

Relationship of Proactive Personality with Organizational Citizenship Behavior: Mediating Role of Employee Job Engagement

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Abstract

Recent past studies discussed personality has a strong positive impact on workplace behavior. The present research investigated the mediating role of job engagement in the relationship between proactive personality and organizational citizenship behavior. Data was collected by using a convenient sampling technique from 310 employees of the textile sector of Lahore, Pakistan. Three structured, reliable, and valid scales/measures along with demographic form were used to assess proactive personality, organizational citizenship behavior, and job engagement. The results indicated that there was a significant positive relationship among proactive personality, organizational citizenship behavior, and job engagement. The findings showed that job engagement partially organizational mediated the relationship between proactive personality and organizational citizenship behavior. The findings are discussed in the light of existing literature. Future implications in a cultural context were discussed.

Keywords: Job Engagement, proactive Personality, OCB, Textile Sector

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1. Introduction

This research aims to check the mediating effect of Employee Job Engagement for the relationship of proactive personality with OCB. "Employee Job Engagement is a psychological state in which individuals jointly experience a sense of vitality and learning at workplace" (Spreitzer et al., 2005). This can also define learning as "a sense of acquiring knowledge and vitality is defined as a sense of being alive and a feeling of positive energy". Employee Job Engagement is not a superficial goal for organizations. Employee Job Engagement predicts many different elements such as productivity, creativity, perseverance, and better supervisor rating at the workplace.

Thus, the Employee Job Engagement workforce is important to the bottom line of the organizations. Given the importance of Employee Job Engagement, organizations should make an effort to provide an environment in which employees can thrive. Spreitzer (2005) and her colleagues have referred to Employee Job Engagement at the workplace as a positive and desirable emotional and mental state in which individuals experience a sense of learning and vitality. Employee Job Engagement employees sense that their current

practice and behaviors at work motivate and support them which results in personal growth and self-development. Spreitzer (2005) has defined vitality, the primary element of Employee Job Engagement as a positive feeling of being energetic and feeling alive. She further defines the second element of learning as a feeling that they can apply and acquire valuable knowledge and skills. A core assumption of the construct of Employee Job Engagement is the presence of both learning and vitality in employees to thrive.

Past researches on OCB had generated findings that OCB is considered one of the main ways to increase organizations' effectiveness (Yusnita et al., 2021). In the recent decade, the concept of OCB had changed the organizations' perspective that increasing organizational effectiveness requires not just to drive individuals' task performance but also should be combined with increasing their OCB. Organizational effectiveness requires individuals who have high performance as well as have the willingness to help each other while working together, to work more than just describe on their job description, and to share the responsibility for building company image, while their behavior has not been implied by the formal organizations' reward system.

That individual behavior is known as OCB.

It is generally understood that OCB is when employees develop roles beyond their duties, such as serving by giving positive support for their organization, the behavior they exhibit is the level of stakeholders and organizational satisfaction and performance will increase (Messersmith et al., 2011). The concept of OCB, which is derived from Katz and Kahn (1966), while the concept of employee extra-role behavior by Organ and his colleagues (Bateman & Organ, 1983; Smith, Organ & Near, 1983) was to be the first appeared in the literature in studies. Then, the reconceptualizing OCB refines as any action of contributing work behavior that supports the social or psychological environment (Organ, 1997) embedded in job tasks. The competitive advantage that employees' OCBs can create at a high level in an organization to get employee behavior that goes beyond assignment is a major advantage that is hard for other competitors to imitate (Bolino, 2003). OCB can be expressed as the sum of the Organization's informal behavior. Every manager may be immediately attracted to accepting OCB within their organization because of the beneficial effect this kind of behavior

has on the performance of the Organization (Popescu, 2014).

2. Literature Review

2.1. Proactive Personality

According to a study by Jiang (2017), proactive personality was found to be one of the predictors of Employee Job Engagement. Proactive individuals are mostly active at the workplace, are more motivated, have high energy levels (vitality), and have a high tendency to learn at the workplace. Another research investigated the impact of personality traits on individuals Employee Job Engagement and found that individuals who are extrovert and conscientious thrive more at the workplace (Hennekam, 2017). A study by Crant (1995) also concluded that proactive individuals have the drive to identify opportunities and tackle complex job demands and can overcome stress and anxiety (Parker & Sprigg, 1999; Harvey et al., 2006). "Task and relationship-oriented proactivity is found to be positively related to vitality" (Hahn et al., 2012). Several other studies have also supported the positive and significant relationship between proactive personality and Employee Job Engagement (Mushtaq et al., 2017; Abid et al., 2021).

2.2. Employee Job Engagement

The concurrent job and description of an individual favored oneself in job activities that endorse networks to job and employees, individual existence (emotional, physical, and cognitive), and energetic and complete acts. In recent times, businesses required proactive and dedicated employees, who are completely engaged with their work. As per prior researches, employee job engagement has existed where employees are completely concerned and passionate about their jobs (Bakker, 2010). At broader level theories, models and frameworks were used to elaborate and to know the occurrence, development, and importance of the employee's well-being and job engagement. These all theories and models witnessed the existence of resource theory (Hobfoll, 1989); the circumflex model of affect (Russell, 2003); job characteristics theory (Hackman & Oldham, 1980); social exchange theory (Blau, 1964); social identity theory (Tajfel, 1974); self-determination theory (Deci & Ryan, 1985); the job demands-resources model (Bakker & Demerouti, 2007; 2008); broaden and build theory of positive emotion (Fredrickson, 2001); role theory (Kahn, 1990). Kahn (1990) focused on the concept of employee job engagement considering the theory of

role behavior presented by Goffman (1961). As per the role behavior theory, understanding the individual behavior has emerged through "the demands and rules of others" (Biddle & Thomas, 1966). The basic word "role" and other relevant terminologies in this theory were taken from the dramatic world. This theory was able to use dramatic "scripts" as images to know the social behaviors (Biddle & Thomas, 1966). The ethnographic research on architects and camp commanders associated that job engagement was the variable that resulted from "Calibrations of self in role" in consideration at the physical, cognitive, and emotional levels. Kahn (1990) stated that literature work was the basic support for the enhancement and hypothetical based structure of employee job engagement. Another elaboration done by Strauser, O'Sullivan, and Wong (2012) about employee engagement was "as a positive inspiring state for job related comfort that was the contradictory from exhaustion and was considered as absorption, dedication and vigor". Different researches have concluded that the relationship between job engagement and productivity at the workplace is positive.

2.3. Organizational Citizenship Behavior

A relative study of managers found that Employee Job Engagement employees are more efficient as compared to non thrived leaders. Thrived leaders tend to become role models for subordinates and caretaking for their employees well being. They also act as a motivating source for the subordinates to thrive. Employee Job Engagement acts as a catalyst for mounting good working liaison with other managerial members and promotes the well-being of the employees (Abid et al., 2015) as a consequence it addresses their problems at the place of work and

gives the confidence to conduct acts of OCB.

A study has found OCB to be an important outcome of Employee Job Engagement. OCB is defined as “a discretionary behavior, not recognized by a formal reward and results in the effective functioning of the organization” (Organ, 1988). When employees have acquired knowledge through learning, they are in a better position to help colleagues by engaging in citizenship behavior. Employees who feel vitality at work also tend to reciprocate through OCB (Kabat-Farr & Cortina, 2017). Thus, current literature advocates a positive relationship between Employee Job Engagement and OCB (Marchiondo et al., 2008).

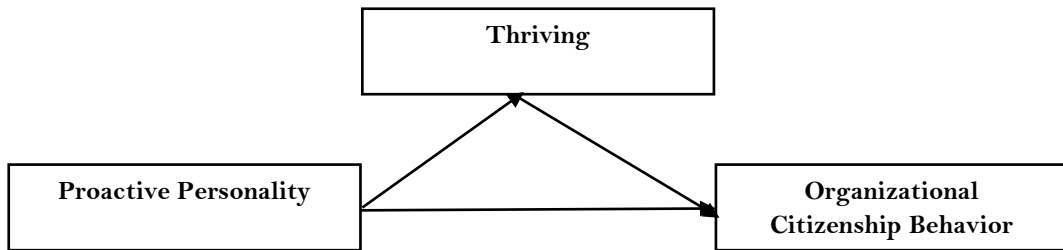


Figure 1: Theoretical Framework

3. Hypotheses

Following are the research hypotheses.

H1: Proactive Personality has a positive influence on OCB

H2: Proactive Personality has a positive influence on Employee Job Engagement

H3: Employee Job Engagement has a positive influence on OCB

H4: Employee Job Engagement is acting as an intervening variable for

the relationship of Proactive Personality and OCB

4. Methodology

4.1. Scale and Measurements

Life satisfaction was measured by the Life Satisfaction Scale (Diener et al., 1985), which consists of 5 items. Shyness was measured by the Cheek and Buss Shyness Scale (Cheek & Buss, 1981), which consists of 13 items. We measured employees' perception of career success with the five-item scale of career satisfaction developed by Greenhaus et al. (1990). All the responses were taken on a five-point Likert-type scale.

4.2. Research Design Target Population and Sample

This is a cross-sectional study as data was collected from the employees of the textile sector at a single time

4.3. Correlation

point. This research is also explanatory. The reason for this is that data was collected from the employees at a single time point. 490 structured questionnaires were distributed randomly among the employees of the telecom sector. 310 complete questionnaires were used in the final data analysis.

5. Result and Discussion

5.1. Reliability Analysis

The reliability of data is checked based on the value of Cronbach's Alpha. If this value is >0.50 then data is considered reliable. The value of Cronbach's Alpha of proactive personality, Employee Job Engagement, and OCB are 0.75, 0.81, and 0.76 respectively. This means that the data is reliable for all the variables.

Table 1: Correlation

	PP	EJE	OCB
PP	1		
EJE	0.41**	1	
OCB	0.37**	0.44**	1

Note: PP = Proactive Personality; EJE = Employee Job Engagement; OCB = Organizational Citizenship Behavior

Correlation analysis explains the kind of relationship between the variables. Table no 3 shows that r = 0.41 for proactive personality and Employee Job Engagement. "r" of correlation = 0.37 for OCB and

Employee Job Engagement. "r" of correlation = 0.44 for OCB and proactive personality. This shows that these variables positive significant relationship with one another.

4.4. Regression Analysis

Table2: Regression Analysis

	B	S.E.	F	R²	Decision
Step 1 (Path C)					
“Outcome”: OCB					
“Predictor”: Proactive Personality	0.33	0.074	86.73	0.29	0.000<0.01
Step 2 (Path A)					
“Outcome”: Employee Job Engagement					
“Predictor”: Proactive Personality	0.38	0.089	111.19	0.32	0.000<0.01
Step 3A (Path B)					
“Outcome”: OCB					
“Predictor”: Employee Job Engagement	0.29	0.067	125.42	0.28	0.000<0.01
Step 3B (Path C)					
“Outcome”: OCB					
“Mediator”: Employee Job Engagement	0.22	0.056			0.02<0.05
“Predictor”: Proactive Personality	0.19	0.087			0.000<0.01

Note: $P<0.01, P<0.05, P<0.10$ ”

Table 2 provides the values of regression analysis. For the relationship of proactive personality with OCB, the value of F is 86.73 and $R^2 = 0.29$ and the value of $\beta = 0.33$, the value of $p<0.01$, So hypothesis no 1 for the proposed relationship is accepted.

For the relationship of proactive personality with Employee Job Engagement, Value of F is 111.19 and $R^2=0.32$ and Value of $\beta = 0.38$. Value of $p 0.000 <0.01$, So, hypothesis no 2 about this relationship is accepted.

For the relationship of Employee Job Engagement with OCB, the value of F is 125.42 and $R^2 = 0.28$ and the value of $\beta = 0.29$. The value of $p = 0.000 <0.01$, so hypothesis no. 3 about this relationship is accepted.

For checking the mediation influence of Employee Job Engagement for the relation of proactive personality with OCB, Current research analyses the three direct relationships. Table 3 describes that all these relationships are significant. For evaluating the mediation effect of Employee Job Engagement, current research regresses the independent variable (proactive personality) with the mediator variable (Employee Job Engagement) on OCB. It is observed that the value of β is reduced from 0.33 to 0.19. This value describes that mediation exists for the relation of proactive personality with OCB, but this is partial mediation.

6. Conclusion

Organizations are facing problems regarding the performance of their jobs. Employee Job Engagement is a variable that is responsible for doing their jobs with full devotions. Current research is designed for evaluating the mediating effect of Employee Job Engagement for the relationship of proactive personality with OCB. The current study proposes three hypotheses of direct relationships. Result describes that all the hypotheses are accepted. Moreover, Employee Job Engagement is partially mediating the relation of proactive personality with OCB. This indicates that there are more variables that can be discovered in future researches as a mediator of proactive personality with OCB. This research adds value to the body of literature by empirically testing the proposed relationships. In future researches. In the future, these types of studies may also conduct on other sectors like the banking sector; telecom sector, and education sector for validating the results. It is also worthwhile to collect the data from employees of the Government sector of employees. From managerial point of view, this research provides practical implications for managers to promote the Employee Job Engagement concept for better involvement of their employees in

their work. This can be done by elevating the concept of proactive personality in their employees which can enhance the level of Employee Job Engagement of their employees. Promoting the better concept of Employee Job Engagement in the employees will enhance the level of organizational citizenship behavior of their employees.

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