

Examining the impact of OCB on individual career development and advancement, exploring potential moderating effects of job self-efficacy.

Dr. Zobia Zaman

Trainer at IQCS Innovative Solutions Ltd. South Australia

zobiazaman@yahoo.com

Abstract

This research paper delves into the impact of individual-targeted citizenship behaviour (OCBI) and organization-targeted citizenship behavior (OCBO) on the positive transformation of group members. The study focuses on the changes in job self-efficacy, Empowerment, and Engagement in individual employees. The empirical validation of the research was carried out through a survey that used a closed-ended questionnaire. The data collected from 300 respondents was analyzed to establish the validity of the research. The study reveals that OCBI has a significant positive impact on job self-efficacy, which, in turn, positively affects empowerment and engagement change in individual employees. The findings of this research will aid organizations in enhancing employee engagement and empowering them by understanding the importance of organizational citizenship behavior. By embracing organizational citizenship behavior among employees, organizations can create a work environment that nurtures employee growth and development. Furthermore, the findings of this research will help organizations formulate policies and procedures that cater to the needs of their employees, thus improving employee retention in the long run.

Keywords: Self-Efficacy, Employee Empowerment, Individual-targeted citizenship behavior; Organization citizenship behavior (OCB)

Introduction

According to a research by Hermawan et al. (2020), organisational citizenship behaviour is an individual's choice attitude that raises the company's productivity. Previous research has concentrated on the causes of the OCB, while more current research has highlighted the OCB's performance output. The study also found that when a group member's work efficacy changes, it improves each person's potential. The author went on to say that both the collective and individual OCB of the group members have a significant influence on the organisational and individual outcomes. The primary causes of the growth in organisational task are the changes in work self-efficacy and group cohesion. Rita et al. (2018) have drawn attention to the fact that OCB is viewed as an alternative behaviour that supports organisational activities without having to deal with work obligations. This behaviour has an impact on organisational performance. It is seen as a voluntary approach to work that advances the organisation in addition to fulfilling job obligations.

Reorganising workforces into groups has been a notable trend in organisations for more than 20 years, with the goal of increasing productivity and creating synergy (Kozlowski & Bell, 2013; Li, Kirkman, & Porter, 2014; Porter, Webb, & Gogus, 2010). Group members' social and psychological contexts influence how well their OCB functions since they don't execute OCB in isolation (Organ, 1997; Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Group cohesiveness is defined as the resulting forces (e.g., interpersonal attraction, commitment to task, and group pride) that prompt individuals to remain in a group. Social cognitive theory and existing research have suggested that group cohesiveness is important for the development of self-efficacy in groups (Gully, Devine, & Whitney, 1995; Marcos, Miguel, Oliva, & Calvo, 2010; Schwarzer, 1992).

Furthermore, research has shown a favourable correlation between organisational citizenship behaviour and employee engagement. It makes sense that when employees are given the opportunity to participate in organisational operations and decision-making, their interests will align with those of the organisation. Employee participation in the task results in increased brainpower and energy as well as extra time and effort from the workers. Employee engagement results from volunteer initiatives such as these, which go above and beyond the call of duty for

the employees' jobs. Employees that exhibit good corporate citizenship tend to interact with others more, which increases productivity quickly (Farid et al., 2019).

Research Objectives

Drawing on social exchange theory (Blau, 1964; Cropanzano & Mitchell, 2005) and social cognitive theory (Bandura, 2001), we hypothesize that a group member's OCBI and OCBO may have differential relationships with that member's job self-efficacy change

- To evaluate the impact of individual organizational citizenship behavior on employee engagement
- To assess the impact of collective organizational citizenship behavior on employee engagement
- To analyze the impact of individual organizational citizenship behavior on employee empowerment
- To examine the impact of collective organizational citizenship behavior on employee empowerment
- To investigate the mediation effect of self-efficacy between OCB on employee engagement
- To measure the mediation effect of self-efficacy between OCB on Employee empowerment

Literature Review

Organizational Citizenship Behavior

Organisational citizenship behaviour (OCB) is good employee behaviour that is not part of their work duties. These positive behaviors are crucial to an organization but not part of the wage structure. Company personnel voluntarily engage in organisational citizenship behaviour, which leads to success. Positive OCB personnel are rarely rewarded, but when a group or team follows this behaviour, it is highly productive and helps the organization. Chester Barnard's 1938 book, *The Functions of the Executive*, introduced the notion of cooperative efforts, where people work harder to improve the organization and their employment. Multiple academics explored this hypothesis and dubbed it additional role behaviour. Continuing the research, Bateman & Organ (1983) coined Organisational Citizenship Behaviour. Organ's 1988 book described OCB as employee permissiveness.

OCB has been extensively studied in literature. These studies found that OCB reduces organisational costs and improves customer satisfaction, financial profits, and production. Mossholder et al. (2005) found that OCB negatively affects employee resignation or job planning. OCB was created to establish strong bonds amongst corporate personnel to make the

firm function more smoothly (Borman, 2004). Further research shows that kind and helpful acts motivate constructive organisational activities. Katz (1964) listed three behaviour groups.

Growing organisations need these 3 behaviours (Katz, 1964).

- The organisation needs dedicated, motivated employees who are committed to staying for a long time.
- All workers must fulfil their fundamental job obligations as outlined in their job descriptions without errors.
- Employees must be well-integrated and driven to exceed expectations.

Finally, the author stated that Organisation Citizenship Behaviour began. Organ (1988) defined OCB as “individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and that in the aggregate promotes the effective functioning of the organization.” No other hypothesis for OCB is as popular.

Dennis Organ's book *The Good Soldier Syndrome* highlighted five personality traits or behaviours that a corporation needs to attain Organisational Citizenship Behaviour. Altruism, courtesy, sportsmanship, conscientiousness, and civic virtue in a group setting increase effectiveness and productivity in corporate and business settings, according to the book. (1988, Organ)

Altruism is helping others without expecting anything in return. Employees with this form of OCB care about business group projects. Employees might volunteer to help with specific projects, everyday duties, or extra labour to reduce their workload.

Being nice and thoughtful is courtesy. Business colleagues may be courtesy-minded by asking about personal concerns.

which a colleague previously mentioned or inquiring whether a coworker is experiencing problems with a project. Courtesy also includes asking colleagues about their health or other issues.

If things don't go as planned, sportsmanship entails being positive and not showing irritation.

Employees remain cool when anything difficult or unfavourable occurs.

Conscientiousness is extreme self-control. Employees attain this level by exceeding corporate standards in a productive way.

Civic virtue is how an individual portrays their organisation behind its back. Even outside of work, a person with this mentality will support their company. Psychologists have developed

numerous more good organisation citizenship behaviours, but Dennis Organ's five are still considered the most important.

Organisation Citizenship Behaviour and employee effectiveness were strongly correlated (Yen & Niehoff, 2004). Organisations want to forecast, stimulate, and reward OCB because it affects individual and organisational functioning. Since OCB is the biggest predictor of organisational productivity, efficiency, and success, it has become the most interesting important element for organisations. OCB research by psychologists has increased considerably in recent years (P. M. Podsakoff et al., 2000). N. P. Podsakoff et al. (2009) found that 66% of Organisation Citizenship Behaviour research has happened after 2000. Time should accelerate this trend.

Motives of Organizational Citizenship Behavior

Studies show that employees' motives for organization Citizenship Behaviour differ. Driving elements accompany OCB features and characteristics. According to Rioux & Penner (2001), employees engage in OCB for three reasons. Identified reasons included impression management, pro-social principles, and organizational concern.

In a 2006 study by Bowler & Brass, the writer noted that lower-level employees help higher-level employees escalate their behaviour to management/decision-makers because they are more visible to management. The reverse is not true. Another study linked Impression management to altruism (Bolino, 1999) because impression management promoters are generally benevolent. Rioux and Penner (2001) link pro-social principles to OCB. They say these values help OCBI. Pro-social ideals prioritize worker well-being because of a desire to be kind.

The notion of social exchange drives organisational concern. It is feeling completely comfortable and content at work owing to fair treatment, appealing pay, extracurricular activities, etc. In such a progressive atmosphere, workers feel obligated to pay them back, so they go the additional mile for the firm, assist each other in reaching goals, stay late, and help the company compete. All these behaviors by workers to show extra value to the organization constitute organizational citizenship.

Organization OCBO and OCBI are common citizenship behaviour categories. Citizenship OCBI and OCBO are behaviors directed against people or coworkers or the organization, respectively (Williams & Anderson, 1991). OCBO examines organisational health, whereas OCBI examines individual temperament (McNeely & Meglino, 1994).

Organization Citizenship Behavior – Individual

Employees' perceptions about the advantages and incentives of organization citizenship behaviour shape their citizenship behaviour. Halbesleben & Bellairs (2016) found that employees' motivational drivers for the same OCB level vary. He used the example of two employees showing civility and compassion for different reasons: one may be driven by image management, and the other by a desire to improve the work atmosphere. One OCB may attract several motivations. Again, the writer gives an example of an employee who works longer hours to satisfy numerous needs, such as assessments, attention, praise, etc. Employee donations like this improve employee prestige and company culture.

Halbesleben & Bellairs (2016) found that organization citizenship behaviours are matched and selected by realizing what an individual wants from himself and how he sees himself in the future. Since we discussed behaviour kinds and features previously in our study, one type of OCB may achieve one or more aims. Past academics created the words "equifinality" and "multifinality" to describe pathways that lead to a single objective and behaviour types that serve immediate and distant goals. People learn more from how their actions are rewarded or not, both formally and informally. They also have free will to behave; rewards impact goal development. According to self-observation, an employee who works hard and is appreciated at work provides the manager with a ride to the airport out of courtesy. This will boost his reputation. If the boss expects this every day, the case will no longer benefit the employee. This behaviour will not help him in the long term and will distract the employee and squander time needed for official job duties. Indeed, one behaviour may be beneficial in the short term but harmful in the long run. The same logic applies to other elements of the organization, such as OCBs, which are initially higher but reduce following promotions since they are seen as vital to the promotion. Managers and supervisors must create an understanding and bonding between employees and develop career goals, including other promotion-related behaviour, to create a positive workplace atmosphere. Practise professional choices and job motivations. Employee behaviour will also be clear to companies (Halbesleben & Bellairs, 2016).

Organization Citizenship Behavior – Organization

It is essential for organizations to promote OCB to yield successful outcomes, but before that they need to understand what factors will promote this type of behavior. Over the past times all the research conducted on the said topic, has given us some characteristics and personality traits that are supposed to be present in an individual's personality which will lead them to exhibit

citizen behaviors for organizations. Some of these characteristics are termed as compliance, courtesy, sportsmanship, self-development, organizational support and loyalty, employee recognition, altruism etc. Yet since OCB is meant to help the organization function, it is also essential to understand at how this occurs.

Self-Efficacy

Self-efficacy is the term used to define an individual's belief in his/her own self and the ability to flourish in life. It defines how self-confidence the person is the level of competency they have to sustain growth and go through different situations of life (Gecas, 1982). An individual's power of self-efficacy is adjusted by their psychological state. It is supposed that whether or not a managing behavior will be experienced, what level of efforts will be needed, and how long the behavior will last when unpleasant hurdles are faced; all aspects are determined by projected level of self- efficacy. . As per the social learning theory, self-efficacy depends on experiences, behaviors of surrounding people, learning from peers, motivating and praising words from other people etc. These experiences then set the base of an individuals' self-efficacy and also further amplifying it. After which a person attains firm belief in his/her self and help them achieve goals and therefore more improvement in self-efficacy (Bandura, 1977)

Our literature has OCBO and OCBI as independent variables and we will analyze how OCB can be a factor to bring change in self-efficacy. We will also study and evaluate the positive and negative impacts/changes that self-efficacy leaves on employee engagement change and employee empowerment change. As per our observations in some corporate companies, individuals experiencing great sense of self-efficacy may put in more efforts in enhancing their self-worth,

Employee Engagement

Employee engagement is an employee's own level of motivation which they use to perform efficiently at their workplace and bring benefit to the organization. The motivation levels are either in built in an employee's personality but often times derived or raised by the organization. Some individuals may have intrinsic motivation while some have extrinsic but organizations always put in efforts to make every worker fully engaged at hardworking towards his/her work. Several researches are performed on employee engagement, and it is realized that an engaged employee is not only good at work but also excel in other areas, such as they have lower stress levels, they have higher satisfaction in their personal lives and they prove loyalty towards their

organization; when compared to employees having lower engagement (Pitt-Catsouphes & Matz-Costa, 2008).

Employee Empowerment

Empowerment is defined as the process when a person progress towards stronger self-confidence and attain a boost in their personality and will power to stand for their rights. From an organization's perspective, employee empowerment can be explained via several definitions but empowerment is widely recognised as uplifting the employee's belief in their own selves regarding their job roles and functions (Bowen & Lawler, 1992; Conger & Kanungo, 1988) Randolph (1995) claims that empowerment allows the transfer of authority from the hands of employer to the employee, which means that empowerment gives employees, the power to decide their own actions (Randolph, 1995) It does not only provide freewill to actions, but also strengthen the employee's level of responsibility (Blanchard et al., 1996) "Employee empowerment is prevailed by sharing information, enhancing intellectual capacity and autonomy while making decisions" (Honold, 1997).

Researchers from the past have carried out numerous studies which revealed that effective empowerment requires a multi-dimensional approach. As identified by Vogt and Murrell (1990), we can sort these six dimensions for empowerment: educating, leading, mentoring/supporting, providing, structuring and lastly a combination of all these dimensions. It is therefore crucial for organizations to form an empowerment full work culture which encourages teamwork and participation; rigid environment should be avoided rather a friendly and flexible atmosphere should will attract productivity (Vogt & Murrel, 1990).

To conclude, we understand researchers have identified several predictors and outcomes of employee empowerment, some of them we have managed to mention in our study, however, there is a wide collection of literature displaying impacts of Employee Empowerment on different aspects of an organization. In our current study we will study the employee empowerment change as a variable and try to establish and analyze relationships among our mediating and outcome variables in order to examine the changes and effects on Individual Employee Empowerment.

Research Methodology

The sample size for research is chosen when it is difficult to collect data from the entire population. By using a sample size, the results can represent the whole population. In this study, the population of the research is the employees of various organizations. The researcher chose a sample size of 300, as a larger data set can generate more accurate results. Collecting a larger data set adds value to the study by improving the accuracy of the results. The study used non-probability sampling, specifically convenience sampling as the researcher was not aware of the population, to assess organizational citizen behavior and its relationship with employee engagement and empowerment. To collect data, the researcher used primary data method and conducted an online survey. The questionnaire was distributed through Google forms. The researcher used a five-point Likert scale to evaluate the impact of organizational citizenship behavior on employee engagement and empowerment. Data analysis is a crucial part of research methodology, and the researcher chose the quantitative method. For data analysis, the study used Smart-PLS as it is helpful in obtaining accurate results in a short period of time. The research model is complex, and the software helps in analyzing the data. The study used outer loading, direct and indirect effect of bootstrapping to derive the hypotheses' results. The study used Cronbach's alpha and AVE to assess the reliability and validity of the data. These statistical tests helped the researcher in obtaining unbiased results and evaluating the impact of organizational citizenship behavior on employee engagement and empowerment statistically. The study used a questionnaire with 36 questions as an instrument to collect data. The study used questions for OCB adopted from the study of Williams & Anderson (1991) for both organizational and individual target OCB. Additionally, some items were adopted from the research of Dobbins & Zaccaro (1986) to evaluate the sense of commitment and belongingness among the employees towards the organization. The study measured employee empowerment and engagement by using items adopted from the paper of Boudrias, et al. (2009). The study developed items of self-efficacy by adopting it from the study of Chen, et al. (2001). The questionnaire used a seven-point Likert scale for each question, ranging from strongly disagree to strongly agree.

Data Analysis

Table 1
 Descriptive Statistic

Variables and Factors	Source	Questions	Descriptive Stats		Formatory Factor Analysis		
			Mean	Standard deviation	Outer Loading	T Stats	P Values
Individual Employee Engagement	Dobbins & Zaccaro (1986)	1 Help others who have been absent	0.843	0.024	0.842	34.472	0.000
		2 Fulfils responsibilities specified in job description	0.815	0.031	0.818	26.288	0.000
		3 Goes out of way to help new employees	0.654	0.059	0.658	11.231	0.000
		4 Take a personal interest in other employees	0.809	0.022	0.804	36.557	0.000
		5 Passes along information to co-workers	0.806	0.043	0.812	19.043	0.000
		6 Assist supervisor with his/her work (when not asked)	0.666	0.064	0.669	10.388	0.000
Job Self Efficacy	Chen, et al.(2001)	7 I am self-assured about my capabilities to perform my work activities	0.419	0.073	0.424	5.790	0.000
		8 I can decide on my own how to go about doing my work	0.824	0.021	0.825	39.045	0.000
		9 keeping co-workers informed of the progress of my work in group projects	0.668	0.036	0.665	18.669	0.000
		10 Great deal of time spent with personal phone conversations	0.675	0.039	0.679	17.641	0.000
		11 making suggestions to improve the organization's functioning	0.807	0.019	0.809	42.713	0.000
		12 Attendance at work is above the norm	0.798	0.029	0.798	27.739	0.000
		13 Give advance notice when unable to come to work	0.778	0.037	0.779	21.080	0.000
		14 Complains about insignificant things at work	0.629	0.048	0.634	13.166	0.000
Organization al Citizenship Behavior Individual	Williams & Anderson (1991)	15 In general, I think that I can obtain outcomes that are important to me	-0.040	0.095	-0.034	0.359	0.720
		16 I believe I can succeed at most any endeavour to which I set my mind.	0.487	0.061	0.492	8.112	0.000
		17 I will be able to successfully overcome many challenges	-0.082	0.104	-0.071	0.685	0.493
		18 I find that I generally do not get along with the other members of my squadron.	0.656	0.045	0.660	14.581	0.000
		19 Compared to other people, I can do most tasks very well	0.543	0.070	0.552	7.859	0.000
		20 Even when things are tough, I can perform quite well.	0.852	0.030	0.858	28.924	0.000
		21 I will be able to achieve most of the goals that I have set for myself	0.224	0.075	0.227	3.035	0.003
		22 When facing difficult tasks, I am certain that I will accomplish them	0.887	0.022	0.891	41.115	0.000
Organization al Citizenship Behavior Organization	Williams & Anderson (1991)	23 The squadron which I belong to is a close one	0.314	0.083	0.321	3.863	0.000
		24 The members of my squadron will readily defend each other from criticism by outsiders	0.937	0.014	0.940	68.859	0.000
		25 I look forward to being with the members of my squadron each day	0.843	0.031	0.845	27.468	0.000

The table above shows that the indicators of each variable are correlated with one another, with most values being greater than 0.5. The indicators of IEE are closely associated as the values for

IEE1 and IEE2 are 0.842 and 0.818, respectively. Similarly, the values for each question of IEEP are significant, with values of 0.658, 0.804, 0.812, and 0.669, respectively. This indicates that the questions related to IEEP are linked with one another. Seven out of the eight questions of JSE are also correlated with each other except for one, whose value is 0.424. Therefore, it can be concluded that the questions formulated for JSE are significant for testing the results.

Furthermore, the mean of the questions indicates that most of the results are in favor of the study, as positive responses were gathered from the respondents. The P-value was also evaluated and found that the results are significant, except for two questions of OCBI and one question of OCBO.

Reliability and validity Analysis

This part of the chapter will interpret the reliability of the data which means it will analyze the internal consistency of the data. In other words, it can be state that the reliability analysis is conducted to evaluate whether it will represent the consistent result.

Table 2

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Individual Employee Empowerment Change	0.730	0.773	0.827	0.546
Individual Employee Engagement Change	0.549	0.550	0.816	0.689
Job Self Efficacy	0.754	0.84	0.809	0.508
Organizational Citizenship Behavior Individual	0.680	0.80	0.712	0.321
Organizational Citizenship Behavior Organization	0.601	0.713	0.714	0.418

The study has evaluated the reliability of the data by using the cronbach’s alpha and the threshold for considering the data highly reliable is 0.7. However, in the current study the value for each variables is evaluated and found that individual employee empowerment change and job self-efficacy are highly reliable as its values are found to be more then 0.7 respectively which means that the data give the consistent results for both the variables.

In addition to this, the validity of the data has also been evaluated by using AVE which will help to evaluate whether the data is valid and accurate to test the results. The threshold for AVE is 0.5 which indicates that the validity is high. It has been found in the study that the individual employee empowerment change, individual employee engagement change and job self-efficacy has high validity as its values are found to be 0.546, 0.689 and 0.508 respectively.

Model fit measures

The fitness of the model in SEM-PLS is defined by various measures such as standardised root-mean-square residual (SRMR), and the exact model fits like d_ULS and d_G, Normed Fit Index (NFI), and χ^2 (Chi-square). The model fit measures consisting the measured value of both saturated model as well as the estimated model is reported in above Table. The saturated model assesses the correlation between all constructs. The estimated model, on the other hand, takes model structure into account and is based on total effect scheme.

Table 3

Fit Summary		
	Saturated Model	Estimated Model
SRMR	0.165	0.158
d_ULS	7.993	8.306
d_G	4.633	3.740
Chi-Square	4583.734	4574.641
NFI	0.356	0.347

The aforementioned table represent the model fitness using SRMR, d_ULS, d_G chi square and NFI. It has been observed that the value of SRMR is less that 0.1 which indicates that the model is fit to predict the results. However, the value of d_ULS and d_G is found to be higher than the threshold of 0.05 which indicates that there is model fitness .The valaue of NFI shows that it falls between 0 and 1 but it cannot be considered as a good fit as its value is not closer to 1.

Table 4

Hypothesis	Original Sample (O)	T – values	P - values	Decision
Job Self Efficacy -> Individual Employee Empowerment Change	0.549	10.813	0.000	Accepted
Job Self Efficacy -> Individual Employee Engagement Change	0.617	12.018	0.000	Accepted
Organizational Citizenship Behaviour Individual -> Individual Employee Empowerment Change	0.308	3.107	0.000	Accepted
Organizational Citizenship Behaviour Individual -> Individual Employee Engagement Change	0.312	3.876	0.000	Accepted
Organizational Citizenship Behaviour Individual -> Job Self Efficacy	0.417	3.457	0.000	Accepted
Organizational Citizenship Behaviour Organization -> Individual Employee Empowerment Change	0.018	1.236	0.217	Rejected
Organizational Citizenship Behaviour Organization -> Individual Employee Engagement Change	0.155	2.279	0.202	Rejected
Organizational Citizenship Behaviour Organization -> Job Self Efficacy	0.140	2.322	0.287	Rejected

Mediation Analysis

In PLS- SEM ,to draw the mediation analysis the initial step is to evaluate the direct or immediate impact of independent variables on the endogenous variable, which ought to be significant if mediator is not involved (Zhao, Lynch & Chen,2010).

Below is the table of Specific Indirect Effects showing the mediating effects result

Table 5

Indirect Effects

	Original Sample (O)	T Statistics (O/STDEV)	P Values
Organizational Citizenship Behaviour Individual -> Job SelfEfficacy -> Individual Employee Engagement Change	0.302	4.876	0.000
Organizational Citizenship Behaviour Individual -> Job SelfEfficacy -> Individual Employee Empowerment Change	0.278	5.107	0.000

The table above represent the indirect effects between the variables and found that job efficacy mediates the relationship between OCBI and Individual employee engagement as its sig value is found to be significant. Similarly job efficacy mediates the association between OCBI and employee empowerment as its p-value is found to be 0.000 which is considered to be significant. On the other hand, job efficacy does not mediates the relationship between OCBO and Empowerment as the sig value is found to be insignificant. Likewise, Job efficacy has the insignificant results as a mediator between OCBO and employee engagement.

Conclusion and Discussion

Discussion

The idea of this section of the chapter is to link the findings of the study with the findings of the prior studies. In other words, it can be stated that this part of the study will combine the findings of the study with the literature to add the value in the statistical findings. The study has revealed that the organizational citizenship behavior at an individual level can impact the job self-efficacy which means it helps the employees to develop a self-esteem to contribute in different tasks other than the organizational job role as it might be seemed beneficial in future. This statement can be backed by the stud of Halbesleben & Bellairs, (2016) where it has been stated that the organizational citizenship behavior is to be performed by the individual if their act are praised and rewarded because it ultimately makes them put an extra effort in their work.

It has also been found that the job efficacy has the direct effect on both employee engagement and

employee empowerment as it has been proven statistically. This view point is supported by the some of the authors. The study of Bandura, (1977) shed light on the concept of self-efficacy that it depends on the behavior and experience of an individual with the organization and the people who are working around which leads them to employee engagement. Walumbwa in 2011 has also complimented this by stating that a good leader can increase the employee engagement in the organization by considering the self-efficacy of the employees working in the organization. The study of Llorens et al., (2007) and Salanova et al., (2003) has stated that there is a direct effect of job self-efficacy on the employee wellbeing and engagement. In addition to this, the self efficacy also impacts the change in employee empowerment because the it helps an individual to take decision by their own to contribute in their successful future with the sense of responsibilities which helps them in changing the working habit and take the decision which will eventually leads to the enhancement of the organizational performance (Conger & Kanungo, 1988).

The results has also evaluated the organizational citizenship behavior at organizational level where the results revealed that the organizational citizenship behavior does not have the impact on self-efficacy. However, the study conducted by (Bandura & Wessels, 1994) does not support the view and stated that those who have the supportive colleagues are more likely to build their self-efficacy in a positive way.

On the other hand, it has been found that there is a direct effect of organizational citizenship behavior and employee engagement and employee empowerment which means that the organizational citizenship behavior could have the impact with empowerment and engagement in an individual level but it is not proven in the organizational level. However, the study written by Morrison & Phelps, 1999 stated that the organizational citizenship behavior can impact the employee self-efficacy in both individual and collective level. Those who have the OCB in organizational level are more likely to recommend the ideas for the organizational growth.

Conclusion

The idea of this study is to assess the impact of organizational citizenship behavior that build the self-efficacy among the employees and leads to the employee engagement and employee empowerment. The concept of OCB has been explained in detail that the voluntary behavior of the employees and their responsibilities towards the organization leads to build the ability to engagement with the organization which will ultimately leads to organizational commitment. The behavior will results in participating in different activities other than their job role. It has also been

observed that the OCB makes the employees confident and empowered because they feel that the organizations provide them a worthy job. This is mainly because their organization allows them to make decision which increases the ability to control their work and make decision. This employee empowerment compliments the organizational citizenship behavior both in individual and organizational level. In addition to this, self-efficacy also have the impact on the employee engagement and employee empowerment and act as a mediator between the organizational citizenship behavior and employee engagement and empowerment.

Self-efficacy is a self believe of an individual to sustain their growth which is mainly because of the behavior of the people in surroundings, learning from peers and their experience. It encourages the employees to have believe in oneself which help them in achieving their goals. This self-efficacy can have both positive and negative effect on the empowerment and engagement. The positive impact could bring the change in the organizational productivity in a good manner due to which the corporate firms are working on improving the working environment and providing the facilities to ensure the self-efficacy in the employees. The employees in these organizations are able to embrace the self-efficacy which does not only enhances the social identity but also enhances the self-worth which ultimately leads to the enhancement in employee engagement and employee empowerment.

In order to evaluate this concept the study has used the deductive approach as it helps the researcher to get the results from objective data. Further the quantitative analysis has been used in this study in order to get the accurate result for the large set of data. Thus, the study has considered the non-probability sampling to proof this concept statistically and used the Smart-PLS to interpret the results. It has been found that organizational citizenship behavior at individual level has an impacton the self-efficacy as it helps the employees to work beyond their responsibilities. In this mannerthe organization is able to maintain their organizational performance because it has been found that the self-efficacy has the direct impact on the employee engagement and empowerment of theemployees. It does not only beneficial for the organizations but also helps the individual to contribute in the organization both in individual and organizational level. It has been found from the study that those who have high self-efficacy are more likely to take initiative and ideas and provide constructive recommendations which ultimately benefits the business entity. This culture can be created by leaders that motivates the employees and leads to organizational commitment.

The study has tested this concept statistically and found that the organizational citizenship behavior at individual level can impact the employee empowerment and employee engagement directly but it also impact indirectly with the mediating effect of job self-efficacy as it stimulates the employees to work other than their job role. However, the impact of organizational citizenship behavior has also been evaluated and found that there is no direct impact of OCB at organizational level on individual employee's engagement and empowerment. Similarly, the indirect effect does not have the indirect impact on the employee empowerment and employee engagement. It is mainly because the self-efficacy of an individual may impact the individual but in collective level the employee may not like to take initiative. Thus, it can be stated that the organizational citizenship behavior at individual level has an impact on employee engagement and empowerment both directly and indirectly but at organizational level OCB does not impact the empowerment and engagement and it neither impact indirectly which can also be stated as job self-efficacy does not mediates the relationship between OCB organization and employer empowerment and engagement.

References

- Abutabenjeh, S., & Jaradat, R. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Teaching Public Administration, 36*(3), 237-258.
- Alwi, S. Khurram Khan, K., and Muhammad Shaiq, M.(2021). Role of Human Resource Practices and Staff Satisfaction on organizational Performance. *Journal of Contemporary Issues in Business and Government, 27*(6), 825-839
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. Career Development International.
- Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review, 84*(2), 191.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal, 26*(4), 587– 595.
- Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology, 85*(3), 349.
- Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, PO fit, organizational commitment and job satisfaction. *Vikalpa, 38*(1), 27–40.
- Blanchard, K., Carlos, J. P., & Randolph, A. (1996). Empowerment Takes More excellence, HRM, and TQM in retailing. *Work, Employment and Society, 11*(3), 481–503.
- Bolino, M. C. (1999). Citizenship and impression management: Good soldiers or good actors?

- Academy of Management Review, 24(1), 82–98.
- Borman, W. C. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science*, 13(6), 238–241.
- Bowen, D. E., & Lawler, E. E. (1992). The empowerment of service workers: What, why, how, and when. *Sloan Management Review*, 33(3), 31–40.
- Bowler, W. M., & Brass, D. J. (2006). Relational correlates of interpersonal citizenship behavior: A social network perspective. *Journal of Applied Psychology*, 91(1), 70.
- Caldwell, D. F., Chatman, J. A., & O'reilly, C. A. (1990). Building organizational commitment: A multifirm study. *Journal of Occupational Psychology*, 63(3), 245–261.
- Ellickson, M. C., & Logsdon, K. (2002). Determinants of job satisfaction of municipal government employees. *Public Personnel Management*, 31(3), 343–358.
- Gecas, V. (1982). The self-concept. *Annual Review of Sociology*, 8(1), 1–33.
- Gorden, W. I. (1996). People should be as important as profits: From enchantment to empowerment. *Vital Speeches of the Day*, 62(9), 285.
- Hagedorn, L. S. (2000). Conceptualizing faculty job satisfaction: Components, theories, and outcomes. *New Directions for Institutional Research*, 2000(105), 5–20.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*, 43(6), 495–513.
- Halbesleben, J., & Bellairs, T. (2016). What Are the Motives for Employees to Exhibit Citizenship Behavior?: A Review of Prosocial and Instrumental Predictors of Organizational Citizenship Behavior. *The Oxford Handbook of Organizational Citizenship Behavior*.
- Honold, L. (1997). A review of the literature on employee empowerment. *Empowerment in Organizations*, 5(4), 202–212. <https://doi.org/10.1108/14634449710195471>
- Hui, C., Lam, S. S., & Law, K. K. (2000). Instrumental values of organizational citizenship behavior for promotion: A field quasi-experiment. *Journal of Applied Psychology*, 85(5), 822.
- Kaifi, B. A., Nafei, W. A., Khanfar, N. M., & Kaifi, M. M. (2012). A multi-generational workforce: Managing and understanding millennials. *International Journal of Business and Management*, 7(24), 88.
- Kanste, O. (2011). Work engagement, work commitment and their association with well-being in health care. *Scandinavian Journal of Caring Sciences*, 25(4), 754–761.
- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9(2), 131–146.
- Koys, D. J. (2001). The effects of employee satisfaction, organizational citizenship behavior, and turnover on organizational effectiveness: A unit-level, longitudinal study. *Personnel Psychology*, 54(1), 101–114.
- Llorens, S., Schaufeli, W., Bakker, A., & Salanova, M. (2007). Does a positive gain spiral of resources, efficacy beliefs and engagement exist? *Computers in Human Behavior*, 23(1), 825–841.

- McNeely, B. L., & Meglino, B. M. (1994). The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *Journal of Applied Psychology, 79*(6), 836.
- Morrison, E. W., & Phelps, C. C. (1999). Taking charge at work: Extrarole efforts to initiate workplace change. *Academy of Management Journal, 42*(4), 403–419.
- Mossholder, K. W., Settoon, R. P., & Henagan, S. C. (2005). A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors. *Academy of Management Journal, 48*(4), 607–618.
- Noorliza, K., & Asaari, M. H. A. H. (2006). The effects of total quality management practices on employees' work-related attitudes. *The TQM Magazine*.
- Oad, L., & Alwi, S. K. K. (2021). Level of Inclusive Leadership Qualities of a Leader: A Perceptions of the Teachers of Tertiary Institutions in Sindh Pakistan. *Global Educational Studies Review, VI, 6*, 42-53
- Ongori, H. (2009). Managing behind the scenes: A view point on employee empowerment. *African Journal of Business Management, 3*(1), 009–015.
- Pitt-Catsoupes, M., & Matz-Costa, C. (2008). The multi-generational workforce: Workplace flexibility and engagement. *Community, Work and Family, 11*(2), 215–229.
- Posdakoff, P. M., & MacKenzie, S. B. (1994). Organizational citizenship behaviors and sales unit effectiveness. *Journal of Marketing Research, 31*(3), 351–363.
- Randolph, W. A. (1995). Navigating the journey to empowerment. *Organizational Dynamics, 23*(4), 19–32.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal, 53*(3), 617–635.
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: A motivational analysis. *Journal of Applied Psychology, 86*(6), 1306.
- Rothstein, L. R. (1995). The empowerment effort that came undone. *Harvard Business Review, 73*(1), 20–23.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*.
- Smith, C., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology, 68*(4), 653.
- Somech, A., & Drach-Zahavy, A. (2004). Exploring organizational citizenship behavior from an organizational perspective: The relationship between organizational learning and organizational citizenship behavior. *Journal of Occupational and Organizational Psychology, 77*(3), 281–298.
- Walz, S. M., & Niehoff, B. P. (1996). Organizational citizenship behaviors and their effect on organizational effectiveness in limited-menu restaurants. *Academy of Management Proceedings, 1996*(1), 307–311.
- Weisbord, M. R. (1987). Productive workplaces: Organizing and managing for dignity, meaning

- and community. *Jossey-Bass*.
- Wheatley, M. J. (1994). Leadership and the new science: Learning about organization from an orderly universe. *ERIC*.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, *17*(3), 601–617.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2007). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, *14*(2), 121.
- Yen, H. R., & Niehoff, B. P. (2004). Organizational citizenship behaviors and organizational effectiveness: Examining relationships in Taiwanese banks. *Journal of Applied Social Psychology*, *34*(8), 1617–1637.
- Zaman, Z., Khurram, S., Alwi, K., & Shaiq, M. (2019). Relationship of Leadership Style of School Principal with Teachers' Job Satisfaction: As Perceived by Secondary School Teachers. *Global Social Sciences Review (GSSR)*, *4*, 344-353