

**Exploring the relationship between job satisfaction, employee engagement, OCB and
intention to quit**

Keerti Badkhane

And

Shivganesh Bhargava

Shailesh J Mehta School of Management

IIT Bombay, Mumbai

ABSTRACT

Job satisfaction has been found to be positively related to organizational citizenship behavior (OCB) and negatively to intention to quit (ITQ). Evidences also suggest that job satisfaction enhances feelings of obligations, to which employees reciprocate through positive behaviors and intentions. The paper therefore, attempts to examine the mediating effect of employee engagement on relationship of job satisfaction with OCB and ITQ. Junior and middle level executives (N= 80) working in different private and public sector organizations and prospective managers (Master of Business Administration students) (N= 129) participated in the study. Analyses of data showed full mediating effect of engagement on relationship between job satisfaction and OCB, and no mediation effect on relationship between job satisfaction and ITQ. Findings made significant contribution to the literature and have been discussed with implications. Practitioners can increase OCB of satisfied employees by providing job and environment factors that have potential to increase employee engagement.

Keywords: Engagement; organizational citizenship behavior; intention to quit

INTRODUCTION

To address the growing competition and need to innovate, organizations have benefited from organizational citizenship behavior (OCB) of their people, which are considered as those behaviors that go beyond role requirements, and are not explicitly recognized by the formal reward system but improves organizational functioning (Organ 1988). OCB benefits the organization not only in terms of better functioning but also in maintaining a healthy climate to work. It has been found that OCB is positively related with individual and organizational outcomes such as employee performance, service and product quality, productivity, profitability, efficiency, and customer satisfaction (Podsakoff et al. 2013; Podsakoff, Whiting, Podsakoff and Blume 2009). Therefore, OCB has been treated as an important performance indicator of individuals. Other than employee's performance, their retention is one of the important concern for organizations. To address the issue of turnover, researchers and practitioners have given sufficient attention to explore employee's intention to quit (ITQ).

One of the reason for increased attention on issues of turnover is the huge cost involved in replacing valued employees (Holtom, Mitchell, Lee, & Inderrieden, 2005). Turnover is a serious problem, including industries such as call centre, software services and hospitality (Budhwar, Varma, Malhotra and Mukherjee 2009; Guchait and Cho 2010; Guchait, Cho and Meurs 2015), because it adversely affects organizational performance and economy. To study turnover behavior, employees' intention to quit has been frequently used as a proxy indicator

Corresponding author: Keerti Badkhane, Shailesh J. Mehta School of Management, IIT Bombay, Powai, Mumbai- 400076, India. Email- keerti.badkhane@gmail.com

(Firth, Mellor, Moore, & Loquet, 2004). Exploring such intentions are critical for the organization because even if employee's intention to quit does not lead to actual turnover, it may lead to other withdrawal behavior such as absenteeism, thereby negatively affecting organizational performance (Chang, Wang and Huang 2013).

The aim of the current study is to show that job satisfaction has an indirect impact on OCB and ITQ through employee engagement, which is considered as a positive, fulfilling and energized state of mind. Engagement has been considered as a way to reciprocate owing to the feelings of obligation towards the organization. Hence, the study attempts to uncover the impact of felt obligations and reciprocity (in the form of engagement) on positive behaviors and intentions among employees. Thus, engagement in this study has been examined as a mediator in the relationship between job satisfaction and OCB and ITQ.

LITERATURE REVIEW

Relationship between job satisfaction and OCB

OCB has been defined as discretionary behavior that is not explicitly recognized by the formal reward system but improves organizational functioning (Organ, 1988). OCB includes behaviors such as, assisting co-workers on work related and individual issues, attending functions which are not mandatory but beneficial for organization image, and offering ideas to improve functioning of the organization. Consistent with recent literature (Hoffman, Blair, Meriac, & Woehr 2007; Saks 2006; Walumbwa, Hartnell, & Oke 2010), these represent OCB towards individual as well as OCB towards organization. OCB varies as a function of various

individual and contextual factors including self-efficacy (Todd & Kent, 2006), leadership (Smith, Organ, & Near 1983), job satisfaction (Bowling, 2010), and procedural justice climate (Walumbwa, Wu & Orwa, 2008). Among antecedents, job satisfaction has been examined most frequently in connection with OCB (Ziegler, Schlett, Casel, & Diehl, 2012).

Job satisfaction has been defined as a pleasurable or positive emotional state that results from the evaluation of one's job or job experience (Locke, 1976). To suggest the attitude of job satisfaction as an antecedent of OCB, scholars have largely built upon Fishbein and Ajzen's theory (1975), according to which one's attitude predict his/her behavior. Some scholars who considers job satisfaction as an emotional state reflecting positive affect, posits that, people in pleasant mood state are more likely to help others than those in negative or neutral moods (Isen & Baron, 1991). While others believe that, when employees evaluate cognitive aspects of job (such as pay) and have fairness perception of the job, they are more likely to involve in extra-role behavior (Organ, 1990). However, relative importance of affect or cognition in predicting OCB is inconclusive (George, 1991; Organ & Konovsky 1989).

Recent studies suggest that factors such as co-workers and supervisor also influence one's job satisfaction rather than contingent reward and pay (Alegre, Mas-Machuca and Berbegal-Mirabent 2016; Fila, Paik, Griffeth and Allen 2014). In today's information technology driven era people are more informed about the availability of job opportunities not only in local but even in global market, they have high expectations from employer and want competitive remuneration. Since values and preferences of employees have changed (Bhargava, 1998), the components of job satisfaction also vary, which may influence satisfaction-OCB relationship.

Therefore, social exchange theory (Blau, 1964; Gouldner 1960) perspective of explaining OCBs holds much relevance in current times.

According to social exchange theory (SET), when one party engages in a behavior favourable to the other party, the receiving party feels obliged to reciprocate as per the norm of reciprocity (Gouldner 1960). Following this theory, scholars have argued that employees satisfied with their job will feel obliged towards organization and therefore, would attempt to repay (Saks, 2006). One way employees reciprocate is by involving in more positive behaviors such as citizenship behaviors (Organ, 1990). What motivate people to be involved in such behavior at the first place? Organ (1990) argued that, if a person contributes through discretionary behavior, over a period of time may receive some form of additional outcomes such as informal status in the group. Further, if employees feel that overall exchange is fair, they are likely to exhibit such behavior without any precise accounting of benefit and contribution. Therefore, on the basis of past studies it is hypothesized that,

Hypothesis 1: Job satisfaction will be positively associated with OCB.

As discussed above, relationship between job satisfaction and OCB has occupied prominence in literature. However, meta-analytic studies (LePine et al. 2002; Organ and Ryan, 1995) have shown a relatively low correlation and suggested presence of other intervening variables in satisfaction-OCB relationship, such as, job ambivalence (Ziegler et al., 2012) and commitment (Foote & Li-Ping Tang, 2008). These studies highlight the impact of state of mind related to un-fulfilment of employee expectations and obligations towards organization in influencing satisfaction-OCB relationship. Since engagement reflects one's positive and

fulfilling state of mind, its impact on the extent of felt obligation can be argued to influence satisfaction- OCB relationship.

The mediating effect of employee engagement on relationship between job satisfaction and OCB

Schaufeli et al. (2002, p. 74) defined engagement as ‘a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption’. Engagement reflects the degree to which people invest themselves while performing their role (Kahn, 1990). As per Kahn, engagement is related to the employees’ ‘presenting and absencing themselves during task performances’ (1990, p. 694). Engaged employees invest themselves physically, emotionally and cognitively for the performance of their role at workplace. Engagement refers to a more persistent affective-motivational state rather than a momentary and specific state, therefore it has been frequently used as an indicator of intrinsic motivation at work (Salanova & Schaufeli, 2008). Engagement influences employee’s attitudes and behavior at work (Yalabik, Popaitoon, Chowne, & Rayton, 2013). Higher employee engagement leads to proactive behavior (Salanova & Schaufeli, 2008), job performance (Rich, Lepine, & Crawford, 2010), and customer satisfaction, productivity, profit, and employee retention (Harter, Schmidt, & Hayes, 2002). In the attempt to identify reasons of positive, fulfilling and activated state of mind, SET has been argued to provide a stronger ground to explain the varying degree of engagement among individuals (Saks, 2006). When employees receive support or benefits from organization, they feel obliged to repay the organization. To reciprocate, employees are likely to invest more time and efforts in the performance of their role and be more energetic while working. Engagement, thus, reflects a profound way of showing obligations.

Our argument that engagement will mediate the relationship between satisfaction and OCB suggests job satisfaction as antecedent of engagement. Job satisfaction has been suggested to relate positively with engagement by many scholars (Saks, 2006; Shuck, Reio, & Rocco, 2011). We build on Rayton and Yalabik (2014), and Yalabik et al. (2013) to base our argument that job satisfaction is an antecedent of engagement. First, as per SET, employees who are satisfied with the job, are likely to reciprocate with positive attitudes. Thus, positive evaluation of the job is likely to push employees to be engaged with their job as reciprocation for the satisfaction enabled by organization. Second, satisfaction with the job reflects fulfilment of employee's need through job (Rich et al., 2010), and employees will be motivated in their job to the extent their needs are fulfilled. This explanation considers engagement as a motivation concept reflected in activated and energized state of mind. Since engagement refers to a positive, fulfilling and energetic state of mind which reflects one's extent of felt obligations toward organization, it can be expected that high levels of engagement increase OCBs by individuals.

Employee engagement is expected to mediate relationship between job satisfaction and OCB in two ways. When employees have positive evaluation of the job, as per SET, they would like to reciprocate by being more absorbed and attentive at workplace. Such state of mind when employees are fully present and are physically, emotionally and cognitively connected to the job, may promote building of mental frame that their role includes a wide variety of activities which are beneficial for organization. Therefore, the state of engagement is expected to mediate the relationship between job satisfaction and OCB.

Second way to explain mediating role of engagement is by considering the motivational aspect of engagement. Satisfaction is the result of need gratification and their level of motivation is determined by the extent of their need fulfilment (Wolf, 1970). Therefore, satisfaction with the

job is likely to induce an activated state of mind. Engaged employees have high arousal and activation in their work, which pushes them into action (Bakker, Albrecht, & Leiter, 2011). It is expected that by being activated and energized at workplace, employees are more likely to perform activities that are not part of their formal role requirements. Drawing from conservation of resource theory (Hobfoll & Freedy, 1993), Yalabik et al. (2013) explained that since engaged employees have access to resources, they can efficiently handle current goals as well as are ready to engage in additional in-role and extra-role behaviors. Therefore, it is expected that job satisfaction leads to a positive, fulfilling and energized state of mind, which, in turn, push people to involve in organizational citizenship behaviors. For these reasons, it can be hypothesized that,

Hypothesis 2: Employee engagement will mediate the relationship between job satisfaction and OCB.

Relationship between job satisfaction and ITQ

Intention to quit refers to ‘the conscious and deliberate desire to leave the organization within the near future’ (Guchait & Cho 2010, p. 1234) and has been considered as the immediate precursor of actually quitting the job (Mobley et al. 1978). In present dynamic and competitive environment, there is a need to re-look at the job satisfaction-ITQ relationship because several factors have emerged, which may influence one’s intention to quit. Mobley et al. (1978) noted that job satisfaction-ITQ relationship is significantly influenced by perceived job alternatives and economic conditions such as employment levels and vacancy rates. It can be argued that competitive talent market and scarcity of job opportunities may lessen one’s intention to leave even if they are dissatisfied with job. Due to rapid developments in technology driven sectors, staying in same job for too long may make employee’s skill obsolete (Lee, 2000). Therefore, to

meet the occupational and personal demands, employees look for other jobs to enhance their skill. ITQ level has been found to be influenced by factors such as, organizational commitment (Calisir, Gumussoy, & Iskin 2011), job embeddedness (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001), and human resource management practices (Bergiel, Nguyen, Clenney, & Taylor, 2009). However, job satisfaction has been frequently used as a key individual level predictor of ITQ in work context (George & Jones 1996).

According to Mobley's (1977) linkage model, dissatisfaction produces a series of withdrawal cognitions (e.g., thoughts of quitting, and job search intentions) that drive employees to examine the costs and benefits associated with leaving the job. If the alternate job is found to be attractive than current job, intention to quit develops, which ultimately may lead to withdrawal from the organization. Therefore, it can be hypothesized that,

Hypothesis3: Job satisfaction will be negatively associated with ITQ.

Literature suggests job satisfaction to relate negatively with intention to quit (Foon, Chee-Leong, & Osman 2010; Tett & Meyer 1993). However, evidences suggested that job satisfaction may not be directly predictive of ITQ, because of the presence of those variables which influence one's psychological attachment to the organization (Hellman, 1997). In the state of engagement, people invest themselves physically and cognitively in the task, and are empathetically connected to others such that their beliefs, values and connections are shown in the performance of their roles (Kahn, 1990). Therefore, engagement is expected to have an influence on satisfaction-ITQ relationship.

The mediating effect of employee engagement on relationship between job satisfaction and ITQ

Mediating effects of engagement can be explained using SET. When employees have positive evaluation of the job, they would attempt to reciprocate by being more present and absorbed in the work. By being engaged, employees not only invest time but also put their mind at work, thus develop an affective bond with the organization and have less tendency to leave the organization (Schaufeli & Bakker, 2004; Shuck, Reio, & Rocco 2011). Further, engaged employees will have more trusting and high quality relationship with their employer and develop more positive intentions towards their organization (Saks, 2006). Therefore, it is hypothesized that,

Hypothesis 4: Employee engagement will mediate the relationship between job satisfaction and ITQ.

Figure 1 presents the hypothesized model. The model is tested with samples of working professionals and prospective managers. Subsequent sections present hypothesis testing, discussion of results and implications of the study.

Insert Figure 1 about here

METHOD

Sample and procedure

The sample was drawn from a large academic technical institution of higher studies. Data were collected over a period of nine months from middle and junior level executives, who were working in different kind of organizations across the nation and full-time MBA students. Executives were doing their year-long certificate program in management. After taking consent for voluntary participation, with confidentiality assurance, a meeting was fixed with the executives and students outside the class. After briefing them about the objective of the study, a four-page questionnaire was administered to the executives in the month of March 2016. Similarly, data were collected from the next batch of executives in the month of September, 2016.

Interaction with MBA students revealed that they also have prior work experience in industries including IT, services, manufacturing and banking. Therefore, on similar line, questionnaires were administered on MBA class of first year students in the month of September, 2016 and class of final year students in the month of October, 2016. Completed questionnaires were collected immediately from all the respondents.

Executives (N= 91) and MBA students having work experience (prospective managers, N=138), participated in the study. After scrutinizing for missing data, 209 responses were considered for analyses. Male were 87.6 %, and female were around 12 % as 2 respondents did not mention their gender. Average age of participants was 28.83 years (SD=6.4) and average tenure was 4.37 years (SD= 4.9).

Measures

Employee engagement: Employee engagement was measured with the 11-items scale of Saks (2006). Participants responded to the items on a five-point Likert scale ranging from ‘strongly disagree’ (1) to ‘strongly agree’ (5). The Cronbach α was .81.

Organizational citizenship behavior (OCB): OCB was measured with 8 items scale used by Saks (2006). Participants responded to the items on a five point Likert scale ranging from (1) never to (5) always. The Cronbach α was .78.

Job satisfaction: According to Ironson et al. (1989), multi-facet measures of job satisfaction may include those features which are not so important to the employee or omit some features that are important. Individual satisfaction level may differ for different facets of job and each of these facets may have independent effect on overall job satisfaction, which has potential leading to erroneous conclusion about its relationship with other variables (Fila et al., 2014). Therefore, single item measure of job satisfaction has also been well supported in literature (Scarpello & Campbell, 1983). In this study, job satisfaction was measured using single statement, “To what extent you are satisfied with your job”. Respondents were asked to give their response in the range of (1) very dissatisfied to (5) very satisfied.

Intention to quit: Intention to quit was measured with the 2-item scale i.e., “How often do you think of leaving your present job?” and “How likely are you to look for a new job within the next year?” of Firth et al. (2004). Participants responded using a five-point scale, where high score means high level of ITQ. The Cronbach α was .68.

Control variables: Age and tenure have been found to relate with engagement (Schaufeli, Bakker and Salanova 2006; Schaufeli et al. 2002), ITQ (Goštautaitė and Bučiuniene

2015; Hellman 1997) and job satisfaction (Janssen 2001). Therefore, age and tenure (in years) were treated as control variables.

Scale validity

Since data were collected from the same source, Harman's one factor test was used to examine problem of common method variance. In the exploratory factor analysis including all the measurement items of the study, multiple factors were extracted and first factor accounted for only 29.03 percent of the total variance. Since, no single factor accounted for the majority of the variance, common method variance is unlikely to be a serious problem in the data of this study (Podsakoff & Organ, 1986). Common method variance was further tested by comparing the proposed four-factor measurement model with a series of alternate measurement models. Table 1 shows the results of CFA conducted in AMOS 18. The hypothesized four factor model had a good fit ($\chi^2= 320.668$ (199), $\chi^2/df = 1.611$, CFI= 0.92, RMSEA= .054, TLI= 0.91), and fits the data better than alternative models.

Insert Table 1 about here

Table 2 presents the mean, standard deviations, composite reliabilities (CR) and average variance extracted (AVE) for all variables. Values of CR and AVE for all variables were greater than the suggested value of 0.7 and 0.5 respectively and discriminant validity was calculated as the square root of the AVE, which was greater than variance shared with remaining constructs.

These tests support the convergent and discriminant validity of scales and alleviate the concern of common method bias. (Fornell and Larcker 1981).

Insert Table 2 about here

RESULTS

Since data were collected from four different groups, one-way analysis of variance (ANOVA) was conducted to examine if the groups differ on rating of variables. Further, post hoc analyses based on Scheffe's Test were carried out to test if the pair of means differences among variables form any specific pattern. Results revealed that although the groups were statistically significantly different on the variables of OCB ($F(3, 205) = 4.03, p < .05$), and employee engagement ($F(3, 205) = 11.846, p < .05$), post hoc test results did not yield any consistent pattern. Therefore, the groups were combined for further analyses.

Hypotheses testing

Table 2 shows inter-correlations among the variables. In line with hypotheses 1 and 3, job satisfaction was found to be positively correlated with OCB ($r = 0.29$) and negatively with ITQ ($r = -0.44$).

The mediating effect in hypotheses 2 and 4 were examined in four stages as suggested by Baron and Kenny (1986). Results of the analysis are presented in Table 3. Both control variables age and tenure were added in the analysis. Following four conditions were tested for the same:

- (1) The independent variable (job satisfaction) affects the dependent variable (OCB): Results in

the third column of Table 3 shows that, job satisfaction was positively related to OCB ($\beta= 0.29$ and $p< 0.01$). Thus, hypothesis H1 was supported. (2) The independent variable (job satisfaction) must affect the mediator (employee engagement): Results in the second column shows that, job satisfaction was positively related to employee engagement ($\beta= 0.389$ and $p< 0.01$). (3) The mediator (employee engagement) must affect the dependent variable (OCB): Results in fourth column suggest positively correlation between employee engagement and OCB ($\beta = 0.517$, $p< 0.01$). To demonstrate mediation, fourth condition is that, the effect of independent variable on dependent variable should reduce or become insignificant when mediator is introduced in the equation. When employee engagement was added after job satisfaction in the analysis, the effects of job satisfaction became insignificant ($\beta= 0.11$, $p > 0.05$), revealing that employee engagement fully mediated the relationship. Since employee engagement was found to meet all the four criteria of mediator between job satisfaction and OCB, hypothesis H2 was supported.

Sobel test of statistical significance (Sobel, 1982) further supported the significant mediating effect of employee engagement on the relationship between job satisfaction and OCB ($z= 4.66$, $p< 0.001$).

Our second mediation hypothesis considers the mediating effect of employee engagement on the relationship between job satisfaction and ITQ. Results of regression analyses to test the mediation in hypothesis H4 are shown in Table 3. Conditions for mediation were tested as follows. (1) The independent variable affects the dependent variable: Results in the sixth column of Table 3 suggest that, job satisfaction was significantly related to ITQ ($\beta= -0.413$ and $p< 0.01$). Thus, hypothesis H2 was supported. (2) The independent variable must affect the mediator: Job satisfaction was found to be significantly related to employee engagement. (3) The mediator must affect the dependent variable: Results in seventh column suggests negative correlation

between employee engagement and ITQ ($\beta = -0.386, p < 0.01$). When employee engagement was added in the analysis after job satisfaction, the effects of job satisfaction neither reduced significantly nor became insignificant ($\beta = -0.312, p > 0.05$) in comparison to its effects in condition 1 ($\beta = -0.413, p < 0.01$). These findings revealed that employee engagement did not add significantly to the amount of variance accounted for job satisfaction. Hence, hypothesis H4 was not supported.

Insert Table 3 about here

Combining together, these results suggest that employee engagement fully mediates the relationship between job satisfaction and OCB. However, mediation effect of employee engagement on the relationship between job satisfaction and ITQ was not significant. Figure 2 presents results of the hypothesized model.

Insert Figure 2 about here

DISCUSSION

The purpose of this study was to explore relationship of job satisfaction and engagement with OCB and ITQ. Results of the study supported the hypothesized positive relationship of job satisfaction and engagement with OCB and ITQ. Likewise, in line with literature, their negative relation with ITQ substantiates the findings that job satisfaction and engagement are very

important determinants of talent's intention to remain with the system or leave the system. Findings also confirm that employee engagement is an important outcome of job satisfaction, thereby signifying that, favorable evaluation of job conditions is closely related with positive experiences while performing the job. The study confirms that OCB is influenced by job satisfaction, though results of mediation analysis suggested that this relationship is operated through the aforementioned impact of job satisfaction on employee engagement. The model presented in figure 2 shows full mediation effect of engagement on relationship between job satisfaction and OCB. This means it is job satisfaction that leads to engagement which in turn enhances the level of OCB. Based on these findings it can be argued that engagement reflects the level of energy that a person exhibits while accomplishing any function which has potential to increase the level of OCB.

It can also be argued that if people have positive perception of their current jobs in their present responsibilities, they are willing to show more vigor and dedication than their counterparts and consequently they will actively participate in job and organizational related matters. In other words, these finding reaffirms the linkage between job satisfaction, employee engagement and OCB.

As shown in figure 2, mediation effect of employee engagement on relationship between job satisfaction and ITQ is not significant. It is very striking finding in the literature of engagement suggesting that, an engaged employee may not necessarily continue to stay in same organization because of many factors such as career growth, advancement and family responsibilities. However, results confirm that satisfied employees who are engrossed at workplace tend to display more OCB. Thus, engagement in this study has emerged as powerful mediating variable in the context of these relationships.

Theoretical contribution

The study contributes significantly to the literature in multiple ways. Previous research has focused either on direct links between job satisfaction and OCB, or on moderating role of individual or contextual factors in the relationship. The role of mediating variables remains unexplored in the literature. Results of this study suggest employee engagement to fully mediate the relationship between job satisfaction and OCB. Findings of this study are in line with SET explanation of satisfaction-OCB relationship (Organ, 1990) and further extend satisfaction–OCB relationship.

Findings of the study that job satisfaction leads to increased level of engagement can also be examined from the perspective of self-determination theory (SDT). According to SDT, it is the tendency of human beings to actively pursue their basic psychological needs which enhances motivation in them (Haivas, Hofmans, & Pepermans, 2013). Job satisfaction deals with emotional response associated with fulfilment of needs or values at workplace and employees are motivated to the extent they fulfil their needs (Rich et al., 2010). In other words, job satisfaction leads to an energized state of mind in which employees are motivated to exert strong efforts while performing their job.

Emergence of engagement as a mediator in relationship between job satisfaction and OCB in this study is a significant contribution in the literature of job-satisfaction-OCB relationship. Researchers found job satisfaction-OCB relationship to be influenced by attitudes of job ambivalence and commitment (Foote & Li-Ping Tang, 2008; Ziegler et al., 2012). In this study also it was found that state of mind related to expectations and obligations toward organization significantly influences satisfaction-OCB relationship.

Another contribution of the study is to the line of research that considers engagement as an important mediator influencing positive attitudes and behaviors at workplace (Saks, 2006; Shuck et al., 2011). Researchers attributed the reason for positive outcomes of engagement to the resources availability (Salanova & Schaufeli, 2008). This study uses social exchange perspective to discuss the effect of engagement on attitude-behavior relationship, thereby indicating that OCB is more likely to occur when employees show a high degree of psychological presence in their job and are satisfied. Therefore, the study supports the literature that suggest social exchange perspective to provide a strong ground to examine its antecedents and outcomes.

Although work engagement has been found to mediate the relationship between job satisfaction and turnover intention (Yalabik et al., 2013), but findings of this study did not support it. It can be argued that external conditions including challenging job opportunities, competitive remunerations and family issues determine employee's desire to continue performing their roles. Moreover, in developing countries, satisfaction with the job may also give people a sense of worthiness, social security and a sense of accomplishment. Therefore, findings of the study indicate that satisfaction in the job is a key determinant in taking decision to continue in the job.

Practical Implications

The study has important implications for organizations. Findings suggest that positive attitude towards job positively influences employee engagement and OCB. It can be argued, therefore, that providing satisfying job could be one way to enhance employee engagement. Therefore, strategies of the organizations should be directed towards enhancing job satisfaction (such as providing feedback from the job, increasing job enrichment, resolving their grievances and reduction in workplace discrimination) which, in turn, will increase the level of engagement

and occurrences of OCB. The direction of mediation results clearly indicated that job satisfaction leads to employee engagement is another contribution to focus the attention of business leaders and policymakers on introducing reward management strategies that have potential to increase the level of job satisfaction. Since job satisfaction is also found to negatively influence ITQ, these measure by managers will also reduce employee's intention to leave the system.

Significant mediating effect found in this study suggest that management practices to increase job satisfaction can promote employee engagement directly and enhance OCB indirectly. This means satisfied employees who have higher level of engagement tend to display higher OCB. Therefore, organizations could increase discretionary behaviors, which are important for organizational effectiveness, by providing job resources that have potential to increase employee engagement, such as social support, autonomy, performance feedback and supervisory support.

CONCLUSION

This study reaffirms the importance of employee engagement in increasing the level of OCB and reducing ITQ. It is possible to conclude that people are more likely to show positive behaviors and intentions when they feel positive and energetic about the job as well as organizational membership. It can also be concluded that organizations which are able to provide satisfying job are likely to have employees with higher degree of engagement, which lead to higher OCB. This means that organizations will reap the maximum benefits of resources aimed at improving job satisfaction by enhancing employment engagement. Thus, leaders and policymakers may need to pay closer attention toward devising talent development strategies to aim at increasing job satisfaction as an important enabler of employee engagement and enhanced citizenship behavior.

LIMITATIONS

Due to the cross-sectional design of research, direction of the causality among the variables must be cautiously interpreted. A longitudinal study can be undertaken to examine the direction of causality between variables. Future studies can replicate the findings by using methods other than self-report. Since the respondents were not selected randomly from a global population of employees therefore, the power of generalizability of the results has its own limitations and must be seen with caution.

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Table 1.**Measurement model testing**

Structure	χ^2	df	χ^2/df	CFI	RMSEA	TLI
Four factor model	320.668	199	1.611	0.92	0.054	0.91
Three factor (combining Employee engagement and OCB)	706.235	206	3.428	0.68	0.108	0.641
Three factor (combining OCB and job satisfaction)	580.186	204	2.844	0.759	0.094	0.727
Three factor combining (OCB and ITQ)	663.422	205	3.236	0.707	0.104	0.67
Three factor combining (Employee engagement and ITQ)	596.905	205	2.912	0.749	0.096	0.717
Two factors combining (Job satisfaction, ITQ and Employee engagement into one factor)	597.653	206	2.901	0.749	0.096	0.719
One factor model	765.201	208	3.679	0.644	0.113	0.604

Note: OCB, organization citizenship behavior; ITQ, intention to quit.

Table 2.
Means, standard deviations, correlations and CR ($\sqrt{\text{AVE}}$ in bold)

	Mean	SD	Age	Tenure	Job satisfaction	Employee engagement	OCB	Intention to quit	CR
Age	28.83	6.44	n.a.						
Tenure	4.37	4.93	.683**	n.a.					
Job satisfaction	3.61	1.164	.160*	0.116	n.a.				
Employee engagement	3.53	0.54	.246**	.143*	.418**	0.799			0.770
OCB	3.69	0.58	0.068	0.013	.297**	.504**	0.839		0.819
Intention to quit	2.96	0.98	-.234**	-.184**	-.440**	-.419**	-.163*	0.752	0.714

*p < .05; **p < 0.01.

The bold figures on the diagonal are the square root of the AVE (variance shared between the constructs and their measures) and the off-diagonal elements are the correlations among the constructs. . n.a. not applicable.

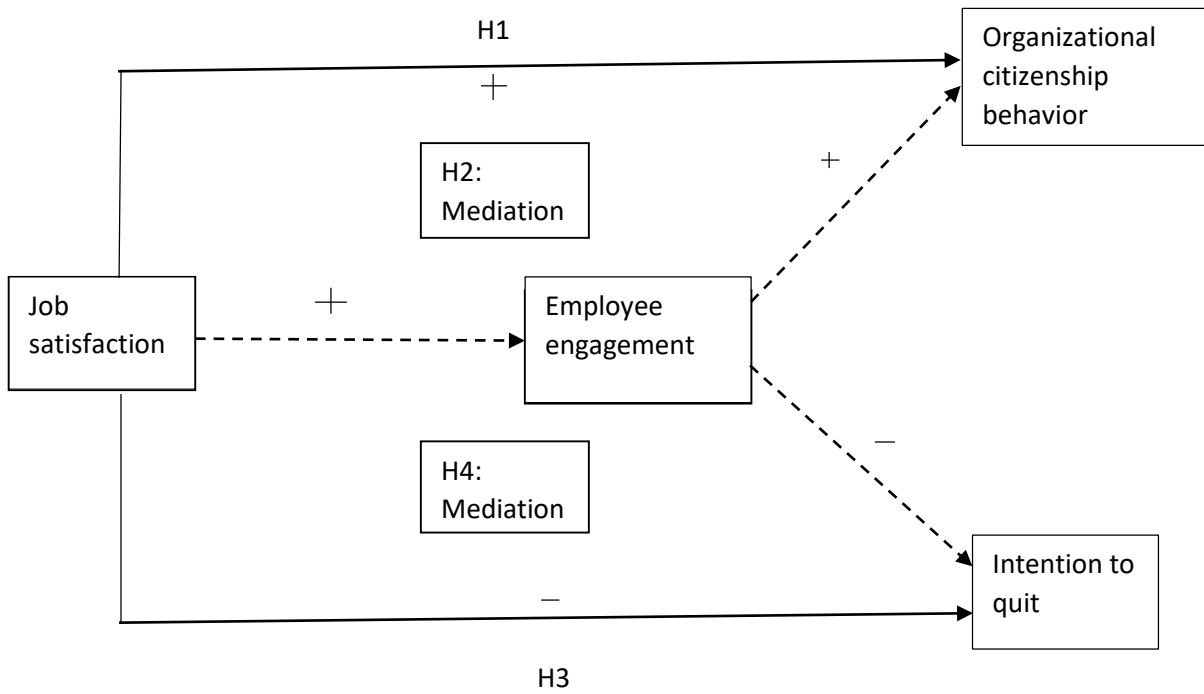
Table 3**Regression results for testing mediation in hypothesis 2 and 4 (N = 209)**

Variables	Employee engagement	OCB			ITQ		
		Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
Age	0.219*	0.067	-0.032	-0.036	-.142	-0.097	-0.085
Tenure	-0.051	-0.067	-0.039	-0.043	-.039	-0.062	-0.052
Job satisfaction	0.389**	0.294**		0.11	-.413**		-0.312**
Employee engagement			0.517**	0.473**		-0.386**	-0.260**
R2	0.209	0.091	0.258	0.268	0.222	0.196	0.276
Adjusted R2	0.197	0.078	0.247	0.253	0.211	0.184	0.261
Δ Adjusted R2	0.147	0.084	0.251	0.177	0.166	0.140	0.054
F	18.039**	6.829**	23.751**	18.656**	19.496**	16.63**	19.395**

* p<.05; ** p<.01

Figure 1.

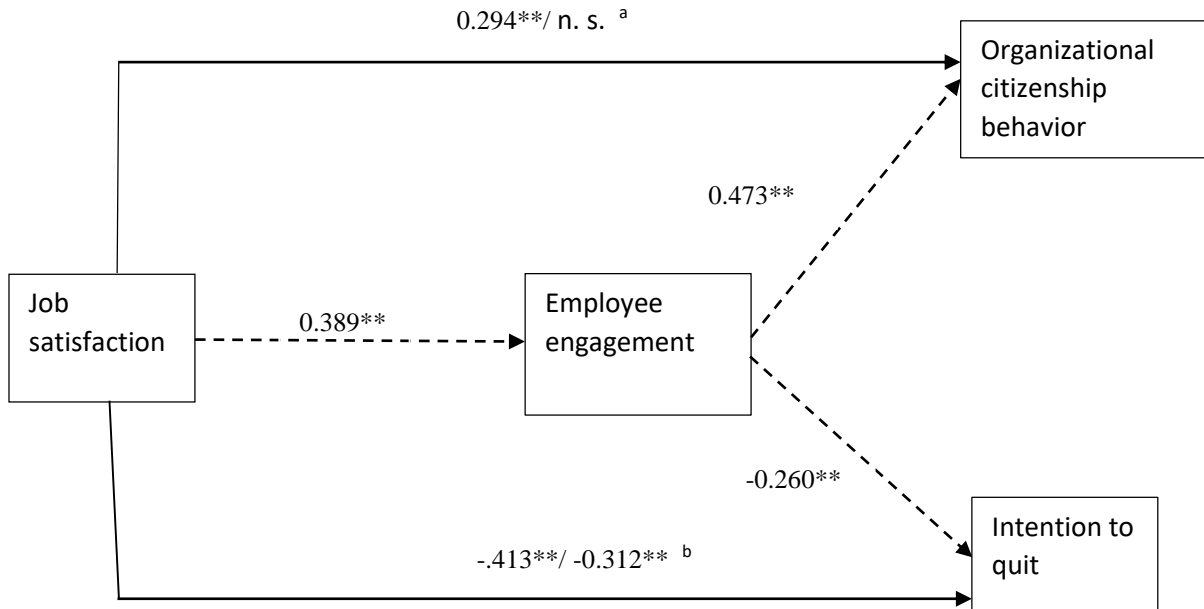
The hypothesized model.



Note: This figure shows hypothesized relationships to be tested. Mediation paths are represented by dashed lines in the figure.

Figure 2.

Results of the hypothesized model (β values).



Notes: This figure shows results of hierarchical regression analysis. ^a Job satisfaction to OCB path became insignificant when employee engagement was entered as mediating variable in the analysis. ^b Job satisfaction to ITQ path remained significant when employee engagement was entered as mediating variable in the analysis. ****** $p < .01$. Mediation paths are represented by dashed lines in the figure.