

The Relationship Between Perceived Organizational Support, Employee Engagement, and Organizational Citizenship Behavior: Application of PLS-SEM Approach

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Abstract

Building upon the integration of both social exchange and organizational support theories, the present study was aimed at investigating the role of perceived organizational support as a predictor of employee engagement and organizational citizenship behaviors. This study further examined the mediating role of employee engagement in the relationship between the perceived organizational support (POS) and organizational citizenship behavior (OCB) in the context of the banking sector of Afghanistan. Through a survey instrument, data were collected from 192 frontline employees of Kabul based commercial banks. Partial least squares structural equation modeling (PLS-SEM) was applied to test the study hypotheses using Smart-PLS 3. The study underlined the significant positive effect of POS on both EE and OCB constructs. Moreover, this study also confirmed the mediating role of EE on the relationship between POS and OCB. The paper concluded that when employees perceive that their contributions are valued, and the organization ensures their well-being, they offer positive attitudes toward their organization and their work roles are enhanced (working engagement), leading to OCB. The limitations and recommendations for future research are also included.

Keywords: Perceived organizational support (POS), Employee engagement (EE), Organizational citizenship behavior (OCB), Commercial banks, Kabul.

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Introduction

Financial in the contemporary world today, economic and social conditions of any country mainly depend on the effectiveness of its banking system. Banking sector plays a significant role in capital formation, poverty reduction, improving the quality of human life to stimulating industrialization in the country. The situation of the banking sector in Afghanistan, however, is the other way round. The banking sector of Afghanistan is unstable and weak (Sopiko, 2014: SIGAR audit report, 2014-16). This sector is facing numerous problems and challenges such as information gaps, security, people knowledge about banking procedures and above all people lacking trust and confidence in the banking sector (Nawabzada & Taqipur, 2017). Consequently, people rely more upon using the alternate informal systems (such as the Hawala system specifically) for their financial transaction (El Qorchi, Maimbo & Wilson, 2003). The performance of the banking sector, being a service industry, is evaluated by its ability to retain the customers. Since the key to customer retention and satisfaction is the provision of superior customer products and services, hence, the role of front-line employees is critical for the survival and success of the banking sector in today's rapidly changing and dynamic environment (Wang et al., 2003). Their positive and altruistic behaviors with customers will not only satisfy and retain them, but it will also help in gaining customers' trust and confidence in the banking sector. These positive and altruistic behaviors are classified as organizational citizenship behavior (OCB) previously known as extra-role behavior (Bernard, 1938).

Organization citizenship behavior refers to the discretionary behaviors of employees leading to the effective functioning of the organization while these behaviors are not explicitly or directly acknowledged by the formal reward systems of organization (Organ et al., 2006). Although organization citizenship behaviors are discretionary and voluntary but yet, every organization desires them for achieving organizational goals (Oplatka, 2009).

OCB strengthens and lubricates the social network relationships in the organization (Griffin & Moorhead, 2014). As a result, employees develop and maintain healthy interpersonal relationships with both internal and external customers of the organization. Moreover, when employees demonstrate OCB, they could engender a smooth communication which makes the work environment more conducive, cooperative and interdependent. Such work environment induces the feeling of harmony and contentment which, in turn, encourages employees to work with a positive attitude (Fisher, 2010) and thus resulting ultimately in organizational success (Day & Carroll, 2004). Studies have found that the satisfaction level of employees is higher when they can contribute to the organization's success through OCB (Schultz & Schultz, 2009).

Furthermore, employees demonstrating OCB towards external customers, such as going the extra miles to understand and respond to customer's need, grabbing customer's attention by taking some initiatives,

or giving priorities to customer's concerns will delight and enhance the customer's satisfaction and thus- retaining their loyalty towards the organization. Resultantly, the interpersonal social relationships between employees, co-workers and the organization customers will get strengthened (Mossholder, 2005).

Looking at the positive outcomes of OCB, it benefits all those organizations that could cultivate OCB in their working environments. Therefore, cultivating such an environment is a dire need in the banking sector of Afghanistan. Subsequently, this inquiry into factors leading to OCB might help the banking sector to achieve success and competitive excellence. Towards this end, the present study was designed to investigate the impact of perceived organizational support (POS) on employee engagement (EE) and OCB and further to examine the mediating role of employee engagement (EE) on the relationship between POS and OCB in the banking sector of Afghanistan. Employee engagement (Rich et al., 2010) and perceived organizational support (Chiang & Hsieh, 2012; Loi et al., 2014) have been frequently examined in previous studies and reported as predictors of OCB. Perceived organizational support develops the sense of reciprocity among employee (Gouldner, 1960), who willingly, in turn, make extra efforts to help and support their coworkers at the workplace (Paillé & Raineri, 2015)-thereby demonstrating both in-role and extra role behaviors to reciprocate their organization (Tremblay et al., 2010).

There are two reasons for using employee engagement as a mediator in this study. First, the academic literature suggests that the process how POS enhances OCB can be best understood by studying about employees' attitudes in the organization (Rich et al., 2010; Saks, 2006). Employee engagement represents the employee's attitudes, as it encompasses the feelings of identification with and pride in one's work. Second, prior studies have investigated the direct effect of POS on OCB (such as Chiang & Hsieh, 2012; Mathumbu & Dodd, 2013; Tremblay et al., 2010). Nevertheless, some researchers have found the partial indirect effect of POS on OCB (Alkerdawy, 2014; Muhammad, 2014). Thus, there seems to exist a mediating mechanism that links POS and OCB. Therefore, the present study attempts to investigate the mediating mechanism that links POS to OCB. Also, it is an interesting mediating variable in the research literature. Employee engagement is a psychological contract (used as a psychological safety by Kahn, 1992) between employees and employer that can be transformed into extra-role behaviors (Andrew & Sofian, 2012; Kataria et al., 2012). Moreover, studies have proven that employees, with the high level of engagement, are likely to reciprocate their organizations by going beyond their formal job descriptions like willingness to help co-workers and customers, compliance to rules and regulations of the organization (Jose & Mampilly, 2012; Saks, 2006). Thus, the current study sets employee engagement as a mediator that illuminates the process by which POS influences OCB.

This paper contributes significantly to the existing literature for several reasons. First, previous studies were mainly conducted in the context of

developed and developing countries, this study, however, was undertaken in the context of a less developed country, i.e., Afghanistan. Concerning OCB, the paucity of information exists in different economic sectors of Afghanistan especially the banking sector, which requires much academic research for improvement (Nawabzada, 2017). The unique geographical perspective, organizational settings, working environments, culture and working attitude of employees create an intense need to conduct this study to have a better understanding of the issue under study, i.e., OCB (Ullah et al.,2009). Second, this study explained the causal relationship between POS, EE, and OCB, while integrating two essential theories of management such as social exchange theory (SET) and organization support theory(OST). However, prior studies considered mostly one underpinning theory while examining the relationships between variables. Third, after examining the causal relationship between POS, EE (as a mediator) and OCB will add to the existing literature on the mediating role of EE on the relationship between POS and OCB. At the same time, it also helps the top management in the banking sector to devise employee-centered human resource policies to inculcate the positive and altruistic behaviors among employee. Since POS, EE and OCBs can be effectively managed through effective HR practices in the organization.

The structure of the papers is as follows: the next section is about theoretical background followed by the literature, study hypotheses, and a proposed research model. Research methods including measurement scales, data collection procedure, and sampling design are described as a next step. Following this, both the analyses and results of the data are provided along with findings and their implication for this research. The conclusion, limitations, and recommendations for future studies are provided at the end.

2. Underpinning Theories and Hypotheses Development

2.1 Social Exchange Theory (SET)

Social exchange theory was introduced by Blau (1964) and Homans (1961). This theory is mostly used in understanding the employees' behavior at the workplace (Cropanzano & Mitchell,2005). Therefore, the majority of conceptual OCB model use SET as a theoretical framework (Snape & Redman,2010). According to this theory, social exchange encompasses a series of interactions between employee and employer at workplace leading to create obligations-thereby benefiting both employee and employer. (Emerson,1976). These social exchanges are regulated by the norms of reciprocity at the workplace (Evans & Davis,2005). Trust and obligations are the key factors that prolong this employee-employer relationship (Snape & Redman,2010). Therefore, the SET is mostly used in organizational behavior and HRM research since it is based on the principle of exchange.

2.2 Organization Support Theory

Studies on the social exchange perspective suggest that the social

exchange mainly focuses on the behavioral responses while ignoring the symbolic perspective of exchange (Zagenczyk et al., 2011). This symbolic exchange perspective refers to the value and respect that the employees perceive and eventually receive from their management (Eisenberger & Stinglhamber, 2011), that lead to shaping their behaviors (Restubog et al., 2008). Thus, OST as an alternative theoretical mechanism which will help in capturing both symbolic and behavioral perspectives in an employee-employer relationship (Aselage & Eisenberger, 2003).

2.3 Organizational Citizenship Behavior (OCB)

Initially, OCB was described as the behaviors which are voluntary, without being enforced or prescribed by the organization and are beneficial for the organizations (Bateman & Organ, 1983). OCB was further defined as “individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that is in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p.4). This definition explains that employees who demonstrate OCB go beyond the scope of their formal job description voluntarily to support their organization, thereby contributing to the organizational performance. The available evidence indicates that OCB leads to improving performance, achieving higher customer satisfaction, maintaining customer loyalty, and job satisfaction (Narimani et al., 2013). Moreover, it has been argued that OCB, in some forms, is very common in most of the workplaces (Paille, 2013). In some researches, OCB has been described as the distance between employees and organization, which is, higher the level of OCB, lower the distance between employee and organization and vice versa (Chen et al., 1998). Employees with the high levels of OCB offer support to their co-worker, guide the beginners, ensure flexibility in their work-life behaviors and speak highly of their organization while defending its image (Paille, 2013). Moreover, the inclination towards OCB makes employees perform better and participate in different activities of the organization (Chen et al., 1998). Organ (1990) maintained that OCB, on one side, encourages positive behaviors that improve organizational performance and, on the other side, it prevents the negative behaviors which might damage the effective functioning of the organization.

The available literature provides two central conceptualizations of OCB. The first conceptualization is based on Organ (1988), who discovered five behavioral dimensions of OCB: altruism (helping others); civic virtue (participating in organizational activities responsibly); conscientiousness (the behavior to work beyond the job scope); courtesy (respecting other at work); and sportsmanship (working without complaining). Organ’s findings were supported in other research studies (Salehzadeh et al., 2015). In 1990, Organ further extended this conceptualization by adding two more dimensions such as cheerleading and peacekeepers. Cheerleading refers to employees’ behavior to encourage co-workers when they feel depressed about their lack of achievements, whereas, peace-keeping means keeping the interpersonal conflicts out of the organization (Yan & Yan, 2013).

Williams and Anderson (1991) devised the second popular conceptualization. They classified OCB as OCB-I and OCB-O. OCB-I refers to voluntary behaviors of individuals directed towards colleagues, while OCB-O indicates voluntary behaviors directed towards the organization such as working overtime and punctuality (Shaheen et al., 2016). OCB-I includes behaviors that benefit individuals-thereby contributing indirectly towards the organization, whereas OCB-O includes behaviors that benefit the organization directly rather individuals.

The current study uses the second conceptualization of OCB, i.e., Williams and Anderson (1991). There are two reasons for using such conceptualization: first, this conceptualization encompasses many of the dimension provided by Organ (1988, 1990), and second, this conceptualization is widely used and accepted in academic literature (see Saks, 2006; Podsakoff et al., 2009), hence making the OCB model more comprehensive.

2.4 Perceived Organizational Support (POS)

POS refers to the degree of employees' beliefs that the organization recognizes their contributions and shows concerns for their well-being (Eisenberger et al., 2001). In other words, POS embodies employees' attitudes that lead to a good relationship between employees and their organization (Chiang & Hsieh, 2012; Loi et al., 2014). According to organization support theory, when employees perceive that their socio-emotional needs are sufficiently met, and their tangible benefits are adequately provided by the organization (symbolic exchange), they are more likely to reciprocate their organizations in terms of their improved performance as well as extending their support to their co-workers willingly (Mathumbu & Dodd, 2013; Wickramasinghe & Perera, 2014; Caesens, Stinglhamber & Ohana, 2016) and thus-going beyond their core task behavior as per social exchange perspective (Wayne et al., 1997).

2.4.1 Perceived Organization Support (POS) and Organizational Citizenship Behavior (OCB)

Several studies in the past have established a significant positive relationship between POS and OCB. For instance, Wayne et al., (2002) in their study on 211 employee-supervisor dyads, working in two metal plants, found that POS was related to organizational commitment and OCB. Similar results were reported in different studies in the service sector organizations. For instance, a significant positive correlation was found between POS and OCB among employees working in different hotels in Taiwan (Chiang & Hsieh, 2012) and among the operators from the call centers in India (Jain et al., 2013). Moreover, some studies have discovered POS as a significant predictor of OCB. For example, Ahmad and Nawaz (2015) in their meta-analysis reported POS as a significant predictor of OCB. Relatedly, Mathumbu and Dodd (2013) examined the impact of POS on OCB among employees of a hospital in South Africa and proposed that a higher degree of POS lead to higher degrees of OCB. It is, therefore, likely that such

connections exist between POS and OCB in the banking sector of Afghanistan. Thus, the study proposes the following hypothesis;

H1: There is a significant positive effect of POS on OCB.

2.4.2 Employee Engagement

The concept of employee engagement has been defined in many ways in different studies. However, employees intellectual and emotional attachment to their organization has been stressed in most of those definitions (Richman, 2006). Kahn (1990) was the first who introduced the concept of personal engagement, which can be defined as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (Kahn, 1990, p. 694). Later on, the engagement was defined by Schaufeli et al. (2002) as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” This definition of engagement was further extended as “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior” (Schaufeli et al., 2002, p. 74).

Employees are the main reason behind achieving competitive advantages (Bowen & Ford, 2002) since the perception of customers about any organization is developed based on the interaction they have with the employees of that organization (Husin et al., 2012). The widespread outcomes of employee engagement make it more worthy of research in many of the recent studies (Lee & Ok, 2016). Authors have used different terms for employee engagement like personal engagement (by Kahn, 1990), employee engagement (by Macey & Schneider, 2008), and work engagement (by Bakker and Demerouti, 2008).

In the organizational support perspective, when employees receive various benefits (such as monetary and socio-emotional) from the organization their organization (Jose & Mampilly, 2012; Saks, 2006; Ariani, 2013), they are more like to ensure their high level of engagement by putting extraordinary efforts which is in accordance with the social exchange perspective. Moreover, Andrew and Sofian (2012) posited that employee engagement represents the emotional and psychical link between employees and their organization that can be transformed into either good or bad behaviors of employees.

2.4.3 Perceived Organization Support (POS) and Employee Engagement (EE)

It is a widely held view that employee engagement is a significant attitudinal outcome of POS. In the context of OST, when employees perceive that their contributions are valued, and their well-being is taken care of by the management. As a result, using social exchange perspective, they tend to use vigor, dedication, and absorption in the fulfillment of their work responsibilities (Biswas & Bhatnagar, 2013; Saks, 2006). A large number of studies reported the impact of POS on employee engagement. For instance, Rubel and Kee (2013), while using a sample of 150 operators from ready-made garments industry(RMG) in Bangladesh, Ram and

Prabhakar (2011) in Jordanian hotel industry, and Biswas and Bhatnagar (2013) using a sample of 246 Indian managers working in six Indian organizations documented that the relationship between POS and EE is significantly positive. Also, some studies have found POS as a predictor of employee engagement (e.g., Eisenberger & Stinglhamber, 2011; Caesens & Stinglhamber, 2014). Employees with the high level of perceived organizational support demonstrate a high level of work involvement (Kurtessis et al., 2015). Hence, it could conceivably be hypothesized that;

H2: There is a positive effect of POS on employee engagement (EE).

2.4.4 Employee Engagement (EE) and Organizational Citizenship Behavior (OCB)

Given the organizational support and social exchange perspectives, engaged employees are likely to develop trust in management and display good attitudes towards their organization, thus, exhibiting extra-role behavior (Saks, 2006; Yeh, 2013). Previous studies have shown a positive correlation between employee engagement and OCB. For instance, Andrew and Sofian (2012), using a sample of 104 HR officer working at inland revenue board of Malaysia, and Rurkkhum and Bartlett (2012) in their study on a sample size of 522 employees working in four large Thai organizations, found that employee engagement and OCB are significantly correlated. In the same vein, Ariani (2013) discovered a positive relationship between employee engagement with OCB and while the negative relationship between employee engagement and counterproductive work behavior (CWB) in the service industries in Indonesia. Furthermore, Karatepe (2013) reported that employee engagement results in effecting job performance and the extra-role performance in Romanian hotel industry. Based on the above literature, this study, thus, proposes the following hypothesis:

H3: Employee engagement has a positive effect on OCB.

2.4.5 Employee Engagement as a Mediator

In the organizational support perspective, when employees perceive that their contributions are valued, and the organization ensures their well-being (Aselage & Eisenberger, 2003), they offer positive attitudes toward their organizations and their work roles are enhanced (working engagement), leading to OCB (Ahmed et al., 2015)- thus conforming to social exchange view.

Moreover, there is overwhelming evidence that suggests that the perceived organizational support (POS), whether financial, non-financial or both, is a significant variable that enhances extra-role behavior (Rhoades & Eisenberger, 2002; Richman, 2006; Wayne et al., 2002). Hence, there exists a significant confirmed relationship between POS and OCB (Chiang & Hsieh, 2012; Mathumbu & Dodd, 2013). However, still, over a period, several researchers have laid down their focus on the mediating effect for explaining how POS increases OCB (Alkerdawy, 2014; Muhammad, 2014). Therefore, employee engagement is the proposed mediating variable in this

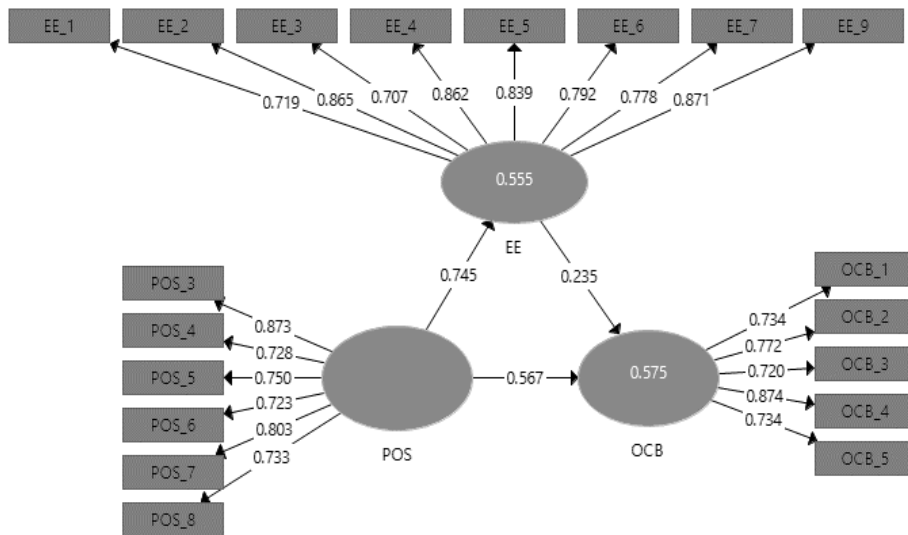
study. Employee engagement can thus be appropriately positioned as a mediating variable on the relationship between POS and OCB.

Moreover, employee engagement integrates psychological, emotional and physical components of employees' work-related attitudes which are the critical determinants of OCB (Karatepe, 2013; Yeh, 2013). In the light of this discussion, we assume that employee engagement is a mediator between POS and OCB. It can thus be suggested that;

H4: Employee engagement mediates the relationship between POS and OCB.

Given all that mentioned so far, the following research model is proposed.

Figure 1: Proposed Research Model



Source: PLS generated output

3. Research Method

3.1 Measures

We have employed a five-point Likert scale with anchors ranging from 1 = strongly disagree to 5 = strongly agree in the current study. All measuring scales for this study were adapted from the existing measures. In total, there were 19 items divided into three sub-sections: POS, employee engagement, and OCB.

The shorter version POS scale was adopted from Rhoades and Eisenberger (2002) to assess employees' perception of their organizational support. An eight-item scale was used to measure POS on which, "The organization values my contribution to its well-being," was one of the sample items. Employee engagement (EE) was measured on a nine-item employee engagement scale developed by Schaufeli & Bakker (2003). Out of nine, one of the sample items was "I am enthusiastic about my job." A five-item scale by Koys (2001) was adopted for measuring OCB in the present study. On the scale, "the people I work with have a 'can do' attitude" was one of the sample items.

3.2 Data Collection

Data collected from the front line employees of the commercial banks in Kabul were used to test the research hypotheses. Rule of thumb was applied for the sample selection. According to the rule, there must be at least ten respondents for each of the items for a specific construct (Roscoe 1975). Since the number of items used in the survey instrument was 19, therefore, the recommended sample size was 190 respondents (determined as 19 items x 10 times= 190 respondents). Also, non-probability purposive sampling method was applied for approaching the participants for data collection (Sekaran, 2002), since the list of all the elements of the population was not available. The data were collected only from the front line employees of the bank such as cashier, remittances, advances, and loan department employees and employees in the account opening department. Those who were not involved with customer dealing were excluded from the sample. Initially, three hundred and fifty self-administered questionnaires were distributed among the study respondents. The researchers visited personally to the main branches of different commercial banks located in Kabul city. With permission from the respective branch managers', questionnaires were distributed among the participants. This distribution and collection process of questionnaires took us three months. A total of 243 questionnaires were received in total, out of which, 192 questionnaires were used for the analysis purpose as those questionnaires were adequately filled. The rest were discarded for the reason that either those were not filled or filled incorrectly. Thereby, the overall response rate was 79%.

4. Results

In the current study, partial least squares structural equation modeling (PLS-SEM; version 3.2.6) was used to analyze data (Ringle et al., 2015). Due to its robustness, PLS-SEM is preferred and widely used method of analysis (Penga & lai, 2012). There are two main reasons for using PLS-SEM in this study; first, the use of incremental characters (i.e. mediating role of EE between POS and OCB) (Nitzl et. Al., 2016; Richter et al., 2016), and second, the primary emphasis of this study was prediction of the endogenous variable (Roldàn & Sánchez-Franco,2012)

A two-stage analytical procedure, i.e., testing the measurement model and assessing the structural model, was followed as suggested by Hair Jr. et al., (2017).

4.1 Measurement Model

Examining the measurement model includes internal consistency reliability, convergent and discriminant validity(DV). Internal consistency reliability assesses the extent to which the items measure a specific latent construct (Ramayah et al., 2016). As recommended by (Hair et al.,2017), composite reliability (CR) was assessed as a measure of internal consistency. Composite reliability (CR) for a measurement scale with a value above 0.7 as the threshold for each of the construct is considered as satisfactory (Richter

et al., 2016). The results provided in table1 indicate that CR (composite reliability) values for all the constructs were above the cut-off value 0.7- i.e., EE (0.937), OCB (0.878) and POS (0.897)- thereby specifying the high internal consistency of the measures.

Convergent validity(CV) is the second measure to assess the measurement model. CV assesses “the extent to which a measure correlates positively with alternative measures of the same constructs” (Hair et al.,2017, p.112). The assessment of CV requires checking outer loading values of the items and the average variance extracted (AVE). As recommended by Hair et al., (2017), that indicators with weaker outer loadings can be retained if other indicators with high loadings explain at least 50 percent of the variance (i.e., AVE = 0.50). Hence, in total, four items were deleted with weaker outer loadings, one item from the employee engagement construct (i.e.EE_8), two items from POS construct (i.e.POS_1 and POS_2), and one item from the OCB construct (i.e., OCB_6). AVE was then obtained after deleting the stated items. The AVE for all constructs was found to be adequate- employee engagement (0.650), OCB (0.591), POS (0.593)- thereby confirming the convergent validity of the constructs.

Table 1: Internal Consistency Reliability and Convergent Validity

Constructs	Measurement item	Loadings	CR	AVE)
Employee engagement	EE_1	0.719	0.937	0.650
	EE_2	0.865		
	EE_3	0.707		
	EE_4	0.862		
	EE_5	0.839		
	EE_6	0.792		
	EE_7	0.778		
	EE_8	Item deleted ^a		
	EE_9	0.871		
Organizational citizenship behavior	OCB_1	0.734	0.878	0.591
	OCB_2	0.772		
	OCB_3	0.720		
	OCB_4	0.874		
	OCB_5	0.734		
	OCB_6	Item deleted ^b		
Perceived organizational support	POS_1	Item deleted ^c	0.897	0.593
	POS_2	Item deleted ^d		
	POS_3	0.873		
	POS_4	0.728		
	POS_5	0.750		
	POS_6	0.723		
	POS_7	0.803		
	POS_8	0.733		

Notes: AVE, Average variance extracted, CR, composite reliability, EE_9^a, OCB_6^b, POS_2^c, deleted due to low factor loadings

Source: PLS-SEM generated results

Discriminant validity (DV) refers to the extent that the constructs used in the model are distinct from one another (Hair et al., 2017). Two methods were applied to assess DV; first, Fornell and Larcker (1981) criterion and second, the Heterotrait- Monotrait Ratio (HTMT, Henseler et al., 2015). The former method is used to compare the correlation between the constructs and the square root of AVE for that construct, whereas, the latter is used to confirm DV. For achieving DV, the square root of the AVE for each latent variable must exceed the correlation value of the same construct (Fornell & Larcker,1981). It is apparent from the values in table 2 that the square root value of AVE for a specific latent variable is higher than the correlation values provided in the rows and columns (Fornell & Larcker,1981), i.e. (EE=0.805, OCB=0.796, POS=0.770)- thus confirming an adequate DV.

Table 2: Discriminant Validity (Fornell-Larcker Criterion)

Constructs	EE	OCB	POS
EE	0.808	--	--
OCB	0.657	0.769	--
POS	0.745	0.742	0.770

Note: Bold values on the diagonal represent the square root of AVE, while other entries represent the correlations.

Source: PLS-SEM generated results

Also, HTMT ratio was used at 0.85 as it is the most conservative cut-off value for HTMT (HTMT, Henseler, et al., 2015). For the HTMT, the value above 0.90 suggests lack of DV (Hair et al., 2017). The results were obtained for the HTMT_(0.85) as shown in table 3. It is evident from the HTMT value that the present study confirmed to all the assumptions of DV.

In conclusion, the overall results of the measurement model indicated adequate internal consistency reliability, convergent validity, and discriminant validity.

Table 3: Discriminant Validity (HTMT criterion)

Constructs	EE	OCB	POS
EE	--	--	--
OCB	0.711	--	--
POS	0.785	0.853	--

Notes: Criteria: DV is established at HTMT_(0.85)

Source: PLS-SEM generated results

4.1.1 Multicollinearity

Before assessing the structural model, in addition to validity and reliability, multicollinearity must be checked. Multicollinearity can be assessed through the variance inflation factor (VIF). According to Burns and Burns (2008), the VIF value greater than 10.0 indicates the issue of multicollinearity, while, Hair et al. (2014) recommend a cut-off value of 5.0 for multicollinearity. The VIF results are provided in table 4 for each of the

latent constructs. Since, the VIF values were lower than the threshold value of 5.0 -thus indicating no issue of multicollinearity between the latent constructs.

Table 4: Inner VIF Values

Constructs	EE	OCB	POS
EE		2.248	-
OCB			-
POS	1.000	2.248	-

Notes: Multicollinearity issue through VIF values

Source: PLS-SEM generated results

4.2 Structural Model

Structural model assesses the causal relationship between the constructs. Hair et al., (2017) suggested using the bootstrapping technique with resampling (5000 resamples) for estimating the statistical significance of the hypothesized model. Table 5 reveals the results of the structural model evaluation. Results depict that POS (H1: $\beta_1 = 0.567$, $P < 0.01$, LL: 0.392, UL: 0.732) has a significant positive association with OCB, as was hypothesized. Also, POS (H2: $\beta_2 = 0.745$, $p < 0.01$, LL: 0.685, UL: 0.810) was significantly positively related with EE. Similarly, PLS path coefficients results revealed that EE (H3: $\beta = 0.235$, $p < 0.01$, LL: 0.069, UL: 0.411) had significant direct effect on OCB.

Table 5: Summary of Hypothesis Testing Result (Bootstrapping Report)

Hypotheses	Relationship	t-value	β	CI(LL,UL)	Results
H1	POS \rightarrow OCB	6.538**	0.567	(0.392-0.732)	H1 supported
H2	POS \rightarrow EE	23.181**	0.745	(0.685-0.810)	H2 Supported
H3	EE \rightarrow OCB	2.690**	0.235	(0.069-0.411)	H3 supported

Note: CI, confidence interval, LL, lower limit, UL, upper limit, **Significant at 0.01(2-tailed)

Source: PLS-SEM generated results

The mediation hypothesis (H4) was tested using the mediating procedures as suggested by (Hair et al., 2017). Mediating results are provided in table 6. It is evident from the results given in table 6 that EE partially mediated (complimentary) the relationship between POS and EE. 74.2% was the mediating effect or variance accounted for (VAF). Thus, our hypothesis H4 was supported.

Table 6: Mediation Type and Effect

	Confidence interval				Confidence interval				Mediation type	Total effect		
	Direct t-effect	t-p-value	2.50%	97.5%	Indirect t-effect	t-p-value	2.50%	97.5%				
POS \rightarrow OCB	0.567	6.384	0.000	0.387	0.736	0.175	2.592	0.010	0.053	0.315	Complementary (partial mediation)	74.2%

Source: PLS-SEM generated results

Moreover, as suggested by Hair et al. (2017), the coefficient of determination (R^2), effect size (f^2) and predictive relevance (Q^2) were also

examined and reported in table 7. R² shows the variance explained by the independent variables in the corresponding dependent variables of the study. As evident from the R² value, POS explained 57.5 percent (R²= 0.575) variance in OCB while EE explained 55.5 percent (R² = 0.555) variance in OCB. Next, f² (effect size) was calculated. The f² (effect size) indicates the contribution of independent variables to the dependent variable's R². The effect size can be calculated by using the following equation:

$$f^2 = (R^2 \text{ included} - R^2 \text{ excluded}) \div (1 - R^2 \text{ included}).$$

The threshold values for measuring the effect size are 0.02, 0.15 and 0.35 which represent small, medium and large effect sizes, respectively (Cohen,1988). The obtained f² values in table 7 show that POS had a medium to large effect on both OCB (f² = 0.337) and EE (f²= 1.248). Towards the end, the value of Q² was computed. Q² indicates the predictive relevance of the model based on the particular construct based on the sample (Hair et al., 2014). The Q²-value that is larger than zero is acceptable and shows a certain degree of predictive relevance (Hair et al., 2014, p. 178). The blindfolding procedure was followed to obtain construct's cross-validated redundancy values which were used as a measure of Q². Provided in Table 7, Q²-value for EE was 0.322, and while for the OCB, it was 0.313. These results indicate that the degree of predictive relevance is acceptable for both EE and POS.

Table 7: Results of R², Q², and f²

Latent Constructs	Coefficient of determination	Predictive relevance	Effect size	
	R ²	Q ²	F ²	effect
POS	--	--	0.337	Medium to large
EE	0.555	0.322	1.248	Medium to large
OCB	0.575	0.313	--	

Source: PLS-SEM generated results

4.2 Common Method Bias (CMB)

CMB, in survey-based research, is one of the major concerns of the researchers (Schwarz et al., 2017). CMB is used especially when the data are collected from a single source (Hair et al., 2014). CMB measures the level of covariance among the measured items. Using a smart PLS-SEM, CMB can be detected through a full Collinearity assessment approach (Kock, 2015). Hair et al., (2017) and Kock (2015) suggested the value of 3.3 as cut-off VIF value to detect CMB. Table 8 portrays that the VIF Values for both constructs (EE and POS = 2.171) are lesser than 3.3, it means that the model is not affected by CMB.

Table 8: Full Collinearity Statistics (VIF)

	EE	OCB	POS
EE	--	2.226	--
OCB	--	--	--
POS	--	2.226	--

Notes: VIF values calculated by pointing both EE and POS to OCB

Source: PLS-SEM generated results

5. Discussion and practical implications

Considering the intense need for research to analyze the impact of POS on OCB in context of the banking sector of Afghanistan, we have confirmed the causal relationship between POS and OCB as well as the presence of a mediator (EE) on the relationship between POS and OCB. The data collected from the front line employees of commercial banks in Kabul support our research model. The findings of this study revealed that POS was a significant predictor of OCB, as was hypothesized (H1). This finding has the support from the previous research concerning predicting OCB (Chiang & Hsieh, 2012; Mathumbu & Dodd, 2013; Tremblay et al., 2010; Paillé et al., 2013). As expected and was proposed in H2, this study confirmed that POS was a predictor of EE. This finding is in alignment with previous studies (see, Rubel & Kee, 2013; Biswas & Bhatnagar, 2013; Ram & Prabhakar, 2011; Eisenberger & Stinglhamber, 2011; Caesens & Stinglhamber, 2014). Furthermore, the findings confirmed that EE had a significant direct effect on OCB (as was hypothesized 3). This finding adds to the collection of existing study (e.g., Andrew & Sofian, 2012; Rurkkhum & Bartlett, 2012; Karatepe, 2013; Ariani, 2013; Ram & Prabhakar, 2011; Mathumbu & Dodd, 2013; Swaminathan & Jawahar, 2013). Additionally, the study confirmed the mediating role of EE on the relationship between POS and OCB (H4). Our results are similar to studies identifying EE as a mediator (Karatepe, 2013; Yeh, 2013). In the light underlying theories and based on our findings, we may deduce that when employees perceive that their contributions are valued and their well-being is ensured by the organization (i.e., organizational support perspective), they offer positive attitudes toward their organizations and their work roles are enhanced (working engagement), leading to OCB (i.e. social exchange perspective), thus conforming to both social exchange and organizational support perspectives.

While the purpose of this paper was to test theoretically driven hypotheses, however, the findings of this study have some significant implication for the banking sector. The present study confirmed that POS is a significant predictor EE and OCB. This suggests that, as per OST view to create a symbolic perception, the banking sector organizations should devise employees-centered policies keeping in view the requirements and concerns of front-line. As a result as per the SET, employees will feel indebted to reciprocate their organization, which, in turn, will lead to their willingness to help bank's customers and provide prompt services, thus, offering better service quality to the customers (Mehta & Mehta, 2013; Rubel & Kee, 2013).

6. Limitation and Scope for Future Research

Like other studies, there are a few limitations of the present study. First, the data were collected from the front line employees working in Kabul based commercial banks only. Therefore, the results of this study may

not be generalized for the commercial banks in other provinces of Afghanistan. We suggest for the future studies to validate the present research model in other provinces of Afghanistan. Second, the sample selection was made only from the banking sector. Therefore, the findings of this study may not be generalized to other Product/service industries. We, thus, recommend future studies to gather data from different industries by using the same conceptual model to confirm the relationship between the constructs used in the current study for better understanding and generalization. Third, the present study considered employee engagement and POS as predictors of OCB. Future studies might consider other antecedents to examine their impact on OCB such as job enlargement, organizational culture - job characteristics, levels of employees' job satisfaction, leadership styles. Lastly, the data collected was at one point in time (cross-sectional). We, therefore, recommend longitudinal studies which may provide better insights.

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