those formal prize framework. OCB Push those effective and full of feeling working of the association and additionally employee performance.

2 | LITERATURE REVIEW

There is numbers of studies has been conducted and found in literature on employees engagement and organization citizenship behavior. On the basis of past literature the selective reviews are constructed to explore the key investigation , Kahn (1990) present the definition of employees engagement both assert that employees engagement is harnessing of organization employees or members selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Employee engagement deals with the employees 'beliefs about the working conditions, the leaders and about the organization. These three factors are very important in emotional prospective in employees. This thing is important how employees feel about all factors weather it's positive and negative perception or attitude toward the leader of organization. Furthermore the physical context of employee's engagement concerned with physical energies. Therefore, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role. In recent study by Bates (2004) gave an overview of major thinking and recent research on the topic of employee engagement. This research study explores the major social trend that could affect the employee's engagement and the impact of the employee's engagement on organizational performance and efficiency. And also suggest some strategies to encourage and enhance the employee's engagement and organizational efficiency. The employees engagement is basically is the emotional interaction and connection between employee and with his job. Employees engagement is one of the burning topic in organizational prospective during the globalized era. It has become heavily topic in recent years of studies. But there is some ambiguity and still they are doing research to find how employee's engagement can influence the organization. The authors characterized as "the absolute opposite of burnout as engagement", where engagement is estimated with the contrary builds of burnout. Subsequently the builds of engagement comprise of vitality instead of fatigue, contribution rather than criticism and viability rather than inefficacy. The contrary scores got through estimating MBI are utilized in estimating engagement (Maslach & Leiter, 1997).

2.1 | Employee Engagement

Employee's engagement is one of the most important phenomena in social science and in recent year great interest in employees. Moreover; along with the latest technology and streamlined process creating dis-certainty efforts in employee. So the engagement is one of the most important tool which organization can use to improve the productivity and enhance the efficiency for getting business results, In India employees engagement is key driver for career opportunity the ride of growth depends on workforce that is most important clearly reflecting and aspiration and the result companies are able to manage them. Employees are the backbones of the organization and it's important for organization to manage the need and psychological as well social need of employees but here more important is career aspiration of employees an organization should be able to provide career opportunity and that will enhance the workforce in the organization. According to Penna research report at work has the potential to bring employees closer together and it could be beneficial for both where employees sense of community and experience and this is the opportunity for collaborate with each other and make contribution. So therefore they find the meaning at work actually employees want to do in company which they could find the meaning at work. In this report the

researcher also come up with a new model they model which is Hierarchy of Engagement this model resembles with Maslow's need model. The model defines the lines from top to bottom and the bottom line which is most important because it consist of basic need such as pay and benefits. If they employees satisfied need hen employee look at the development and other opportunities such as promotion so then the leadership styles introduce in this model.

In last five years employees engagement received great deal of attention most of press and among consulting business firms. Employees engagement consider as key of an organization competitiveness and success, Grumman & Saks (2011). Schaufeli & Salanova, (2007) assert that engagement is most important tool and essential for contemporary business/organization because organization has many challenges (p. 156) and Macey *et al.*, (2009) suggest that through engagement organization can get more competitive advantage. Furthermore many of researchers assert that engagement of employees as a key driver of the organization it consist of employees of individual attitude behavior and performance toward organizational goal. The organizational performance such as productivity, retention and financial performance and furthermore they shareholder returns included (Bates, 2004; Harter, Schmidt, & Hayes, 2002). According Macey *et al.*, (2009) shows that among the different industries that is a sample 65 among these all top 25% of them have greater index and greater returned on assets (ROA), moreover the profitability and more shareholder value compared.

2.2 | Organization Citizenship Behavior

In the organization many of employees working with different designation they all are working for the success of the organization to get more efficiency and effectiveness. During the stay there is certain behavior arise and these behavior actually expected from him and are abiding on him by the rules and other regulation. Therefore employee's certain behavior that goes beyond the call of duty. OCB is more important in organizational prospective its garnered much academic attention its perceived to be something intangible furthermore it is not awarded or organized formally such as friendliness an helpfulness and this is difficult to identify by quantity. But OCB have still considerable impact at the firm by enhancing effectiveness. The OCB has positive effect of employees' performance; the workers they are engaged with OCB tend to get more efficient performance by rating their managers (Podsakoff *et al.*, 2009). This is fact that it could be possible because the employees they are more engaged with OCB get more favorable perceived and this is called as Halo Effect and it could be possible through more work related reasons a manager know that OCB play a significant role in the firm or organization and organization get more success and get competitive advantage in the market.

2.3 | Social Exchange Theory

One of the universal thing which is common in all societies is favor, When a person is not obligated to do but by request someone do its constitute a favor request .therefore social exchange theory is most influence theory to determine the workplacebehavior. Social exchange theory has potential about the workplace behavior to provide unitary framework for the organization behavior. In recent years of studies the social exchange theory is based on human behavior and human interaction activities the activities could be tangible of intangible (Homans, 1961, p. 12-3), particularly its includes the reward and cost (Homans 1961, p. 317-8). This social exchange theory deals with the exchange of benefits furthermore notably giving more valuable to then so after that then costly to giver (Homans, 1961, pp. 61-63),A number of studies has been conducted to find the process and practices to improve the organizational efficiency and smooth functions. Therefore the social exchange theory play a crucial part and provide help in theoretical prospective to overcome the organizational conflict because organization always seeking the theoretical solution underpinning. For addressing this kind of problem various theories has been developed to identify and overcome the various conflicts. Social exchange theory is also the foundation to address the various aspects and process. Social exchange theory emphasis the interdependent and interaction take place so by this highlight of proponent series the both are contingent is actions. Sothe series enhance the potential relationship .Social exchange theory provides the conception of organization phenomena and these phenomena includes the psychological contract such as leadership and other factors (Rousseau, 1995; Liden, Sparrowe, & Wayne, 1997; Konovsky, 2000),There is number of theories has been conduct to identify the theoretical process and aspect but social exchange theory provides a base to OCB in organizational prospective explain more about employees and organization relationship.

2.4 | Hypotheses Development

The employee engagement is one of the most important part for the efficiency and effectiveness of the organization the employee engagement includes the enthusiasm and involvement of the worker Kahn (1990) assert that employees engagement is means of support and motion of employees in the organization in other words to elaborate more the organization employees selves to their task and objective of the organization. In engagement people enhance their involvement to complete the task they involve physical,cognitively and emotionally, the task which is more important for workers during their role of performance. In the world there is war competition,globalization the war for searching talent mostly organization facing significant challenges for getting more profit and pursuit of success in business. The growth of every economy strongly depends on the efforts exerted by the skilled employees. The employees are the key assets of the organization, and it is hard for any organization to lose such employees to avoid negative consequences. Kahn (1990) also suggests that the concept of employee’s engagement is motivational because of personal resource of their performance for organization and also they know how to apply these personal resources for organization.The focused of engagement which is positive aspect related with person job. In employee engagement employees are intensively motivated to perform well. They are committed to do best for the success of the organization. The willingness and ability belongs to brings discretionary and sustainable efforts to achieve organizational objectives (Little & Little, 2006). Kahn(1990) asserts that there in psychological conditions which are related with employee’s engagement or disengagement at job. Availability, safety and meaningfulness. According to definition of Johnson and Johnson employees engagement about the employee’s job and their satisfaction of job. Its degree of satisfaction about job feeling valued as well experience and collaboration of employees and trust. In fact that the engaged employees stay with the organization longer with effective way to bring most efficiency in the organization. In the organization the employees are more motivated and engaged with their work in situation that the offered them more psychological and meaningfulness safety when they are more available psychologically. The value of employee’s engagement is positive attitude held by worker toward the organization. Furthermore the employees engaged with work and committed with the organization they give more crucial advantage to the company in the competitive market such as higher production and lower employees turnover.. The engaged employee willing to provide physical cognitive and emotional resource during the work in the organization. The engaged employee are those who complete their task associated with a job they also working with the sense of self investment energy and passion. So result the performance enhances the higher level of in role and extra role in the organization. Kahn (1990) assert that here is some psychological condition involve in engagement and disengagement at job meaningfulness, safety and availability, moreover if they psychological condition as discussed above are offered to the worker when they are more physical available so it’ create high engagement and employees perform effectively and efficiently. In other side the organizational citizenship behavior is of individual without enforcement. The OCB described as the informal and voluntary behavior of that can help the coworkers and organization. The recent researcher explore that organizational citizenship behavior is one of the most crucial part of the organization, the OCB predictor of the employees engagement therefore the OCB refers to as positive behavior and commitment and willingness of the extra energy for the organizational success. Furthermore some of researcher found that the lead of employee’s engagement not related with financial assistance. The performance should relate with the rewards. In fact the human resource not only motivated through money only OCB can also play a significant role and can benefit coworkers and organizational effectiveness.

H₁: There is positive relationship between employee engagement, management and organizational citizenship behavior.

H₂: Mediating Role Of Management between Employee Engagement and Organizational Citizenship Behavior.

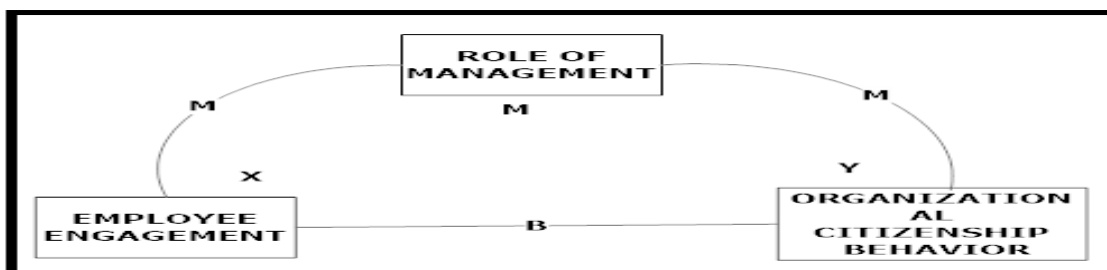


Figure 1: Theoretical Framework

3 | RESEARCH METHODS

3.1 | Sample and Procedure

In this research project survey approach has employee's Engagement used by distributing a close ended questionnaire among 200 teachers of Gomal and Qurtuba Universities D.I.Khan, with 84% coming back (168).

3.2 | Data Collection and Analysis Tools

Data has been collected directly through source, by using closed ended questionnaire on five point liker scale. Data has been examined by using "Statistical Packages for Social Sciences SPSS V.17.

4 | RESULTS

The Table 1 showing the relationship between variables such as employee engagement ,organization citizenship behavior and role of management, is this table 1 the employee engagements showing $r= 0.766$ it means there is significant relationship between employee engagement and organizational citizenship behavior in other side employee engagement showing relationship with role of management $r= 0.488$ value which is showing significant relationship between employee engagement and role of management so above table 1 showing that there is significant correlation between variables.

Table 1
Correlation

Variables		EMENG	OCB	ROM
EMENG	r	1		
OCB	r	.766**	1	
ROM	r	.488**	.637**	1

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

Table 2
Regression (Indirect) Results

D.V	I. V	R	R ²	Adj R ²	Δ R ²	ΔF	B	β	p
ROM	Constant	0.766 ^a	0.586	0.581	0.586	106.335	-0.222		0.000
	EMENG							0.766	0.000
OCB	Constant	0.488	0.239	0.228	0.239	23.494	0.846		0.000
	EMENG							0.488	0.000
OCB	Constant	0.637 ^a	0.405	0.397	0.405	51.112	1.601		0.000
	ROM							0.637	0.000
OCB	constant	0.823 ^b	0.677	0.668	0.091	106.335	-0.502		0.000
	EMENG							0.850	0.000
	ROM							0.766	

The above table shows the mediating role of management between employees engagement and organizational citizenship behavior is first mediating step of regression recorded $R^2=0.586$ and $P<0.00$ so it means the employee engagement shows 58% variance upon organizational citizenship behavior and it F value is also significant i.e.106.335 $p<0.005$, $\beta=0.766$, $P<0.05$ it is founded significant in second step of mediation when role of management entered in regression analysis $R^2=0.239$ $P<0.00$ and it is showing the 23% variance upon employee engagement and role of management it is also showing F value 23.494 $p<0.05$, $\beta=0.488$ $p<0.05$ it is also find significant after that is third step of mediation when we entered role of management In regression analysis with organizational citizenship behavior it shows $R^2=0.405$ and $p<0.05$ which shows 40% variance upon organizational citizenship behavior F value 51.112 $p<0.05$, $\beta= 0.637$, $p<0.05$ it is showing significant result and in last step of mediation when we enter mediator in regression analysis $\Delta R^2 =0.091$ and $P<0.05$ so it means that there is partial mediation and role of

management playing a mediating role between employee engagement and organizational citizenship behavior.

5 | DISCUSSION AND CONCLUSION

This research study conducted to find the mediating role of management between employee engagement and organizational citizenship behavior on the basis of analysis result role of management playing a mediating role between two variable such as employee engagement is independent variable and organizational citizenship behavior is dependent variable the results are significant in table No 1 showing the result that role of management bring change in first step of mediation $\Delta R^2=0.586$ it means that it brings 58% change and in second step it brings 23% change and in third step it brings 40% change in final step of mediation mediator bring 9% change and P value is also significant < 0.05 so all value showing the significant relationship and partial mediation.

As stated by discoveries about (Ahmad *et al.*, 2014) demonstrates that this model has the capacity will clarify 10.8% variety in the aggregate populace and the worth from claiming balanced R^2 (.104) displays additional right reflection about goodness of fit of the model under study. The higher worth about relapse whole of cash of square (204.375) over the remaining entirety from claiming square (24.773) demonstrates that those model has the capacity should catch the majority of the variety in the subordinate variable created toward the autonomous variable. Here in this model inclusion management will be autonomous variable Also vocation execution will be subordinate variable. The critical esteem about f facts (28.485) demonstrates that the model may be beneficial for foreseeing the relationship the middle of those two variables. The worth of t facts (5.337) is noteworthy (.000) which demonstrates that the suggested model is satisfactory. The worth of relapse coefficient ($\beta = .329$) demonstrates that Eventually Tom's perusing those unit progress for inclusion management 0.329 units progress will happen in employment performance of employees.

As stated by Ramarajan. P & Sujatha, 2014) discoveries likewise helped those banter that aggravator Conclusion variables utilized within those existing oversaw management literature, for example, such that competitiveness, firm fiscal execution What's more authoritative effectiveness, are a really distal starting with the micro - level HRM interventions, Toward proposing An All the more proximal result pointer for example, OCB with measure single person HRM conclusions (Wright & Haggerty, 2005; Purcell & Kinnie, 2007). Besides, investigations that bring been led on the predictors of Worker engagement Furthermore their results Previously, late A long time were basically focused on the Western globe for example, such that those united states (Britt *et al.*, 2003; May, Gilson, & Harter, 2004; Schaufeli & Bakker, 2004; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007), Spain (Schaufeli & Salanova, 2007), Finland (Hakanen, Bakker, & Schaufeli, 2006; Mauno, Kinnunen, & Ruokolainen, 2007), Greece (Xanthopoulou, *et al.*, 2007), Norway (Richardson, *et al.*, 2006; Saks, 2006; Rich *et al.*, 2010). This study filled that Scrutinize hole in the Uganda "around workers for soda pop organizations.

The above findings also exploring the role of management influencing the overall performance of organization and about this study is also important and value able for further researcher to examine the role of management as mediator between employee engagement and organizational citizenship behavior so it can influence the organization and provide help to a manager to examine their role between employee engagement and develop the overall performance of the organization.

7 | PARACTICAL IMPLICATIONS

Administration of higher education institutions (HEIs) must play their role in enhancing the OCB of employees so that employees got involved and engaged in the organizational matters. It would help the HEIs to achieve their objectives on time. HEIs would have talented, hardworking and motivated work force which would help HEIs to achieve sustainable performance.

8 | LIMITATIONS AND FUTURE RESEACRH DIRECTIONS

Data is collected from single method therefore there is chance of common method bias (CMB). It is recommended for future studies that use of mix methods would be better to minimize the risk of CMB. Second the data is collected form HEIs; one must be careful while generalizing the findings to other sectors. Third moderators like job satisfaction, leadership styles, trust in management could be sued in future framework.

Conflict of Interest: There is no competing interest

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