

# **EFFECT OF LEADER-MEMBER EXCHANGE AND WORK ENGAGEMENT ON OCB: ROLE OF JOB EMBEDDEDNESS**

**Ph. D. THESIS**

by

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# **EFFECT OF LEADER-MEMBER EXCHANGE AND WORK ENGAGEMENT ON OCB: ROLE OF JOB EMBEDDEDNESS**

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## STUDENT'S DECLARATION

I hereby certify that the work presented in the thesis entitled “**EFFECT OF LEADER-MEMBER EXCHANGE AND WORK ENGAGEMENT ON OCB: ROLE OF JOB EMBEDDEDNESS**” is my own work carried out during a period from July, 2014 to July, 2019 under the supervision of Dr. Ram Manohar Singh, Assistant Professor and Dr. Renu Rastogi, Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

**Dated:** \_\_\_\_\_

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## SUPERVISOR'S DECLARATION

This is to certify that the above mentioned work is carried out under my supervision.

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This is to certify that the student has made all the corrections in the thesis.

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## ABSTRACT

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Presently, the organizations are operating under the complex and ambiguous environment which is characterized by unprecedented sweep of change and ceaseless progressions. Such transformations per say the enduring technological catastrophes are demonstrated in various sectors, but conceivably none is as apparent as the information technology (IT) sector. Further, driven by swift pace of transformation, amalgamations, innovation and extensions, the information technology (IT) sector is undergoing a wave of advancement. Attributable to these intricacies, organizations cannot rely on conventional strategies (Nielsen, Bachrach, Sundstrom, & Half-hill, 2012). Hence, the proactive, innovative and committed workforce who is willing to adapt swiftly to the altering environment is crucial for organizational sustainability and competitive advantage. Moreover, contemporary organizations are not only anxious to lure and maintain prodigious workforce which is not merely proficient and enthusiastic to accomplish role tasks efficiently but also determined to work in a righteous way and assume responsibilities over and beyond their in-role activities. Organ (1998) denoted to these capabilities and significant initiatives as organizational citizenship behaviour (OCB). Recently, organizational citizenship behaviour (OCB) has gained substantial attention from scholars and practitioners, and has emerged as one of the major components of the employees' behaviour that may help the organizations to attain competitive advantage. The employees who display such behaviours tend to produce substantial advantages for the organizations, such as increased productivity, effective utilization of resources, improved performance, high profitability and efficiency, less turnover and enhanced capability to adjust and adapt internal and external environmental change. Hence, organizational citizenship behaviour remains to be one of the most interesting areas for contemporary researchers.

In the Indian context, immediate supervisors play significant role in stimulating employees' attitude and behaviours. The leader-member association involving openness and mutual trust, encourages significant job results such as job satisfaction and OCB. Moreover, engaged employees go beyond the call of duty to perform their role in excellence. Accordingly, this study has considered leader-member exchange (LMX), and work engagement (WE) as potential antecedents of OCB. Although, existing literature revealed that leader-member exchange (LMX) and work engagement (WE) have been associated with various positive job outcomes such as job performance and OCB, the literature suggests that some intervening

mechanisms also exist in the relationship between LMX, WE and job outcomes. Keeping the above discussion in mind, the current study tries to analyse the mediating role of job embeddedness (JE) in relation with leader-member exchange (LMX), work engagement (WE) and organizational citizenship behaviour (OCB). Thus, the study extends the understanding of the effect of leader-member exchange and work engagement on the job embeddedness of IT employees working in Indian context and suggests that job embeddedness acts as a mediating variable between the factors such as leader-member exchange, work engagement and organizational citizenship behaviour.

The data were collected from the working professionals from the Indian IT sector, which is characterized by boundary spanning projects, team-based work, group performances, ongoing coordination, collaborations and interdependencies in work groups. This necessitates IT organizations to invest in appropriate human resource practices related to leader-member exchange (LMX), work engagement (WE), job embeddedness (JE) and organizational citizenship behaviour (OCB), which are critical factors for their success. Therefore, understanding about how the willingness to participate in “extra-role” behaviours can be advanced among IT professionals is most desired area of research. The above-mentioned background offers adequate evidences for examining the role of LMX, WE, and JE as crucial determinants of OCB in these organizations.

Also, the study used descriptive research design and quantitative approach to examine the relationship among key study variables. The sample population was comprised of employees from 17 IT firms across the Delhi (NCR), India. Due to the time and resource constraints; convenience sampling technique was used for the data collection process. By using this technique questionnaires were circulated among the respondents and finally 430 questionnaires were used for the analysis of the data. Data analysis was done using regression analysis Hayes’ SPSS macro ‘PROCESS’.

The results showed support for the hypothesized relationship between leader-member exchange, work engagement and organizational citizenship behaviour and indicated that LMX and work engagement positively influence the employees’ citizenship behaviour. Besides, job embeddedness was found as a partial mediator between LMX, work engagement and OCB which reveals that LMX and work engagement foster job embeddedness that promotes citizenship behaviour amongst employees.

Recommendations to eliminate problems affecting the organization and promote “high-quality” LMX practices, creating supportive climate and fostering job embeddedness was discussed in the light of the findings. Finally, limitations and future scope of the study are also discussed.

*Keywords:* Leader-member exchange, work engagement, job embeddedness, organizational citizenship behaviour.

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**(KHYATI KAPIL)**



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## LIST OF ABBREVIATION

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Leader-member exchange	LMX
Work engagement	WE
Job embeddedness	JE
Organizational citizenship behaviour	OCB
Human Resource	HR
Information Technology	IT
Independent Variable	IV
Dependent Variable	DV
Structural equation modeling	SEM
Variance inflation factor	VIF
Confirmatory factor analysis	CFA
Goodness of fit index	GFI
Adjusted goodness of fit index	AGFI
Normed fit index	NFI
Root mean square error of estimation	RMSEA
Average variance extracted	AVE

# Chapter - 1

## INTRODUCTION

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### 1.1 INTRODUCTION

The current study attempts to examine the work scenario of the Indian IT industry and the factors related to it. The study primarily aims to find out the factors affecting employees' citizenship behaviour in the IT sector organizations. The rudiment to upsurge organizational performance and efficiency is undeniably an endowed and devoted workforce, and is acknowledged as paramount for the overall prosperity of an organization. Since employees are regarded as the significant asset of an organization, an expanding area of concern reveals that a very limited organizations are able to fully harness their potential (Ahmed & Schroeder, 2003).

### 1.2 DEVELOPMENT OF RESEARCH PROBLEM

India is rising as a huge business power with the attractive policies of globalization, liberalization and privatization (Emran, Shilpi & Alam, 2007). However, in the last two decades, service sector has gained immense attention by industry and academia because of high percentage of prosperity produced by IT industry in developing countries like India (Biswas, 2009; Dhar, 2012; Thatchenkery and Stough, 2006).

According to Basu (2001), the Indian IT sector has proven to be "India's philosopher's stone" and has been able to attain recognition at the global market level, making Indian IT industry a name to reckon within the global scenario (Thatchenkery and Stough, 2006; Gupta et al., 2015). The industry is one of the major private sector employers engaging about 3.5 million IT professionals (NASSCOM, 2015). The Indian government acknowledges the IT industry as a thrust area for national development and offers significant support to promote its growth (Ilavarasan, 2007; Balakrishnan, 2006).

Extant literature reveals that researchers and practitioners give immense importance to the service sector because it creates a high percentage of wealth in total (Chapman et al., 2003). This is observed in both developed and emerging economies like India and industry such as IT industry (Tidd & Hull, 2003).



The Indian IT industry is an important field for economic growth of the nation because it has brought the national economy into the frame of world, raising the national GDP and reviving it (Sanyal and Biswas, 2014; Mishra & Bhatnagar, 2010). Additionally, it has been seen that IT sector contributes tremendously and contribution of this sector is rising day by day which plays a significant role in overall growth of the economy (Kundu & Mor, 2017; Kartiwi & MacGregor, 2007). Further, it is observed that this sector is the backbone of Indian economy (Venkataramanaiah & Parashar, 2007).

These developments have created not only the vast opportunities, but also brought several sorts of novel challenges (Khan, 2013). Indian organizations witnessed abrupt and increased competition from international firms after the phase of liberalization (Gautam, 2015). These were not witnessed earlier due to fulfilment of the expectations of the consumers, to provide better facilities to the customers and to maintain better infrastructure. This is a universal phenomenon that the management experts, researchers and practitioners in the industry have focused to cope up with such emerging challenges where the customers' expectations have soared and management of the companies have to satisfy these in satisfactory manner (Gupta and Pathak, 2018; Gupta and Pathak, 2016). Moreover, these challenges compel modern organizations to upgrade their technology and mobilize HRM functions to get competitive advantage (Ojha, 2014; Sekhar, Patwardhan & Vyas, 2017). It has been revealed that liberalization, globalization and industrialization have created pressure on the Indian HRM function to become more proactive, structured and rationalized (Budhwar and Boyne, 2004; Gautam, 2015). Hence, along with the numerous benefits, the challenges in the IT industry also arise and it is required to be satisfactorily rectified. It has been observed that in IT industry these challenges are required to be met with immediate urgency, so that this sector could realize its full potential.

Employees have been considered to be the key factor in the IT industry, who are the major stakeholders in the growth and maintenance of the company (Zehra and Husian, 2015). Besides, it has been equally observed that growth of any industry depends much upon the increased performance of the employees (Garg and Rastogi, 2006; Gupta & Pathak, 2018; Mishra, Khan & Mishra, 2015). In the era of aggressive competition, swift pace of technological shifts, and growing requirements of knowledge workforces, constructive management of human resources is extra challenging than ever before. Furthermore, organizations also face another challenge in terms of expectations of hiring and retaining

extraordinary workforce which is not only be proactive and innovative but also exhibits dedication and commitment towards work and the organization. These are the key factors for development of any service industry as well as for sustaining competitive advantage of the organization (Shrivastava & Purang, 2009; Gautam and Ghimire, 2017; Zehra and Husain, 2015). The accelerating growth of IT sector in India leads to a substantial increase in the demand for employees with specialised skills. Its contribution to India's GDP has increased from 1.2% per annum in 1998 to an estimated 9.5% in 2015 (NASSCOM, 2015; Gupta & Pathak, 2018). The IT industry is also expected to triple its current annual revenue to reach US\$350bn by FY2025. The high growth rate of the Indian IT industry, estimated for FY2015 as US\$146bn (NASSCOM, 2015). Approximately, 44% of the world outsourcing business is being performed by Indian companies (Budhwar et al., 2006). Thus, such committed and dedicated workforce is even more critical in IT sector, which is highly knowledge centric.

In today's business scenario, the factors that affect the employees' work-related outcome are very important and these areas have become an area of enquiry in the field of behavioural research (Chi Nai-Wen, Pan, Su-Ying, 2012). Since the last two decades, these variables gained enormous attention due to their impact on the performance of the IT organizations. The Indian IT sector is an imperative field for the economic growth of the nation because it has brought the national economy into the frame of world, thereby raising the national GDP and reviving it (Sinha & Sinha, 1990; Augustin & Mohanty, 2013). This industry has a substantial role in rising and maintaining the national GDP. At present, this sector faces the challenge related to employee performance (Awasthi et al., 2011; NASSCOM, 2007). The reason behind is that being service oriented industry, IT sector relies on the employees' performance (Griffeth et al., 2000). Organizational leaders are facing some challenges such as promoting "in-role" and "extra-role" behaviour of employees, which is vital for the overall effectiveness of the organization. Several researchers have claimed that behaviour of service sector employees is crucial for the attainment of anticipated organizational goals (Garg & Dhar, 2014); thus, the managers of these organizations need to focus on strengthening the citizenship behaviour to attain the objectives of the organizations and also achieve the competitive advantage over another organizations (George & Zhoa, 2002).

Employee attrition is another critical issue in the Indian IT industry (Chhabra & Mohanty, 2014). The Indian IT industry went through high attrition rate and if adequate attention is not given to tackle this issue, the industry may speedily face the issue of employee

attrition in the future as well. Moreover, it has been widely acknowledged that effective human resource management practices play vital role in extracting positive work behaviour from employees, which consecutively lead to organizational effectiveness (Tan & Nasurdin, 2011). Therefore, managers of Indian IT sector need to cultivate effective human resource practices to ensure committed and dedicated workforce (Sekhar, Patwardhan & Vyas, 2017).

Considering the Indian background, regardless of the kind of an organization, employees expect direction and support from their immediate supervisor; and thus, credit a great importance to them (Varma, Srinivas & Stroh, 2005). Moreover, cordial supervisor-subordinate relationship encourages employees to perform better in their jobs with desirable level of commitment (Eisenberger et al., 2010). The theory of LMX also suggests that behaviour of leaders significantly affects performance of employees (Srivastava and Dhar, 2016). Hence, leader-member interaction becomes crucial in any organization for accomplishment of organizational goals (Mujtaba et al., 2010). Accordingly, leaders must develop participative organizational culture as it is positively related with organizational commitment and organizational effectiveness. Employees feel more pride being associated with their organizations (Identification) and more willing to perform (Involvement) in participative organizational culture, which are the key factors of organizational effectiveness (Tripathi, Kapoor, & Tripathi, 2000). Based on social exchange theory (SET), LMX theory has provided a framework for analysing the quality of work relationship between employee and his/her immediate supervisor. Additionally, employees can be motivated to handle difficult situations at their workplace, if they have close connection and proper guidance of their supervisors. A healthy supervisor-subordinate relationship is imperative to retain and nurture the talent (Shukla & Sinha, 2013). Given the considerable influence of LMX on employees' positive job attitudes and behaviours (DeConinck, 2011), studies are being carried out to analyse the relationship between LMX and work outcomes such as OCB (Ishak & Alam, 2009; Kim et al., 2017).

This study is an effort to assert that superior quality LMX practices play an important role in accelerating citizenship behaviour among employees of the Indian IT sector organizations. However, past studies indicate that research investigating the association of leader-member exchange and organizational citizenship behaviour is scant in Indian context and still in the initial stage (Kapil & Rastogi, 2018). Thus, the problems or gaps are still under

investigation in the leadership research. Considering the importance of LMX for work outcomes such as OCB, further investigation is still desirable and attempts to fill the void.

Although LMX has direct effect on job outcomes, plenty of research work have also proposed that there may be other variables which may mediate and moderate the LMX and job outcome relationship (Gerstner & Day, 1997; Schriesheim, Castro, & Cogliser, 1999). However, LMX has been evidenced as the proximate antecedent of employee's job outcomes (Gerstner & Day, 1997; Liden, Sparrowe, & Wayne, 1997). An observation of meta-syntheses studies indicates that LMX is associated with key job outcomes. In fact, a plenty of these associations are moderated and mediated by other contextual variables (Gerstner & Day, 1997; Harris et al., 2011). The findings of these studies show that other variables may also intervene between LMX and job outcomes (Harris et al., 2011; Schriesheim et al., 1999). Thus, there is a need to incorporate important intermediary variables which may explain the socio-psychological processes linking LMX and work outcomes such as OCB.

Social exchange theory (SET) provides relevant framework for describing the relationship between LMX and its outcomes (Blau, 1964). By accentuating the “norm of reciprocity” or the obligation to recompensate, SET attempts to provide justification for employees' motivation to perform in the favour of their leaders or organizations (Walumbwa, Cropanzano, & Goldman, 2011a). Work engagement is one of the variables specified in the range of SET (Li, Sanders & Frenkel, 2012). SET puts forward that the employees demonstrate higher levels of organizational citizenship behaviour when they feel engaged in their work due to the norms of reciprocity. Job embeddedness is one of the variables specified in the range of Conservation of resource theory (COR). COR puts forward that employees feel more embedded in their job when they are motivated to invest job resources by their immediate supervisors (Harris, Wheeler & Kacmar, 2011). Further, prior literature recognizes job embeddedness to be a significant predictor of employees' citizenship behaviour (Wheeler, Harris and Sabylynski's, 2010b). Since embeddedness provides employees with resources and allow them to invest those resources, resulting in enhanced performance. Moreover, when employees maintain many formal and informal links with an organization, better fit, and will have to sacrifice a great deal if they quit, their motivation to perform would be high (Halbesleben & Wheeler, 2008).

The study primarily aims to find out the relationship and impact of the leader-member exchange and work engagement on the employees' organizational citizenship behaviour.

Additionally, at the secondary level, it also probes the mediating role of job embeddedness on their relationship. At the critical level both of these concepts i.e. the job embeddedness and organizational citizenship behaviour are the functional concepts and are integral to human personality and expressed behaviour. Hence, they can be well understood with the help of human relations theories.

The study aims to dissect this relationship in comprehensive manner. Job embeddedness has an important role to act as a mediating system between LMX and organizational citizenship behaviour. This study also focuses to investigate the intermediating effect of job embeddedness between work engagement and citizenship behaviour of employees. Impressive researches have been conducted on the topic in different dimensions and aspects. The present study will make use of these research works to understand the relationship between these components of the managerial practices and the behavioural outcomes of the employees in the IT industry. Work engagement also has vital role in accelerating the organizational citizenship behaviour. It is well documented that work engagement develops energy, attachment and engrossment among the employees about the organization. This feeling leads towards employees' increased belief system on the organization. It can be translated in different forms for the benefit of the organizations. Its major contribution may emerge in the form of citizenship behaviour of employees.

The present study explores all these components and attempts to find the problems prevailing in the Indian IT industry and suggests appropriate remedies to address them. Moreover, to the best of researcher's knowledge, there is hardly any substantial study that examines the influence of leader-member exchange (LMX), work engagement (WE) and job embeddedness (JE) on organizational citizenship behaviour (OCB) in the Indian IT industry. Thus, there is a need to examine the effect of these variables for promoting citizenship behaviour among the Indian IT sector employees.

### **1.2.1 Statement of the Problem**

Today's organizations are not only anxious to lure and maintain prodigious workforce which is not merely proficient and enthusiastic to accomplish role tasks efficiently but are also determined to work in a righteous way and assume responsibilities over and beyond their in-role activities. Organ (1998) mentioned these capabilities and such significant initiatives as organizational citizenship behaviour (OCB). OCB is "individual behaviour that is

discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effectiveness of the organization” (Organ, 1998 p. 4). Employees who display such behaviours tend to produce substantial advantages to organizations, for example increased productivity, effective utilization of resources, improved performance, high profitability and efficiency, less turnover and enhanced capability to adjust and adapt to internal and external environmental changes (Podsakoff et al., 2000; 2009; Pare & Tremblay, 2007).

It is a rational understanding that the low level of citizenship behaviour among the employees may lead to the low growth in the IT industry. This may bring cascading effect; the growth and profitability of the IT industry may decline. In the year of 2012, the average employee attrition rate of IT industry was 17% to 25% against other industries like banking, manufacturing, and others, which is about 8% (Augustin and Mohanty, 2012). According to Dhiman and Mohanty (2012), this pattern is expected to prevail in Indian industry with the abrupt decline of employee commitment. Moreover, companies incur productivity loss and huge training and development cost as about 30% to 50% of newly joined employees leave their firms within one to three years (Augustin and Mohanty, 2013).

Alternatively, a committed workforce, which is keen to contribute in overall organisational effectiveness and development, go beyond its roles and responsibilities and showcase organisational citizenship behaviours (OCBs), is vital for the competitive advantage (Singh and Mohanty, 2011; Kataria, Garg and Rastogi, 2012). Thus, the study assumes that employees with great commitment level tend to exhibit higher degree of citizenship behaviours and showcase higher performance.

Hence, it is evident that the root cause of all these concerns lies in the low level of organizational citizenship behaviour among the IT sector employees. This problem has now become a major challenge for the managers and for the researchers to find out the root cause as well as the proper solution to cope up with the lesser intentions of citizenship behaviour among the IT sector employees in satisfying manner.

Nevertheless, it is a two-way process demanding a substantial effort on the part of organizations to foster and influence employees’ comprehensive engrossment with their organizations and inclination to outpace the job responsibilities. Hoon and Tan, (2008) also observed that organizations can influence certain factors to the extent that they have significant effect on employees’ work behaviours since citizenship behaviours cannot be easily observed

at the normal workplace. In fact, they are encouraged by the organizations through implementing appropriate policies and practices. Therefore, it becomes crucial for the organizations to embrace a strategic perspective on their human capital management. Besides these exertions, creating an inspiring workplace atmosphere where employees can work and simultaneously engage with their organizations to thrive in the contemporary scenario is the need of hour.

### **1.2.2 Need and Importance of the Study**

In the last few years, it has been observed that IT sector organizations majorly contribute towards increasing the GDP (Venkataramanaiah & Parashar, 2007) and also estimated that the involvement of this industry is likely to increase enormously in the coming decades (Goyal, 2013). Thus, research work delving on the challenges this industry faces holds great prominence.

Overall this research work outspreads the LMX literature considering the relations among work engagement and job embeddedness. These variables also have direct impact on developing organizational citizenship behaviour in Indian IT sector context.

Assuming these significant contributions to organizational effectiveness, it becomes crucial to analyse how and why employees engage in OCBs. Resulting this argument, researches in past decades have discovered the antecedents of such behaviour, for instance; job attitudes (Organ, 1988), interpersonal trust, loyalty to the leader (Podsakoff et al., 1990), transformational leadership behaviour (Eisenberger et al., 1986), task characteristics (Farh et al., 1990), organizational justice (Moorman, 1991), cultural influences (Farh et al., 1997), civic citizenship (Dyne et al., 1994), dispositional influences (Dyne et al., 1994), and contextual influences (Netemeyer et al., 1997). But, even with several researches on OCB area, still, the expansion of OCB theory is relatively slow (Konovsky and Pugh 1994); specifically, with regard to the antecedents of OCB (Podsakoff et al. 2000). Thus, research directing to the antecedents of OCB is still desirable. The present study therefore assumes an important role because it intends to investigate the factors responsible for lower level of the citizenship behaviour. Different factors are linked together in order to decipher the fundamental causes of the low level of the citizenship behaviour. The present study also explores the ways which can be employed to improve the OCB among the Indian IT sector employees.

In the contemporary context, where the competitiveness among the employees and peer groups so fierce and ever increasing, the citizenship behaviour among them will foster a congenial work environment which is inevitable to generate more revenues and achieve increased level of performance. With this perspective, the study assumes great importance. The study may offer certain solutions to the challenges and problems which emerged in the Indian IT industry of National Capital Region (NCR), Delhi. It may be useful in providing the better products and services by IT industry. It may also contribute in the enhancement of the provisions of better work culture where employees devise new strategies in autonomous manner to provide the services to the customers. The attrition rate can also decline, which is one of the major challenges of Indian IT industry. The increased revenues from the IT industry may offer tremendous possibility for the development of better infrastructure and the expansion of the facilities for its employees. This may be useful for the economy of the state and the country as well. These suggestions may be imitated by the organizations of other states too.

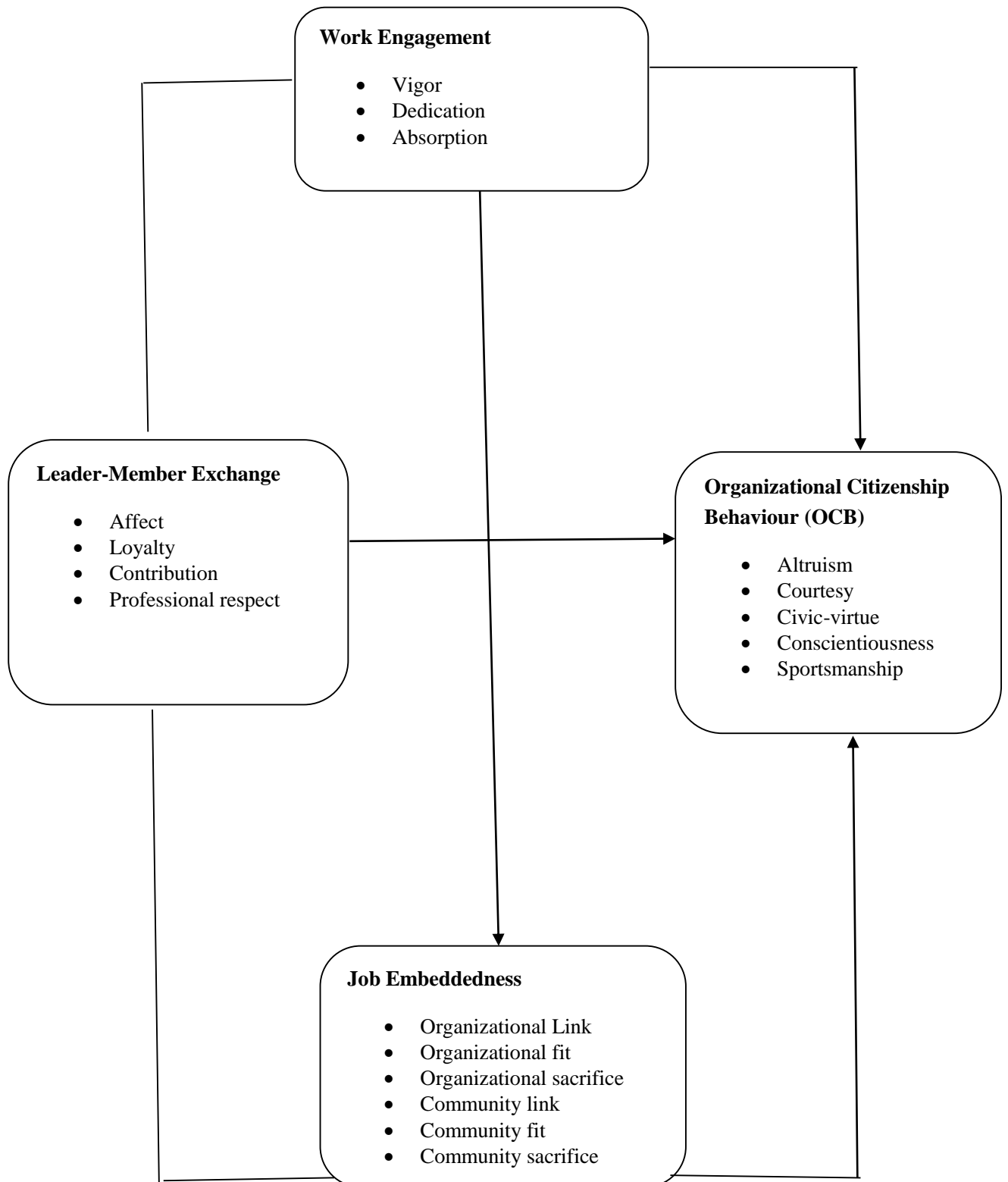
Thus, this study has been planned in a way that all factors from wide areas could be recognized in order to present a clear image of the factors that are really affecting the citizenship behaviour of the IT sector employees. Factors like leader-member exchange, work engagement and job embeddedness have been discussed in the past literature, still a lot can be explored in this area, especially in the Indian context. The current study analyses the various factors that help employees in displaying citizenship behaviour of the Indian IT employees working in National Capital Region (NCR), Delhi. Further, suitable measures to avoid the low level of citizenship behaviour and recover the situation have been discussed.

### **1.2.3 Scope of the Study**

In the light of above facts, this study attempts to model (see figure 1.1) antecedents of organizational citizenship behaviour, highlighting the roles of other variables such as leader-member exchange, work engagement and job embeddedness with special reference to IT sector in India. The study also attempts to discuss the precursor which mediated the relationships in predicting the criterion variable.



**Figure 1.1 Proposed Model with Key Study Variables**



### 1.3 DEFINITIONS OF THE KEY CONSTRUCTS USED IN THE STUDY

**Leader-Member Exchange (LMX):** “leader-member exchange is (a) a system of components and their relationships (b) in both members of a dyad (c) involving interdependent patterns of behaviour and (d) sharing mutual outcome instrumentalities and (e) producing conceptions of environments, cause maps, and value” (Scandura, Graen & Novak, 1986, pp. 580).

**Leader-Member Exchange (LMX):** Dienesch and Liden (1986) conceptualized LMX as a multidimensional construct composed of loyalty, affect, contribution and professional respect.

**Work Engagement:** “the harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during work role performance” (Kahn, 1990, pp. 694).

**Work Engagement:** “a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli et al., 2002, pp. 74).

**Job Embeddedness:** “Job embeddedness is like a net or a web in which an individual can become stuck. One who is highly embedded has many links that are close together” (Mitchell et al., 2001, pp. 1104). They mentioned that a person can be embedded in a job in a variety of ways related to both on- and off-the-job factors.

**Job Embeddedness:** “the combined forces that keep a person from leaving his or her job” (Yao, Lee, Mitchell, Burton, & Sablinski, 2004, pp. 159).

**Organizational Citizenship Behaviour:** “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, pp. 4).

**Organizational Citizenship Behaviour** “contributions to the maintenance and enhancement of the social and psychological context that supports task performance” (Organ, 1997, pp. 91).

**Organizational Citizenship Behaviour:** “behaviours that do not support the technical core itself so much as they support the broader organizational, social, and psychological environment in which the technical core must function” (Borman and Motowidlo, 1993, pp. 73).

## 1.4 RESEARCH GAP

Being a growing economy, and specially the IT sector, which is characterized by boundary spanning projects, team-based work, group performance, ongoing coordination and collaborations, and interdependence in work groups, citizenship behaviour represents the appropriate investment of resources and a critical factor for the success of IT sector organizations. The legitimacy, and enormous appeal of the concept of OCB in IT organizations can be attributed to working environments with high ambiguity, high demand for change and learning, a high level of job stress associated with poor health (Kulkarni, 2013), low job involvement (Kaur & Chadha, 1998; Chadha & Kaur, 1987; Love & Irani, 2007), and frequent alterations in the business climate in addition to advances in technology (Allen et al., 2008; Chiang et al., 2013). It is also evinced that with increasing level of work stress, the employees' commitment towards organization decreased (Tiwari and Mishra, 2008). Therefore, empathizing how to advance IT professionals' willingness to get involved into facilitation of citizenship performance at workplace to benefit organizations is a needed area of study. This evidence calls into considering the role of leader-member exchange, work engagement and job embeddedness as crucial determinants of OCB in these organizations for the following reasons:

- **First**, in spite of the growing relevance of OCBs amongst IT employees and organizations, recognition of factors promoting employees' manifestations in OCBs is scant in the past literature.
- **Second**, as such, this research should be of particular importance to organizations that are interested in high performance and committed employees who are driven and keen to go the "extra mile." Based on careful literature review, limited studies have explored the relationship between leader-member exchange and organizational citizenship behaviour in the Indian context of IT industry.
- **Third**, despite of increased prominence of work engagement and the postulation that it correlates positively with employees' performance, surprisingly hardly any empirical study could be traced on work engagement in the academic literature (Saks, 2006; Shuck & Wollard, 2010). Only few studies explored the association between work engagement and organizational citizenship behaviour in the Indian context of IT industry.
- **Fourth**, being the relatively new concept, the construct of job embeddedness has not received much attention in Indian context. It has been observed that there is a lack of

research in accessing the mediating role of job embeddedness between leader-member exchange and work engagement in predicting organizational citizenship behaviour in the Indian context of IT industry.

- **Last**, to the knowledge of author, there is hardly any study which compiles these four constructs i.e. leader-member exchange, work engagement, job embeddedness and organizational citizenship behaviour in a single study considering Indian IT sector.

## **1.5 RESEARCH OBJECTIVES**

- a) To study the effect of leader-member exchange on organizational citizenship behaviour of the employees of IT industry.
- b) To study the effect of work engagement on organizational citizenship behaviour of the employees of IT industry.
- c) To study the mediating role of job embeddedness between leader-member exchange, work engagement and organizational citizenship behaviour.

## **1.6 OUTLINE OF THE THESIS**

The thesis contains six chapters along with the appendix at the end which includes the supportive material for the thesis.

First chapter titled 'Introduction' deliberates the foundation of the present study, the identification of the research gaps which helped to develop the specific research objectives, and the rationale of the study; explaining the significance of current study in Indian context.

Second chapter covers literature review, focuses on theoretical foundations of the present study. It also deals with the establishment of the hypotheses-based relationships among the study variables.

Third chapter is related to methodology used in the proposed study. The nature of the study is also explained in this chapter. It also outlines the instruments used for data collection, methods of data collection and approach for analysing the data as well as demographic feature of the sample.

Chapter fourth puts forth the analysis and result which showcase the process of data analysis for testing the research hypotheses with the help of tests like confirmatory factor

analysis (CFA), Harman's test for common biasness, Preacher Hayes' mediation analysis. It thus surmises the results of the study.

Chapter fifth named as "Discussion" covers the interpretation of the findings and provides justification for the same.

Chapter sixth named as "Conclusion" presents limitations and scope for future researches to take up pertinent challenges along with concluding remarks.

## **1.7 CONCLUSION**

The variables have been dealt in extensive manner with identification of the research gaps which constitute an important section of any study and on the basis of which the objectives were framed in comprehensive manner. Further, the statement of the problem has been discussed under the study in detail. The chapter also explains the key study constructs in comprehensive way so that the concepts can be comprehended in a better way and the relevance with the model which has been hypothesized is also ensured. This chapter also provides a comprehensive view of the whole research work with proper presentation of the chapters within a thesis framework. The following chapter 'Literature review' is discussed in the next chapter in order to frame the hypotheses in a relevant way.

## **Chapter - 2**

### **REVIEW OF LITERATURE**

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#### **2.1 INTRODUCTION**

The present chapter starts with the selection criteria, which was employed to consult and include various sources of literature, followed by theoretical framework explaining the relationship between study variables. It also describes the study variables in detail along with the hypothesized relationship among them with the help of relevant research literature and concludes with the formulation of hypotheses.

#### **2.2 SELECTION OF PAPERS**

In order to acknowledge the former works carried out in the related research areas, different electronic databases have been utilized such as Google Scholar, Wiley, Taylor & Francis, Emerald, EBSCO host, ProQuest, SCOPUS and Science Direct. Related and important papers were selected till 2018. The strategy used to search the papers was by using the keywords for every variable: leader-member exchange, work engagement, job embeddedness and organizational citizenship behaviour. Apart from empirical and theoretical research articles, dissertations, conference papers were also included in the literature search. Drawing on the current literature and theoretical perspectives, a theoretical framework has been proposed and hypotheses have been formulated to examine the proposed linkages. The first section highlights the theoretical perspectives, followed by literature review on study constructs and hypotheses formulation. These theoretical perspectives have been used to establish linkage among the variables under study. Also, the forthcoming sections of the current chapter discuss the relevant literature across different time period.

#### **2.3 THEORETICAL FRAMEWORK**

The current study derives the theoretical background from social exchange theory (Blau, 1964) and conservation of resource theory (Hobfoll, 1989, 2001) and intends to extend the understanding on job embeddedness and its role in enhancing organizational citizenship behaviour. The subsequent sections explore these theoretical perspectives.

### **2.3.1 Social Exchange Theory (SET) (Blau, 1964)**

Social exchange theory (SET) states that in the long run loyal, committed, and trustworthy relationship develops between employer and employee following the ‘rules’ of exchange (Cropanzano and Mitchell, 2005). Economic relationships are concrete and volatile, whereas social exchange relationships are “close, personal attachment and open-ended obligations” (Cropanzano et al., 2003, p. 161). Social exchange relationships develop when an organization cares about their employees (Cropanzano and Mitchell, 2005), which ultimately increases the positive work outcomes.

Employees who receive social and economic resources from the workplace are expected to repay the organization by means of work engagement, embeddedness, and discretionary behaviour (Saks, 2006). In simple terms, when employees are trained, rewarded, and empowered; they show enthusiasm and dedication towards their organization at emotional, physical, and cognitive level and repay their organization through work engagement (Garg & Dhar, 2017). The positive perception regarding LMX practices in an organization tends to improve the social exchange quality between supervisor and employees (Tang and Tang, 2012; Wang, Xu, Liu, & Jiang, 2015).

The theory also supports the relationship between the constructs such as LMX, WE, JE and OCB. Any organization wherein the employees follow the rules stipulated as per social exchange theory, nurtures trust, loyalty and mutual commitment among the employees and organization (Saks, 2006). The employees will be obliged to reciprocate the fair HR practices exerted by the organization in the form of positive outcomes (Karatepe, 2013).

Given this fact, the study posits that the organizations which apply “high-quality” LMX and work engagement practices for their employees, the employees value their actions and put their maximum efforts for their employers (Alfes et al., 2013). In essence, the supportive environment fostered in the organization and nurturing LMX and WE practices may assist the employees to be embedded in long run with the organization, which further results in higher degree of OCBs.

### **2.3.2 Conservation of Resources (COR) Theory (Hobfoll, 1989)**

The conservation of resource theory is grounded on the notion that employees are driven to accumulate, invest, and protect the abundant resources available in the organization, which they feel valued. Employees even reinvest these resources to get maximum benefit and additional resources (Hobfoll, 2001). Hence, the conservation of resource theory recommends that employees vigorously aim to not only preserve the prevailing resources, but also seek to expand the additional resources. Similarly, job embeddedness has been described as a state of resource overabundance through the theoretical and empirical investigations (Halbesleben & Wheeler, 2008; Gorgievski & Hobfoll, 2008). The theory offers the framework for analysing the relationship between employee and organization. The present study argues that LMX, WE and JE foster citizenship behaviour among employees, as they tend to accumulate and invest available resources. The employees probably reinvest for deriving maximum benefit (Hobfoll, 2001). Consequently, highly engaged or highly embedded employees tend to accumulate, protect and reinvest their excess resources in their work by executing their jobs remarkably well or exerting OCBs (Halbesleben & Harvey, 2009; Saks, 2006; Halbesleben & Wheeler, 2008; Kiazad et al., 2015). Consequently, it could be reasoned that organizations can attempt to augment job embeddedness by offering LMX and WE. Previous studies have suggested that embedded employees tend to exert more citizenship behaviour on their jobs (Wijayanto & Kismono, 2004; Halbesleben et al., 2014).

## **2.4 CONCEPTUAL FRAMEWORK**

### **2.4.1 Leader-Member Exchange (LMX)**

The LMX refers to the dyadic relationship between leader and his subordinate focusing on content and process exchanges (Graen & Schiemann, 1978). This relationship is affected by personal characteristics between the leader and employee. Leaders develop and maintain unique relationship with each employee via social exchanges. The quality of the exchange can greatly influence employees' roles and responsibilities, access to resources, and performance, all of which greatly impact overall organizational effectiveness (Bhal, 2006; Burch & Guarana, 2014; Graen & Uhl-Bien, 1995).

The LMX theory accentuates the unique interactions between leader and his members which are based on mutual trust, affection and respect for each other and ultimately results in maximizing organizational success (Truckenbrodt, 2000). Leaders observe some of their subordinates more reliable, trustworthy and competent and consider them as “*in-group*”



members. These members are valued as “trusted assistants” by their leaders. The relationship with “*in-group*” members is classified as a “high-quality” exchange (Graen & Cashman, 1975). Alternatively, leaders observe some members not performing well or going above and beyond the employment contract considered as “*out-group*” members. Members’ performance in this group to be exclusively based on formal job description. The relationship with “*out-group*” members is classified as a “low-quality” exchange (Graen & Cashman, 1975).

LMX was first proposed as a multidimensional construct by Dienesch and Liden (1986) consisting of four dimensions: affect, loyalty, contribution and professional respect. The four dimensions of LMX can be described as:

- (a) **Affect:** “the mutual affection members of the dyad have for each other based primarily on interpersonal attraction rather than work or professional values” (Liden & Maslyn, 1998);
- (b) **Loyalty:** “the extent to which both leader and member publicly support each other’s actions and character” (Dienesch & Liden, 1986);
- (c) **Contribution:** “the Perception of the amount, direction and quality of work-oriented activity each member puts forth towards the mutual goals (explicit or implicit) of the dyad” (Dienesch & Liden, 1986);
- (d) **Professional respect:** “the Perception of the degree to which each member of the dyad has built a reputation, within and/or outside the organization, of excelling at his or her line of work” (Liden & Maslyn, 1998).

The construct of LMX has been investigated widely, and the findings revealed that leaders’ behaviour has great influence on employees’ job satisfaction, productivity and discretionary behaviour, and many other aspects of organizational performance (Van Dyne et al., 2008; Liden & Maslyn, 1998).

The contemporary understanding on the LMX theory can be traced back to the 1970s with the pioneering studies on vertical linkage dyads in relation to organizational engagement (Dansereau et al., 1975; Graen & Uhl-Bien, 1995). Leader shares unique vertical link with followers in the organization which is influenced by various factors. The basic mechanism of LMX describes various forms of connections between supervisor and subordinates which are influenced by daily interactions and job roles. Moreover, social and economic exchange between supervisor and subordinates are influenced by supervisor behaviours and subordinates’ work outcomes (Chou et al., 2011). The subordinates reciprocate in terms of social or economic exchange which determine the quality of relationship and influences job

performance, intentions to leave or retain and overall individual and job satisfaction (Ilies et al., 2007; Khaleque & Wadud, 1984).

Leader-member exchange has assumed significant role in the modern organizations because it plays crucial role in promoting employees' performance. For this reason, Wilson et al., (2010) suggested that leader can obtain positive resource-based job outcomes by emphasizing on quality of exchange or relationship with the members. For example, a "high-quality" exchange or relationship may promote citizenship behaviour among employees, when leader understands the needs of group members and reciprocate in positive manner.

Blau, (1964) differentiated between economic and social exchanges among employees. Economic exchanges refer to the exchanging work performance for salary or some monetary benefits whereas social exchanges encompass less-tangible factors (e.g., feeling appreciated, respected and supported). Blau, (1964) suggested, "only social exchange engenders feelings of personal obligations, gratitude, and trust; purely economic exchange as such does not" (Blau, 1964, p. 93). Social exchanges go beyond the employment contract and, in contrast to economic exchanges, involve high levels of trust and obligation (Murphy et al. 2003).

The theory of social exchange advocates that "high-quality" exchange members or "in-group" members are likely to display better performance (Sparrowe & Liden, 1997). The 'norm of reciprocity', which is the core principle of social exchange theory suggests that people when experience favourable treatment from other persons, tend to respond in positive manner due to the sense of obligation to return positively (Blau, 1964; Gouldner, 1960). Hence, when employees feel "high-quality" LMX at workplace, they are likely to reciprocate by exerting higher performance and effort for their leaders (Wayne & Green, 1993). Accordingly, "high-quality" LMX can motivate employees for greater performance (Chen & Kanfer, 2006).

In a similar vein, plenty of prior meta-studies and individual studies revealed significant positive association of LMX and job performance (Walumbwa et al., 2009; Bauer et al., 2006; Wang et al., 2005). These studies are significant as their findings recommend that LMX acts as a strong predictor of employee behaviour at workplace (Gerstner & Day, 1997; Liden, Sparrowe & Wayne, 1997). For instance, Chen and Klimoski (2003) reported that newly joined employees exhibit better performance when they share "high-quality" relationship with their leader.

Extant literature on LMX advocates that supervisors have significant role to play at workplace in shaping and influencing employees' job attitudes and performance. "High-quality" leader-member exchange or relationships are based on trust, affect and mutual respect whereas "low-quality" leader-member exchange or relationships involve one-way, downward influence and strict contractual obligations (Janssen and Van Yperen, 2004).

It is imperative that a "high-quality" LMX relationship involves the nurturing of subordinates by generating trust and providing them with emotional support (in-group) by their supervisors. Alternatively, "low-quality" exchange relationships are based on formal job description and influenced by economic exchange which involves nothing but adhering to formal job requirements (out-group) (Uhl-Bien et al., 2000).

LMX theory reasons about the leader's positive attitude or behaviour which induces a feeling of gratitude among subordinates through a favour exchange. Hence, a favour encourages an unspecified requirement in reciprocation which may reflect through behaviours such as trust, competence, consideration, control of organizational resources, etc. (Liden et al., 1997; Bernerth et al., 2007).

In essence, a "high-quality" LMX relationship considering favourable reciprocal exchanges between supervisor and subordinates is accompanied with several positive job results including improved job performance, high job satisfaction, commitment, mutual trust and affection (Liden, Sparrowe, & Wayne, 1997; Ilies et al., 2007; Kelley & Thibaut, 1978). Moreover, "high-quality" relationship results in decent supervisor-subordinate harmony, which subsequently motivate employees to retain with the organizations (Mittal and Dhar, 2015; Morrow et al., 2005), and lessen employees' turnover intentions. Besides, employees likely to remain loyal and committed for organizations where they share harmonious relationship with their supervisors comprising mutual appreciation, trust and respect (Lee, 2005). Conversely, employees' poor perception about leaders' personality leads to mental stress, high turnover intentions, absenteeism and reduced work performance (Schyns and Wolfram, 2008; Wang et al., 2005; Tyagi and Dhar, 2014). Besides, employees in "high-quality" relationship relish more perks and aids for instance frequent and fair feedback, higher levels of support, involvement in decision making (Erdogan and Enders, 2007).

Likewise, Wat and Shaffer (2005) investigated that when employees are treated fairly by their supervisors, they tend to respond by showcasing positive regard for their supervisors and organizations. Prior studies reveal that extended support by leaders influence employee loyalty, attitude, commitment and behaviour to a great extent (Bhawuk, 2008; Garg and Dhar, 2015). Earlier researches recommend that supervisors and subordinates work together to address issues at work, where “high-quality” LMX is prevalent, which in turn enhances organizational commitment among employees (Garg and Dhar, 2014).

Preceding research advocates that employees’ can be motivated for better performance by developing “high-quality” LMX relationships (Klein and Kim, 1998; Gerstner and Day, 1997). Moreover, LMX positively affects many of employees’ work outcomes such as job satisfaction, job performance, and extra-role behaviour or organizational citizenship behaviour (Ilies et al., 2007). However, few researchers also investigated about insignificant relationship of LMX and performance (Scandura and Pellegrini, 2008; Liden et al., 1993) which further demands for the identification of possible moderators and mediators in their relationship.

Consistent with these ideas, studies on LMX revealed that quality of the LMX relationship is associated with a range of several job outcomes such as task performance, job satisfaction, organizational commitment, role clarity and extra-role behaviour (Dulebohn et al., 2012; Volmer et al., 2011). Besides, Walumbwa et al. (2011) found LMX and self-efficacy mediated the ethical leadership–performance relationship. The study suggested while influencing employees’ performance, leaders should first study the kind of the relationships they have with their employees and must try to advance employees’ confidence levels. When strong LMX, self-efficacy, and identification are attained, employees are likely to put forth more effort, thereby enhancing their performance. Further, Volmer, Spurk, & Niessen (2012) reported that job autonomy resulted in a positive relationship between LMX and creative work involvement.

Conceivably, the LMX theory postulated that leaders’ behaviour has positive and significant association with employees’ performance (Graen and Uhl-Bien, 1995). According to Thatchenkery (2009), Indian business leaders of public and private sectors can positively contribute to the creation of more innovative organizations by understanding and internalizing the various components and qualities of appreciative intelligence which ultimately leads to the competitive advantage. Uhl-Bien et al. (2000) suggested that when supervisors adopt

participative management practices and express concern towards the subordinates' personal growth, they are likely to display "extra-role" performance as organization citizenship behaviour (OCB). Leader's behaviour nurtures their association with subordinates in the form of communication, openness and mutual trust that results in higher level of engagement and commitment (Garg and Rastogi, 2006; Salanova et al., 2011).

In another study by Schuh, Zhang, Morgeson, Tian, & van Dick (2018), found that employees receive more favourable performance ratings by engaging in innovative work behaviour when they have "high-quality" LMX relationships. Preceding studies have acknowledged that "high-quality" exchange relationship significantly affect different attitudinal and behavioural outcomes, such as organizational commitment (Kang et al., 2011), turnover intention (Eisenberger et al., 2010) and employee performance behaviour (Li et al., 2012).

Harris et al. (2009) examined the moderating role of empowerment on the relationships between LMX quality and the job outcomes. The findings validated the moderating effect of empowerment on LMX and job outcomes. The study suggested that quality of LMX mattered the most for employees who felt little empowerment.

Tierney et al. (2002) advised that a healthy relationship between leader and subordinates enables the subordinates to efficiently cope up the challenging tasks leading to organizational growth. This promotes the sense of appreciation amongst employees, resulting in psychological involvement and commitment towards the job and organization (Garg and Dhar, 2016).

More recently, Gupta and Sharma (2018) examined the influence of leader member exchange (LMX), high-involvement human resource practices (HI HRPs) and employee resilience (ER) on employees' extra-role performance (ERP). They also examined the mediating role of employee engagement (EE) in this relationship. They further reported that leader-member exchange (LMX) positively influenced employees' extra-role performance (ERP).

Moreover, Kim and Koo (2017) confirmed the significant influence of LMX on job engagement and innovative behaviour. Their findings suggest that immediate supervisor has a critical role in promoting engagement, behaviour and performance.

Based on LMX theory, Li et al. (2012) proposed that perceived organizational support from supervisors encourages subordinates' engagement which further promotes job performance. In their study, LMX resulted in high job performance via work engagement whereas consistency in HRM communications encouraged employees to respond to favourable LMX relations with increased work engagement and higher performance.

Harris, Wheeler and Kacmar, (2011) investigated the LMX- job outcomes relationship with mediating mechanism of organizational job embeddedness. The study revealed LMX works as a key driver of organizational job embeddedness which further results in higher job satisfaction, lesser turnover intentions and actual turnover.

Based on the social exchange theory, Kim et al. (2010) investigated that subordinates experiencing "high-quality" relationship with their supervisor tend to reciprocate in terms of better performance, which in turn results in favourable organizational consequences. Since, "high-quality" or "in-group" members feel their work environment more resourceful which further facilitates work engagement and job performance (Breevaart et al., 2015).

To conclude, the role of leader-member exchange is therefore highly significant in the organization growth. It needs to be specified that organization can boost their progress effectively by focusing on "high-quality" exchange between leaders and subordinates along with other employee performance related factors based on literature review including work engagement and job embeddedness. These may usually link to the emotional component of employees' personality including the job embeddedness, the aspect which has recently received much importance in academic debates in the management and psychological studies at the global level.

#### **2.4.2 Work Engagement**

The concept of work engagement has gained significant attention from academicians and practitioners around the globe over the last two decades (Quinones et al., 2013; Bakker et al., 2014; Ghadi, et al., 2013; Albrecht, 2010; Gruman and Saks, 2011). The construct has emerged as one of the key elements for accelerating employees' as well as organizational performance (Saks, 2006; Harter, 2002). It has been observed that engaged employees showcase lesser counterproductive behaviours at work (Ariani, 2013). Besides, they are truly driven, willing for improvement, and emotionally and physically engrossed in their work, (Bakker, 2011; Schaufeli, 2012).

Work engagement as a construct was originally coined by Kahn (1990). He defined engagement 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). Though this perspective added great value to the engagement literature; it was too conceptual and provided hardly any justification for the role of cognition and emotions on employees’ engagement or disengagement. Whereas Maslach and Leiter (1997) conceptualised engagement as a construct opposite to burnout. They suggested that burnout has three aspects: mental exhaustion, cynicism, and restricted professional efficiency. Thus, burned-out employees can be described as energy exhausted, uninvolved, and inefficient. Alternatively, engaged employees are efficient, involved, and fully energized at work. Accordingly, engaged employees showcase higher level of energy instead of exhaustion, significant involvement instead of cynicism, and self-efficacy. In a nutshell, work engagement represents the positive side of the employee’s contribution at work, whereas burnout represents negative side.

Maslach and Leiter (1997) measured both the constructs i.e. burnout and engagement with same instrument, which intricated the examination of the association between both the constructs empirically (Schaufeli et al., 2002). This has called for a new definition and scale for engagement.

Later, Schaufeli et al. (2002) defined work engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” The construct is comprised of three dimensions, i.e., vigor, dedication, and absorption (p. 74).

- (i) **Vigor** has been described as having “high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties” (p. 74). The optimistic feelings help employees in willingly accepting the work challenges and hindrances on daily basis and assist them to invest extra efforts to work.
- (ii) **Dedication** has been explained as a “sense of significance, enthusiasm, inspiration, pride, and challenge” in one’s job (p. 74). Dedication includes positive feeling and a sense of commitment toward one’s work. Thus, employees get highly involved in their work and feel more dedicated, which in turn positively affect their job.
- (iii) **Absorption** has been defined as “being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching

oneself from work” (p. 74). Absorption allows employees to concentrate completely on their specific job and segregate irrelevant part to complete the task.

Accordingly, engaged employees feel high energy at work and feel more enthusiastic in their jobs, with encouragement and pride. Also, they immersed well in their job roles, and feel themselves engaged.

The conceptualization of engagement given by Schaufeli et al. (2002) is the most accepted and widely used in the academic literature (Christian et al., 2011; Bakker et al., 2008). Differing from prior researches (Maslach and Leiter, 1997; Kahn, 1990), engagement now has been considered as an independent construct and can be measured with a reliable scale (UWES). Furthermore, it encompasses both cognitive and emotional aspects of work. Lastly, the construct helps scholars to analyse all three dimensions separately, which may improve the findings from each dimension of engagement. Hence, definition given by Schaufeli et al. (2002) has been used in the present study.

Additionally, Bakker et al. (2008) conceptualised the construct of work engagement as “a positive, fulfilling, affective-motivational state of work-related well-being” (p. 187). Similar variable called employee engagement, generally used interchangeably with work engagement, was described by Shuck and Wollard (2010) as “an individual employee’s cognitive, emotional, and behavioural state directed toward desired organizational outcomes” (p. 103).

However, the present study prefers work engagement because it is more precise according to the purpose of the study. The definition of work engagement emphasizes on motivation and work-related well-being and indicates the relationship of an individual with his/her work whereas the later one denotes the relationship of an individual with his or her organization (Saks, 2006). Moreover, their drivers may be differing from each other such as job-related factors act as predictors for work engagement while organization related factors may better predict employee engagement (Saks, 2006). Due to the high energy levels and great enthusiasm, engaged employees involve themselves deeply in their work on regular basis. Thus, work engagement may enhance employees’ involvement in their jobs and conceivably lessen their job burnout. Accordingly, engagement might be regarded as a vital approach to employees and organizational effectiveness (Macey & Schneider, 2008; May, Gilson, & Harter, 2004).



Hallberg and Schaufeli (2006) reported that job involvement, OCB, organizational commitment, and work engagement demonstrate sense of liking towards work, but only work engagement gets strongly associated with well-being and a good health. Hence, even though the concept of work engagement overlaps with that of other constructs, it has been considered as a unique and distinct construct that comprises of emotional, behavioural, and cognitive elements related to one's own job performance.

Wollard and Shuck (2011) explored forty two drivers of work engagement. They have segregated them equally in two categories i.e. individual antecedents (self-esteem and optimism) and organizational antecedents (supportive organizational culture and feedback).

Additionally, the job demands-resources (JD-R) model of work engagement given by Bakker and Demerouti (2008) proposed key drivers of work engagement in the form of job resources (e.g., autonomy and performance feedback) and personal resources (e.g., self-efficacy and optimism), which further augment the employees' and organizational performance.

Work engagement leads to many positive outcomes and hence become imperative for organizations. Its significant effect has been observed on both employees and organizations (Saks, 2006). Employees with high level of work engagement feel more attachment with their organization, which further results in greater task performance and further positive job outcomes (Menguc et al., 2013; Kumar and Pansari, 2015; Schaufeli and Bakker, 2010).

According to Bakker (2011), engaged employees work harder by using their discretionary efforts in comparison to those who are disengaged. The job resources availability such as job autonomy, work social support increases engagement level of employees. Moreover, engaged and involved employees likely to be happier followers, less stressed and, thus more productive in their jobs (Mujtaba et al., 2010; Nguyen, Mujtaba, and Ruijs, 2014; Khan and Husain, 2010).

Work engagement has been considered as an antecedent of an employee's discretionary efforts such as OCB (Matta et al, 2015; Roberson and Strickland, 2010). According to Bakker (2011), engaged employees work harder by using their discretionary efforts in comparison to those who are disengaged. Moreover, it is assumed that engaged employees are more absorbed in their jobs and more likely to engage in altruistic behaviours.

In another study by Kahn (1990), investigated about the outcomes of engagement in the form of organizational commitment, job satisfaction, increased job performance, lower intentions to quit and organizational citizenship behaviour (Saks, 2006; Chalofsky & Krishna, 2009; Sekhar, Patwardhan & Vyas, 2018; Wollard & Shuck, 2011).

In a similar study work engagement was found positively related to the productivity, customer loyalty, satisfaction, and profitability whereas negatively related to turnover (Harter et al., 2002). Recently, Ibrahim and Falasi (2014) investigated the role of work engagement in building employee loyalty considering a sample from government sector employees of UAE. The findings revealed that work engagement has positive effect on employee loyalty.

Engaged employees are willing to work for long hours as they enjoy their work and do not bother about time. Engaged employees love to interact, exert hobbies, and willing to indulge in activities that gives meaning to life (Bakker et al., 2007; Christian, Garza and Slaughter, 2011).

Extant literature indicates that job resources are correlated with work engagement which include autonomy and opportunity for learning, feedback for one's performance, social support from supervisors (Bakker and Leiter, 2010).

Drawing on the notion of SET theory (Blau, 1965), when organization provides economic and socio emotional resources to the employees, they have sense of obligation to repay or respond to the organization (Cropanzano and Mitchell, 2005). Accordingly, the norm of reciprocity is central in justifying employees' discretionary behaviour (Sander et al., 2010). This line of reasoning assumes that job satisfaction with HR practices is viewed by employees as organization's commitment towards them, which is then reciprocated back to the organization by employees through positive behaviours like work engagement (Khaleque & Wadud, 1984; Kinnie et al, 2005; Bowen & Ostroff, 2004). Accordingly, work engagement acts as a driver to organizational commitment and organizational citizenship behaviour, (Bakker, Demerouti, and Sanz-Vergel, 2014) since, employees likely to exchange their engagement for benefits and resources provided by their organization (Saks, 2006).

Additionally, Cho et al. (2006) found that irrespective of the amount of professional experience, empowerment has significant influence on work engagement which further

impacts work effectiveness. On the other hand, Schaufeli and Salanova (2007) illustrated that engaged employees enjoy to assist their colleagues because of their extra enthusiasm and their success.

Halbesleben and Wheeler (2008) attempted to distinguish between work engagement and job embeddedness using the sample of employees from different industries and occupations situated in the United States. The findings of their study confirmed that both the concepts are unique constructs and share unique variance in predicting in-role performance and turnover intentions.

Ariani (2013) admitted that engaged employees showcase positive behaviour which contributes to overall organizational effectiveness. This type of behaviour is acknowledged as organizational citizenship behaviour (OCB) which can be described as employees' discretionary behaviour, not directly and explicitly identified by the organizational formal reward system.

Gast (2012) illustrated that the work engagement plays significant role in retaining employees and improving OCB. For augmenting work engagement, organizations are suggested to include employees in decision making process, impart information, develop employees, and practice suitable reward structures. Likewise, healthy superior-subordinate relationship has to be emphasized. These approaches encourage every employee to become more engaged in their work.

As noted by Baron and Greenberg (2008) a large portion of OCB developed from informal behaviour, with positive activities including voluntary engagement by employees to contribute to the well-being of their organization. The individual who exhibit OCB performs more than required and expected, going beyond compulsory activities identified formally by the organization.

In a similar direction, Rurkkhum and Bartlett (2012) examined the association of employee engagement and OCB with the moderating influence of HRD practices. Their study validated the positive and significant relationship between engagement and OCB without the moderation effect. To be precise, engaged employees are more passionate, enthusiastic and absorbed in their jobs. Thus, work engagement contributes toward augmenting employees' performance and lessens the turnover intentions of employees (Karatepe & Ngeche, 2012).

Furthermore, highly engaged employees are more capable of forming healthy relationship with their peers and supervisors, they feel more attached and tied with the organization. Moreover, they find better fit between their career goals and organizational culture and community. In short, the highly engaged employees tend to be socially enmeshed or embedded and show more discretionary behaviour. Nevertheless, there is lack of pragmatic researches examining the influence of work engagement on employees' performance (Karatepe & Ngeche, 2012).

Demerouti, and Lieke (2012), also revealed the positive and significant relationship among work engagement, job performance, contextual performance and learning. Sridhar and Thiruvankadam (2014) further supported the findings by reporting that the highly engaged employees are more likely to indulge in works beyond their formal job roles. Moreover, engaged employees showcase a higher degree of OCB, which further leads to organizational overall effectiveness and performance (Organ, 1988; Anitha, 2014). Besides their formal job responsibilities, engaged employees showcase extra efforts and behaviour which are far beyond their normal job obligations (Rana and Chhabra, 2011).

Employees' psychological empowerment was also studied and linked with work engagement and OCB of employees (Ugwu et al., 2014; Conger and Kanungo, 1988). Accordingly, empowered employees tend to be more productive and effective at work as compared to their less-empowered colleagues (Meyerson and Kline, 2008; Jaiswal and Dhar, 2016).

Engagement is considered as a positive experience by employees which also has beneficial effects for the organizations (Bhatnagar, 2012) in the form of higher job satisfaction, task proficiency, productivity and commitment associated with lesser employee turnover and absenteeism, resulting in, accelerated overall organizational growth and effectiveness (Wadud, 2000; Sekhar, Patwardhan & Vyas, 2018).

In present scenario, organizations assume a proactive workforce who are always ready to take initiative and accountability for their own professional development, and be committed for high quality performance standards. In other words, employees who are energetic and dedicated and who are absorbed in their jobs are prerequisite for the organizational growth. Therefore, organizations need engaged employees (Bakker & Schaufeli, 2008).

Considering the above discussion, it is imperative that work engagement has gained substantial attention as an area of exploration by the industry and academia and it is anticipated that work engagement might be positively related to performance and discretionary behaviour of employees (Simpson, 2009; Bakker & Demerouti, 2008). Yet, surprisingly, there is a lack of related empirical research in the academic literature (Shuck & Wollard, 2010; Bakker & Demerouti, 2008; Saks, 2006). The gap between organizations' interest in work engagement and scholarship examining this topic can be easily inferred from the literature. To address this issue, this study aims to examine the link between work engagement and OCB.

### **2.4.3 Job Embeddedness**

Mitchell et al. (2001) first conceived the construct of job embeddedness as “like a net or a web in which an individual becomes stuck” (p. 1104). The construct of job embeddedness has evolved from the voluntary turnover model (Lee & Mitchell, 1994), which provides several explanations about the reasons behind an employee's desire to leave the organization. For explaining employee's intention to leave, they focused primarily on “why do people stay” rather “why do people leave” (p. 1102). Thus, the construct explains about “staying” than “leaving”.

The core of job embeddedness lies in two related ideas i.e. embedded figures and field theory (Lewin, 1951). Just like, embedded figures are hard to separate from their environment as they are closely attached to their background, these figures become part of their surroundings. Likewise, field theory suggests that individuals have perceptual life space in which the aspects of their lives are connected and represented. Accordingly, Mitchell et al. (2001) advocated that individuals can become stuck or “embedded” in their job as a result of various organizational and community-related forces. Thus, job embeddedness represents the degree to which employees are enmeshed or embedded in their job or organization (Sekiguchi, Burton, & Sablinski, 2008). Yao, Lee, Mitchell, Burton, & Sablinski (2004) described job embeddedness as “the combined forces that keep a person from leaving his or her job” (p. 159) and consist of various organizational and community related factors i.e. job compatibility, marital status, community involvement etc.

Mitchell et al. (2001) conceptualized job embeddedness as “reflecting the totality of forces that constrain people from leaving their current employment. It captures those factors that embed and keep an employee in his or her present position” (p. 1115). Employees having more restraining forces are more embedded in their jobs and unlikely to leave their

organizations or community. Reflecting the idea of employees' being "situated or connected in a social web". The construct of job embeddedness consists of three dimensions, that is, links, fit and sacrifice.

- (i) **Links** defined as "formal or informal connections between a person and institutions or other people" (Mitchell et al., 2001, p. 1104).
- (ii) **Fit** explained as "an employee's perceived compatibility or comfort with an organization and with his or her environment" (Mitchell et al., 2001, p. 1104).
- (iii) **Sacrifice** stated as "the perceived cost of material or psychological benefits that may be forfeited by leaving a job or community" (Mitchell et al., 2001, p. 1105).

All these three dimensions i.e. links, fit and sacrifice are broadly classified into two broad categories of "**organizational job embeddedness**" or "**on the job embeddedness**" and "**community job embeddedness**" or "**off the job embeddedness**". Thus, six dimensions related with his/her organization and community are represented by 3×2 matrix (Lee et al., 2004; Mitchell et al., 2001).

**Table 2.1 Dimensions of Job Embeddedness**

<b>Organizational job embeddedness</b>		<b>Community job embeddedness</b>
<b>Links</b>	Refers to the number of connections (formal or informal) with peers, work groups, leader and organization.	Refers to number of connections (formal or informal) in a surrounding community, for instance, connections with informal groups, community friends, family members etc.
<b>Fit</b>	Refers to the employees' perceived compatibility with organizational culture such as employees' job skills and career goals match with job demands and organization culture.	Refers to the employees' perceived compatibility with surrounding community culture such as desired political climate, favourite weather, amenities, entertainment options offered by community.
<b>Sacrifice</b>	Refers to the perceived cost of leaving an organization or what one would sacrifice if he/she left the organization. It includes loss of peers, projects, perks, salary and growth etc.	Refers to the perceived cost of leaving a particular community or what one would sacrifice if he/she left the surrounding community. It includes loss of safe neighbourhood, community friends and facilities, child's school, comfortable home etc.

*Source: Author's own analysis.*

Over the last decade, job embeddedness has drawn much attention from both academicians and practitioners because of its positive association with organizational outcomes. From the empirical perspective, it is also revealed that the construct has been well examined, for instance, higher job embeddedness decreases the turnover intentions (Mitchell et al., 2001). The primary research on job embeddedness has focused on its relationship with absenteeism and voluntary turnover (Lee et al., 2004; Ramesh & Gelfand, 2010; Bergiel et al., 2009; Crossly et al., 2007; Allen, 2006). Later, the studies provided evidences regarding the positive association with other job outcomes such as job performance, contextual performance, discretionary behaviour, citizenship behaviour, innovative behaviour (Sekiguchi et al., 2008; Ng & Feldman, 2010; Sun et al., 2012; Ng & Feldman, 2009; Candan, 2016).

In spite of the plenty evidences indicating that job embeddedness has a beneficial influence on employees' work behaviour, unexpectedly little is known about how organizations can encourage more embeddedness among employees (Lee, Burch & Mitchell, 2014).

Moreover, organizations today require employees who take up job responsibilities beyond their in-role requirements. Therefore, it has become vital for organizations to nurture

job embeddedness among employees to retain an engaged and committed workforce. The same is highlighted in prior researches, which approve the significant role of job embeddedness in augmenting positive job results such as citizenship behaviour (Andresen, 2015; Ng & Feldman, 2010; Wijayanto & Kismono, 2004; Sekiguchi et al., 2008).

Embedded employees are capable to have many links or connections with their peers and supervisors, which assist them to gain resources (personal and technical resources), and enhance their job performance as well as their engagement in OCBs (Halbesleben et al., 2014; Ng & Feldman, 2010; Kiazad et al., 2015). Moreover, employees with strong feeling of embeddedness are better suitable for their jobs, which makes them more skilful and hence, it is expected that they would display better performance. Lastly, embedded employees are motivated for better performance because upon quitting they would sacrifice valued aspects (Lee et al., 2004). Ng and Feldman (2014) in their study supported it and further suggested that low organizational embeddedness probably gets revealed through diminishing reduced job performance and OCB.

Preceding researches have revealed that the organizational dimensions are better predictors of organization-related outcomes when employee relocation is not involved (Allen, 2006; Lee et al., 2004). Lee et al. (2004) suggested that job embeddedness is capable of predicting employees job performance and OCB. Employees are considered as a part of a social network; hence helping co-workers seems a normal part of their job. Besides, helping peers is influenced by the reciprocal behaviour because employees are dependent on each other and interact frequently, therefore, they feel obliged to reciprocate by helping their peers and the organization. For this reason, the feeling of embeddedness (comfort, fit) increases; hence, it is anticipated that OCB will also escalate.

The study conceptualized job embeddedness as the outcome of abundance of resources, which can be facilitated and advanced through organizational resources (Gorgievski & Hobfoll, 2008). Further, in a cross-culture study by Ramesh and Gelfand (2010) with samples from America and India reported that the dimensions of job embeddedness influenced turnover with cultural differences. Person–job fit acts as a key driver in reducing turnover in the United States than in India, whereas links (organization and community) were found to be more important to decreasing turnover in India than in the United States.



Additionally, Sekiguchi et al. (2008) demonstrated that organizational job embeddedness is an important intermediating factor between perceptions of leader-member exchange and subsequent employee performance and OCBs. Andresen (2015) also investigated the link between embeddedness and citizenship behaviour in expatriates and reported that both organizational and community dimensions of job embeddedness facilitate OCB (Collins & Mossholder, 2014). Moreover, Burton et al. (2010) supported their finding stressing on the buffering effect of job embeddedness and suggested the reason behind the resilience of some employees even at the time of negative shocks. They discovered that job embeddedness reduces the influence of negative shocks and assists employees to be resilient and to engage in OCBs.

Previous studies indicate that job embeddedness influenced organizational commitment positively and turnover intentions negatively (Lee et al., 2004; Holtom and O'Neill, 2004; Allen, 2006). According to Mitchell et al. (2001), the framework of job embeddedness suggests that when an employee's personal values, career aspirations and future goals are in line with job demands, the employee aligns him/herself with the larger corporate culture and feels suited to their surrounding community. Hence, an embedded employee is more likely to feel committed to their organization, and less likely to have intentions to leave.

Holtom et al. (2006) suggested that the organizational support and job embeddedness leads to lesser turnover intentions and higher service recovery performance. Existing literature indicates that highly embedded employees feel more motivated to exert higher performance. For instance, Lee et al. (2004) advocated that job embeddedness significantly and positively influenced both "in-role" and "extra-role" performance since embedded employees are highly interested to remain in their current positions and view performing well as instrumental to that end. Highly embedded employees might be more motivated to engage in innovation-related behaviours because creativity is often a key criterion for pay raises and promotions (Welbourne, Johnson, & Erez, 1998).

Further, Ng and Feldman (2010) explored the positive relationship of job embeddedness and innovation related behaviours. They suggested that highly embedded employees exhibit higher performance due to the positive feelings about organization (fit) which encourage them to share ideas and constructive feedback (Kwantes, Arbour, & Boglarsky, 2007). Moreover, they have strong wish to retain in their jobs and want to ensure that the benefits allied with their present jobs continue in the future (sacrifice) as well.

Therefore, they want to minimise the perceived cost of sacrifice and engage in innovation related behaviour as they wish to ensure that their organizations continue to survive and thrive and to enhance their own job security within their present firm (Ng & Feldman, 2007).

Contradictory to the previous research, some studies also highlights the negative side of job embeddedness (Ng and Feldman, 2010; Greene, Mero and Werner, 2018). Ng and Feldman (2010), proposed that job embeddedness may not be always beneficial for an employee's career over time. For example, embedded employees find difficult to move from their current positions. Thus, job embeddedness may decrease future external job mobility because highly embedded employees have fewer opportunities to network with a diverse set of colleagues outside their own firms.

Similar to this, Sekiguchi et al. (2008) suggested that poor leader–member exchange or low organization-based self-esteem may especially hurt the job performance of those employees who are highly embedded in their organizations. According to Holtom and Inderrieden (2006), due to high degree of fit, employees are less inclined to accept other job offers or find jobs elsewhere. They inferred that highly embedded employees assume that these alternate jobs, in the aggregate, promise only average fit. Thus, highly embedded employees may no longer see networking behaviour as highly instrumental to their careers, as they have little desire to advance elsewhere.

Ng and Feldman (2014) analysed the relationship between community embeddedness and work outcomes (e.g. job motivation, networking behaviour, and organizational identification). The study also highlights the relevance of community embeddedness in predicting job attitudes and job behaviours.

Wijayanto and Kismono (2004) explored job embeddedness as a driver of organizational citizenship behaviour (OCB). They also examined the mediating effect of employees' sense of responsibility in the relationship between job embeddedness and OCB. However, the study did not confirm the mediating effect of sense of responsibility.

Burton et al. (2010) revealed the buffering effect of job embeddedness. The findings of their study suggested that organizational job embeddedness helps in reducing the impact of shocks (thoughts of leaving linked to on-the-job negative events) on OCB and overall job

performance. They proposed that when employees experience an undesirable event and think about leaving, but when they are highly embedded, they perform slightly better and engage in more OCBs.

Owing to the evolving nature of job embeddedness, it is a critical challenge for investigators to recognize the interventions for developing and promoting embeddedness among employees (Halbesleben & Wheeler, 2008; Karatepe & Ngeche, 2012). Accordingly, the present study assumes that job embeddedness can be practiced and promoted among employees. On the basis of this assumption, an effort has been made to analyse the role of leader-member exchange and work engagement in nurturing job embeddedness and citizenship behaviour among employees.

#### **2.4.4 Organizational Citizenship Behaviour (OCB)**

The construct of OCB has been explored extensively at global level from last three decades (Allen & Rush, 1998; Podsakoff, & Fetter, 1991; Organ, 1997; Singh & Singh, 2009). OCB can be described as extra-role employees' behaviour which doesn't include their job descriptions or formal job role requirements but results in the overall effectiveness of the organization. The OCB was first conceptualized by Bateman and Organ (1983) and was formally recognized and widely quoted as: "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization" (Organ, 1988 p.4). The OCB has been investigated under several categorizations of employees' behaviour such as extra-role behaviour, discretionary behaviour and prosocial behaviour and has received considerable attention from the academicians and researchers (Burney et al., 2009; Ganesh and Gupta, 2010).

Moreover, ample studies are available which demonstrated OCB as spontaneous, discretionary and innovative behaviour associated with vigorous work atmosphere which further promotes organizational effectiveness (Bhatnagar, 2007; Eisenberger et al., 2010). According to many researchers like Organ (1997) and Borman and Motowidlo (1997), OCB consists of voluntary behaviour intended to help peers on work, employees' behaviour which intend to comply with policies and rules of the organization, defends organization by providing constructive suggestions, display interest in organizational activities. OCB involves deep concern of employees for their organizations. Studies on organizational citizenship behaviours

revealed that such behaviours contribute in developing a cordial and proactive work environment which is crucial for pursuing organizational goals (Sonnetag et al., 2012). Further, it has been revealed by prior researches that OCB plays a vital role in overall organizational effectiveness without including extra effort and cost (Chen et al., 2009).

Organizational citizenship behaviour (OCB) has emerged as a widespread component for organizational survival. Recently OCB has been explored in almost every facet of organizational life. This progress of interest in the field of OCB is not amazing as it has been evidenced that such kind of behaviour makes unique contribution to the overall organizational health. Many researches explored the vital roles OCB plays in organizational life and to make them success. (Podsakoff & Mackenzie,1997; Mackenzie et al., 2011; Somech & Drach-Zahavy ,2012; Zhang et al., 2008; Wei et al., 2010; Ferris, Bhawuk, Fedor, & Judge, 1995).

Till today, field of OCB has been witnessed a plethora of researches evaluating and accessing the predictors, consequences, mediating and moderating variables of OCB. Many studies in the area of OCB, using extensive samples, have suggested that personality characteristics have correlated positively with job performance and OCB (Halim & Zainal, 2015; Singh & Singh, 2009; Li, Liang, & Crant, 2010; Organ, 1994b; Kumar, Bakhshi & Rani,2009). Similarly, Hoon and Tan (2008) investigated the role of personality, motives and contextual factors (task interdependence, task visibility, responsibility and group cohesiveness) on OCB. Besides, Ilies et al. (2009) estimated the effect of personality dimensions (conscientiousness and agreeableness) on OCB. They reported that both the personality traits influence OCB directly and indirectly through job satisfaction.

Smith et al. (1983) hypothesized two dimensions of OCB: “altruism” (behaviour pertaining to help employees at work) and “generalized compliance” (behaviour exhibiting obedience with general, norms, expectations and rules). Further, Organ (1988) acknowledged OCB as a multidimensional construct consisting of five dimensions such as

- (a) ***Altruism*** can be defined as voluntary behaviours that intend to help an organizational member regarding solving organization-related problems and assignments.
- (b) ***Courtesy*** can be explained as flexible behaviours aiming at preventing problems from arising at workplace and also includes being polite and considerate to others

- (c) *Conscientiousness* refers to an employee's behaviour which integrate with job demands of the organization. This indicates that rules, regulations and procedures of the organization are accepted and adhered by the employee.
- (d) *Civic virtue* demonstrated by behaviour that indicate the active involvement of employee's in the life of an organization. This dimension also involves employee's deep concerns for the organization.
- (e) *Sportsmanship* denotes to abstaining from complaining about trivial matters.

Moreover, Organ (1988) explained that OCB leads to enhanced productivity and efficiency of both the employees and the organization that eventually contributes to the effective functioning of an organization. Further in this way, Williams and Anderson (1991) suggested a two-dimensional conceptualization of OCB: OCB-I (behaviour exhibited towards individuals; containing altruism and courtesy) and OCB-II (behaviour exhibited towards organization, embracing the other three dimensions i.e. conscientiousness, sportsmanship and civic virtue) from Organ's (1988) conceptualization of OCB.

Organ and Ryan (1995), based on their meta-analysis, suggested significant predictors of OCB in the form of several attitudinal and dispositional factors (i.e., organizational commitment and job satisfaction). While, some further investigations indicated that personality variables, quality of leadership, social exchange theory, equity theory could better explain OCB (Schnake, Cochran, & Dumler, 1995; Niehoff & Moorman, 1993). These investigations advocate that being a personality trait, individuals tend to exert OCB as a social reaction to the behaviour of his or her supervisors (Singh and Srivastava, 2016).

A broader and similar construct "extra-role" was proposed by Van Dyne et al. (1995). Extra role behaviour (ERB) refers to "the behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations." Certainly, organizational citizenship behaviour is also an employee's voluntary behaviour to deliver "extra" to his/her institution which does not consist of his/her formal job assignments.

Katz (1964), suggested that organizations seek three distinct kinds of employees' contributions for smooth functioning of the organization: attracting and retaining competitive people in the system, (b) ensuring expected performance from employees and maintain

standard qualitative and quantitative criteria for performance (c) ensuring innovative and spontaneous behaviour, performance beyond role requirements for accomplishments of organizational functions. The OCB consists of employees' behaviours such as positive statements about the organization, showcasing interest in fellow's work, taking initiative for giving suggestions for developments, promptness etc. Besides, it does include abstaining from negative feelings and behaviours such as seeking faults in others, exhibiting anger, initiating disputes and protesting about irrelevant matters (Khanka, 2013).

In addition, several other behavioural terms have been proposed and described by different scholars. Terminologies like “willingness to cooperate” (Barnard, 1938), “organizational loyalty” (Hirschman, 1970; Hage, 1980), “organizational commitment” (Mowday et al., 1982), and “extra-role behaviours”, (Van Dyne et al., 1995), “contextual performance” (Borman and Motowidlo, 1993), and “prosocial organizational behaviour” (Brief and Motowidlo, 1986) are used to conceptualize the cooperative behaviour. Interestingly, Organ's (1988) taxonomy of citizenship behaviour has been widely accepted, popular and much studied in literature reporting the greatest amount of empirical research (LePine et al., 2002). Hence, the current study intends to consider and focus OCB in terms of altruism, courtesy, civic virtue, conscientiousness and sportsmanship.

Shapiro, Kessler, and Purcell (2004) revealed some important determinants of OCB in terms of job satisfaction, interesting work and job involvement, trust, organizational justice, organizational support and employee characteristics.

Supporting this argument, considering the Chinese sample, Chen, Lam, Naumann, and Schaubroeck (2005) also reported organizational justice as an important antecedent of group OCB. They further reported the positive and significant association of group OCB with group performance and negative and significant relationship with turnover intentions. Precisely, OCB develops, transmits and perseveres through the actions of members of the group (Garg, Rastogi and Malik, 2019).

Shapiro et al. (2004) also suggested that employees who are high in terms of conscientiousness are more likely to engage in citizenship behaviours. Also, optimistic and outgoing employees are often more likely to display citizenship behaviour in the organization. Similarly, empathetic and altruistic employees are likely to showcase citizenship behaviour in

organizations. Moreover, some employees perceive citizenship behaviour as an integral part of their job and therefore tend to involve in OCB.

According to Bolino and Turnley (2003), transformational leadership positively influences employees for exhibiting citizenship behaviours. Employees working with transformational leaders are often motivated to go beyond the formal obligations for the benefit of their organization.

As per Paine and Organ (2000), organizational structure, nature of work, power distance, collective contextual factors, level of commitment and cultural group norms influence OCB. The findings of their study suggested that an inflexible mechanistic organizational structure might constrain “extra-role” behaviour whereas the more organic and flexible structures truly encourage spontaneous behaviour beyond formal job roles.

Islam et al. (2014) observed the effect of perceived organizational support (POS) and organizational learning culture (OLC) on OCB. The study also investigated the intervening role of job satisfaction. The findings revealed the positive effect of perceived organizational support (POS) and organizational learning culture (OLC) on job satisfaction and OCB. According to Abas, Omar, Halim & Hafidz (2015) and Ojha (2014), when an organization displays high support, then employees feel obliged to return the kindness by demonstrating positive attitude and behaviour.

Alternatively, when the POS is seen to be low, employees develop tendency to reciprocate in forms of negative attitude and behaviour or counterproductive behaviour (CWB). Similarly, Garg, Rastogi and Kataria (2013) indicated that employees may switch from social exchange to economic exchange due to the perception of injustice as they lose trust and may experience work life remorseful and would just exhibit the contractual agreements along with CWBs, such as, incivility and theft.

Foote and Tang (2008) tested the association of job satisfaction and organizational citizenship behaviour (OCB). They reported that job satisfaction and OCB were significantly correlated. Moreover, their study also considered team commitment as a moderating variable and revealed that the relationship of job satisfaction and OCB was stronger when team commitment was high.

Modassir and Singh (2008) proposed the relationship between transformational leadership and organizational citizenship behaviour mediated by emotional intelligence. The findings suggested that emotional intelligence of leaders augments the OCB.

Nadiri and Tanova (2010) suggested in their study that employees' perception of fairness has more influence on job satisfaction, turnover intentions and OCB. The findings indicate that organizational justice is the key factor influencing both job satisfaction and OCB.

In a similar vein, Hemdi, and Nasurdin, (2007) reported that organizational justice acts as a key driver of OCB among Malaysian hotel employees. According to their study, the hotel employees were more willing to exert citizenship behaviour after experiencing fair and equitable treatment from their organizations. These findings were consistent with earlier researches (Podsakoff et al., 1990; Hendrix et al., 1998; Moorman et al., 1998; Williams et al., 2002).

Benjamin (2012) confirmed the relationship of human resource development climate (HRDC) and OCB considering the sample of Nigerian banks. The study recommended that banks can facilitate citizenship behaviour and decrease voluntary turnover intentions through effective human resource development climate (HRDC).

Biswas and Varma (2012) examined the role of organizational commitment and culture on OCB to explore its impact on in-role performance and intention to quit. It was recommended that organizational commitment motivates individuals to exhibit pro-social behaviour.

Considering the Indian employees' sample, Gupta and Singh (2013) examined the relationship of organizational justice dimensions and OCB. Their findings revealed that out of the four dimensions of justice (procedural, empowerment, interpersonal and informational justice), empowerment justice and procedural justice most strongly related to OCB.

In a similar vein, Garg, Rastogi and Kataria, (2015), recommended that perception of fairness plays vital role in accelerating organizational citizenship behaviour at workplace. Their findings indicated that perception of justice leads to psychological well-being of the employees which subsequently results in higher degree of organizational citizenship behaviour. Besides, Ganesh and Gupta (2010) conducted study on Indian sample of software developers to analyse the impact of virtualness on "extra-role" behaviour of team members. They revealed



that virtualness had a significant negative effect on “extra- role” performance within the team whereas task interdependence positively influenced OCB among team members.

In addition, Singh and Srivastava (2009) analysed the role of interpersonal trust and its impact on organizational citizenship behaviour on Indian sample of manufacturing and service sector employees. They suggested that developing trust at the interpersonal level may be used as a strategy to motivate the employees to engage in “extra-role” behaviours to ensure improved individual and organizational performance. Further, Singh and Srivastava (2016) also investigated the vital role of organizational trust in influencing citizenship behaviour of employees. The findings of their study suggested that organizational trust was experienced only when employees had higher levels of perceived organizational support, procedural justice and accurate information communicated by the management and that trust also contributes towards OCB.

Likewise, considering Indian sample, Paul, Bamel and Garg (2016) recommended that job outcomes such as job performance, organizational citizenship behaviour and organizational commitment can be augmented through developing resilience among employees (Singh and Choubisa, 2009).

Ahmad and Zafar (2017) investigated the effect of psychological contract on OCB with perceived organizational support on hotel employees in Pakistan. The study highlighted the positive influence of psychological contract on perceived organizational support and OCB. The mediating role of perceived organizational support was also analysed between psychological contract and OCB.

Chiang et al. (2013) predicted the intermediating role of trust in explaining the impact of employees’ perception of fair treatment in their voluntary behaviours.

Darmanto (2015) proposed that job satisfaction mediates the influence of organizational culture on OCB. The findings recommended that organizations must stress on organizational commitment and organizational culture to achieve higher degree of job satisfaction and OCB.

Shantz et al. (2013) explored that when employees feel more autonomy, task variation, significant task and feedback, feel themselves highly engaged, subsequently receive higher performance rating from their supervisors, showcase more OCB.

Ganesh and Gupta (2010) found that task interdependence significantly influenced employees' extra role performance (altruism, courtesy, general compliance and civic virtue) within software development teams. Shukla and Singh (2013) evaluated the role of psychological capital and job satisfaction on OCB and found that job satisfaction fully mediates the impact of psychological capital on OCB.

Existing literature on OCB suggested that such behaviour contributes to pursue the organizational goals and objectives by evolving a proactive and cordial social environment (Sonnetag et al., 2012). Scholars revealed that OCB or extra-role behaviour works as added resource without including extra effort and cost (Chen et al., 2009). OCB or extra-role performance signifies the affective motivational status of an employee which generates wider array of thinking beyond formal boundaries and individuals' interest (Sulea et al., 2012). In the contemporary scenario, the understanding about organizational citizenship behaviour is enhanced at the research and work places because it is now a well-established fact that organizational citizenship behaviour is a desirable factor in the enhancement of the organization towards the higher level.

## **2.5 HYPOTHESES DEVELOPMENT**

### **2.5.1 Leader-Member Exchange and Organizational Citizenship Behaviour**

Indeed, the organizational behaviour and management literature confirms the positive effects of "high-quality" supervisor-subordinate relationships on subordinate behavioural and performance outcomes such as improved job performance and OCB (Dulebohn et al., 2012). Conferring to LMX theory, employees who are in a "high-quality" relationship with their supervisors feel obligated to exert extra effort on the job, leading to higher performance (Graen & Scandura, 1987; Liden & Maslyn, 1998). Researchers revealed positive association between LMX and the various forms of OCB. Hence, stressing on earlier conceptualization of the key variables, it can be inferred that if employees feel themselves in "high-quality" LMX relationship, then they are likely to reciprocate the organization by engaging in OCB (Burton, Sablynski, & Sekiguchi, 2008; Cogliser, Schriesheim, Scandura, & Gardner, 2009; Gerstner & Day, 1997; Kacmar, Witt, Zivnuska, & Gully, 2003; Sekiguchi et al., 2008; Wayne, Shore, Bommer, & Tetrick, 2002).

Studies on LMX suggested that the supervisors play a notable role, in influencing employees' work behaviour and performance. Employees feel respect and mutual influence in

“high-quality” exchange relationships between subordinates and supervisors while “low-quality” exchange relationships experience strict predetermined exchanges and one-way downward impact. The supervisor acts as the utmost direct and prominent representative of their subordinates. A positive association of “high-quality” LMX and employees’ performance has been revealed by number of researches (Burton et al., 2008; Kacmar et al., 2003; Wayne et al., 2002; Cogliser et al., 2009).

The LMX perspective advocates that each dyad of leader-member is different in terms of quality of exchange (benefits given and received) (Bauer and Erdogan, 2016). Considering the members’ efforts and how much they fulfil their leader’s expectations, leader develops closer connection with some of the subordinates and specifically give them more concern support, organizational and social resources (e.g. growth opportunity, power of decision making) (Nahrgang and Seo, 2016; Graen and Uhl-Bien, 1995). In response for this favourable “high-quality” exchange, subordinates recompensate their leader with positive attitude and greater performance to leader and the organization (Martin et al., 2016; Graen and Uhl-Bien, 1995).

Gradually with time, these reciprocal relationships promote feeling of mutual affection, loyalty, respect and trust along with an obligation to exhibit greater performance to further maintain high quality relationship (Nahrgang and Seo, 2016; Liden et al., 1997). Consistent with this notion, literature on LMX indicates that subordinates in “high-quality” relationship are more likely to showcase OCB (Ilies et al., 2007; Martin et al., 2016). Moreover, LMX has been studied with other related constructs such as turnover intentions (Ansari, Daisy, & Aafaqi, 2000), task performance (Hui et al., 1999; Wayne et al., 1997), influence tactics , organizational outcomes and organizational citizenship behaviours (Wayne, Liden, Graf & Ferris, 1997; Settoon, Bennett, & Liden, 1996; Deluga, 1998; Hui, Law, & Chen, 1999).

Employees sharing a “high-quality” exchange relationship with their supervisors, are offered more benefits, rewards and growth opportunities, and have greater supervisor’s support. This is consistent with social exchange theory, where “high-quality” exchange subordinates will reciprocate in a manner to provide benefits to the exchange partner (Murphy, Wayne, Liden, & Erdogan, 2003). The LMX theory postulates that because of favourable treatment and the reciprocal nature of LMX, “high-quality” LMX employees must exhibit

more positive work attitudes and behaviour (Matta and Van Dyne, 2016; Erdogan and Bauer, 2014).

Similar to this, Hackett and Lapierre (2004) also investigated the relationship between LMX and OCB. They suggested that job satisfaction mediated partially the relationship between LMX and OCB.

Further, Matta, Scott, Koopman, & Conlon (2015), emphasized the importance of LMX dyads in terms of quality and agreement between both the parties of LMX relationship. They suggested that LMX theory can be beneficial for the organizations if it is seen and evaluated from the lens of employees and supervisors simultaneously.

The role of high quality LMX practices therefore assumes greater importance as the behaviour of leaders nurture the leader-member association involving openness and mutual trust, which encourages significant job results such as job satisfaction and OCB (Harris et al., 2011; Kapil & Rastogi, 2018). Organizational citizenship behaviour and “high-quality” LMX are therefore much needed prerequisites for the survival of the organization in the era of intense competitive scenario.

In the opinion of Lo et al. (2006) and Estiri et al. (2018), considering the sample of hospitality industry, LMX and gender have a significant and positive effect on employees’ citizenship behaviour. Their findings validated the significant association of LMX and OCB. Though, their findings did not suggest the moderating effect of gender on the relationship of LMX and OCB.

More recently, another study based on sample of Nigerian employees, also established the positive and significant association between LMX and OCB. It was found that “high-quality” LMX relationship positively influenced altruism, conscientiousness, civic virtue dimensions of OCB which justified that employees develop feelings of trust and affection for each other, they are more willing to help their peers in the existence of “high-quality” LMX relationship.

According to Kernodle (2007), LMX positively and significantly influenced the citizenship behaviour among employees as the “high-quality” LMX relationship might motivate employees to display extra-role behaviour without any formal rewards from the organization.

Another study by Rastgar, Pourebrahimi and, Davoudi (2012) was conducted in Iran to analyse the relationship between LMX and OCB. The findings also confirmed that LMX has a significant positive influence on employees' organizational citizenship behaviour.

This relationship has also been observed in the Indian context where a study on Indian Software/IT organizations employees revealed that contribution dimension of LMX acted as better predictor of citizenship behaviour than the affect dimension of LMX. Also, procedural and interactional justice acted as full mediator between perceived contribution and citizenship behaviour. Though, distributive justice did not mediate between perceived contribution and OCB (Bhal, 2006; Gupta & Sharma, 2018).

Moreover, Walumbwa et al. (2011) analysed the LMX and OCB relationship with the mediating influence of employee commitment. "High-quality" LMX subordinates could obtain outcome favourability, who may further reciprocate through exhibiting citizenship behaviour (Blader & Tyler, 2009; Sun et al., 2013).

The leaders' role becomes crucial in terms of facilitating OCB among employees. When employees feel that they are receiving more than they are giving to their supervisor, they tend to reinstate equity by exhibiting OCB (Hui, Law, & Chen, 1999; Zhong et al., 2011). Thus, "high-quality" LMX relationships have been associated with increased non-task related activities such as OCB.

Limited studies have measured the direct association between leader-member exchange and organizational citizenship behaviour especially in the context of Indian IT industry. In a "high-quality" exchange relationship, the enduring mutual trust, respect, and exchange of socio-emotional support over time form strong psychological bonds between the leader and the subordinates. Therefore, it is expected that a high level of organizational commitment can be found in a "high-quality" LMX relationship. Similarly, the quality of LMX acts as an important driver of OCB. If subordinates observe their association with immediate superior as pleasant, they are more likely to advance their attachment to the organization, which further facilitates "extra-role" behaviour (Settoon, Bennett, & Liden, 1996). Based on the past literature leader-member exchange was found to be positively related to employees' organizational citizenship behaviour and thus, it is hypothesized that

***H1: Leader-member exchange has a direct relationship with organizational citizenship behaviour.***

### **2.5.2 Work Engagement and Organizational Citizenship Behaviour**

Work engagement is another vital factor which indicates the level of commitment of employees towards their respective tasks and their efforts to eventually develop their area of work innovatively. For sustainable advantage, organizations are increasingly striving to have employees who work with dedication, passion and high energy (Macey et al., 2009). Work engagement is exemplified by dynamism, commitment, and interest (Schaufeli and Bakker, 2004). Dedicated employees are vital for the success, survival and sustainability of an organization (Kataria, Garg and Rastogi, 2012).

Engaged employees if provided with the freedom to take decisions in their domain will perform better (Runhaar et al., 2013). Past studies have revealed the importance of job autonomy and its impact on the service innovative behaviour of the hotel employees (Runhaar et al., 2013) where the relationship between work engagement and service innovative behaviour depends on the autonomy provided in the organization.

The organizations in the present era with special reference to service industry need employees that showcase high level of job engagement. These employees required to be proactive, undertaking initiatives as well as improve the job performance (Bakker and Leiter, 2010). Employees also engage in extra-work than their allocated share and also showcase “in-role” and “extra-role” behaviour (Karatepe, 2013). Therefore, engaged service employees are more likely to exhibit innovative work behaviour towards better service performance, thereby attaining high level of service quality in their work. Thus, it can be said that work engagement is a motivating force which influences employees to display innovative behaviour in their work.

According to Organ (1988), when employees feel themselves engaged in their job, they are likely to exhibit the behaviour which promote overall effectiveness and efficiency of the organization. These behaviours are also known as organizational citizenship behaviour (OCB). Over the decades, work engagement has become a popular construct among researchers and has been studied with many other related constructs such as task performance, organizational commitment, job resources, burnout etc. Engaged employees feel an energetic and effective connection with their work activities, and they see themselves as able to deal completely with the demands of their job (Schaufeli et al., 2002). Precisely, it has been confirmed that work

engagement is associated with increased job performance and organizational commitment (Hakanen, Bakker, & Schaufeli, 2006).

Work engagement has been considered as an antecedent of an employee's discretionary efforts such as OCB (Matta et al, 2015; Roberson and Strickland, 2010). According to Bakker (2011), engaged employees work harder by using their discretionary efforts in comparison to those who are disengaged. Moreover, engaged employees are more inclined to devote physical energy on their jobs, since they find their jobs more meaningful, they feel cognitive and emotional attachment with their work (Kahn, 1990). Therefore, it is assumed that engaged employees are more absorbed in their jobs and more likely to engage in altruistic behaviour.

Olivier and Rothmann (2007) reported that organizations offering physical, emotional and cognitive resources to their employees receive high engagement from employees in their work roles, but employees may also disengage owing to lack of these imperative resources. Rurkkum and Bartlett (2012) and Saks (2006) confirmed that employee engagement positively affects workers' OCB and declared engagement as a predictor of OCB. Sridhar and Thiruvenkadam (2014) further supported the findings by revealing that the highly engaged employees are likely to indulge in works beyond their formal job roles.

According to Chiu and Tsai (2006), job burnout was negatively related to OCB. Job burnout has been suggested to be the opposite of work engagement. Moreover, job burnout results in decreased job satisfaction, lower productivity, increased absenteeism and low level of organizational commitment (Farradina & Halim, 2016). Considering the negative association of job burnout and OCB and the relationship of burnout and work engagement, they suggested that work engagement is positively related with OCB. More explicitly, when employees are more absorbed and dedicated to their work, they are more inclined to showcase behaviour that are altruistic, conscientious, and virtuous.

Wadud (1992) strongly suggested that lower stress leads to greater job satisfaction, skill and resulting performance. Additionally, based on the logic of burnout, work engagement can also be linked to OCBs through organizational commitment. Based on Job Demand-Resources Model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001), Hakanen et al. (2006) explored work-related well-being among teachers through an energetic process and a motivational process. Their findings proposed that work engagement was mediating the relationship between job resources and organizational commitment. Further, work engagement was found

to be positively correlated with organizational commitment. Since organizational commitment acts as a predictor of OCB, it is assumed that work engagement will be positively related to OCB (Ehigie & Otukoya, 2005).

Preceding researches on engagement mostly considered its antecedents. The present study advocates that engagement is often a consequence of positive traits, interesting and challenging work, inspiring or transformational leadership (Macey & Schneider, 2008). Besides, some studies also focused on the outcomes of engagement and reported that engagement is also related with increased performance (Harter, Schmidt, & Hayes, 2002) and lower turnover intentions (Halbesleben & Wheeler, 2008; Schaufeli & Bakker, 2004).

Roberson and Strickland (2010) also confirmed in their study, the positive influence of work engagement on OCB. They further examined the mediating role of work engagement between charismatic leadership and OCB. Their findings suggested that an employee is more engaged in his or her job in the presence of a charismatic supervisor, which in turn promotes organizational citizenship behaviour.

Considering Indian sample, Kataria, Garg and Rastogi, (2013) analysed the association between psychological climate, work engagement and organizational citizenship behaviour. They suggested employees' climate perceptions and work engagement as one of the major drivers of organizational citizenship behaviour (OCB). They examined the mediating role of work engagement with six dimensions of psychological climate and OCB. Accordingly, managers of organizations can emphasize on psychological need satisfaction to foster positive psychological climate which significantly contributes to engaged workforce, and highly engaged employees are more inclined to display discretionary behaviour or OCB.

Engagement is assumed as a key driver of an employee's willingness for extending their discretionary effort to help their organization or employer (Erickson, 2005). Kahn (1990) recommended that employees who devoted to their work are expected to carry a broader conception of that role and are more likely to step outside of the formal boundaries of their job to facilitate the organization at large (Rich et al., 2010).

In spite of huge enquiry in the area of engagement, still a number of inquiries are yet to be answered (Crawford et al., 2010; Bakker et al., 2011). Hence, further investigation is desirable to explore the similar or other antecedents and consequences of engagement in different perspectives (Albrecht, 2010). According to Schaufeli et al. (2006) and Christian et



al. (2011), engagement positively effects both “in-role” and “extra-role” performances. Kahn (1990), suggested that engaged employees invest their physical, emotional and cognitive energies to make their role performance more active and complete through behaviour that is “extra conscientious, interpersonally collaborative, innovative, and involved” (Rich et al., 2010, p. 620). Even though the association between engagement and OCB has been studied by various scholars in past, further investigation is still required to understand the relationship in different context and in cross-sectional studies; Therefore, it is hypothesized that:

***H2: Work engagement has a direct relationship with organizational citizenship behaviour.***

### **2.5.3 The Mediating Effect of Job Embeddedness on the Relationship Between Leader-Member Exchange, Work Engagement and Organizational Citizenship Behaviour**

Previous studies examined job embeddedness as a driver of organizational citizenship behaviour (OCB). Extant literature on job embeddedness indicates that employees who are highly embedded in their jobs, more willing to exert higher performance. Lee, Mitchell, Sablinski, Burton, and Holtom (2004) suggested that job embeddedness positively influences both “in-role” and “extra-role” performance as embedded employees wish to continue with their current locations and perceive performing well as instrumental to that end.

Studies showed that employees with high job embeddedness demonstrate more citizenship behaviour, which is valuable for the organization. (Wijayanto and Kismono, 2004). The findings of Lev and Koslowsky (2012) also supported that organizational job embeddedness predicts organizational citizenship behaviour and gender moderates this relationship such that high organizational job embedded women scored higher on citizenship behaviour than did low job embedded women. Men did not show any difference by organizational job embeddedness level.

Literature reveals that embedded employees are more capable of creating quality relationships (links) with their supervisors and peers because they feel high congruence with the values and culture of organization (fit), which ultimately reinforce OCB. Furthermore, job embeddedness is a probable antecedent that can explain any variance in citizenship behaviour beyond personal variables (e.g., work experience, education, tenure), which are associated with

job performance, including OCB (Lee & Lee, 2007; Organ & Ryan, 1995; Podsakoff et al., 2000).

Andresen (2014) also investigated the link between embeddedness and citizenship behaviour in expatriates and reported that both organizational and community job embeddedness facilitate OCB (Collins & Mossholder, 2017). Moreover, Burton et al. (2010) supported their finding depending on the buffering effect of job embeddedness and suggested the reason behind the resilience of some employees even at the time of negative shocks. They discovered that job embeddedness reduces the influence of negative shocks and assists employees to be resilient and to engage in OCBs.

The role of the supervisors is crucial as they explain the working rules, procedures in order to get the new recruits familiarized with the organization; also keep them abreast with the latest developments (Alfes et al., 2013). In the absence of this, several problems may crop up such as low exchange relations, tendency to remain absent, weak and low commitment with propensity to leave the organization are enhanced.

Moreover, “high-quality” LMX members are offered with various benefits and resources such as supervisory support, proper communication and better job roles etc than their counterparts in “low-quality” LMX members (Liden et al., 1997; Mueller & Lee, 2002). Accordingly, LMX has been suggested as a significant predictor of a number of outcomes (e.g., Gerstner & Day, 1997 and Graen & Uhl-Bien, 1995). Further, “high-quality” LMX members are unlikely to leave their organization as they would have to sacrifice the rewards associated with their relationships with their supervisors (Liden et al., 1997). Hence, “high-quality” LMX has positive influence on OCB (Harris et al., 2011; Kapil & Rastogi, 2018).

Preceding studies have demonstrated that “high-quality” exchange results in positive behavioural outcomes, such as lesser turnover intentions (Eisenberger et al., 2010), organizational commitment (Kang et al., 2011) and employee performance (Agarwal et al., 2012). Grounded on social exchange theory (SET), Blau (1964) described the basic idea of dyadic relationship which develops over time. The SET theory predicts that roles and responsibilities of parties are often determined through multiple interactions in the form of shared interdependence (Gouldner, 1960). Consistent with LMX, when subordinates get interpersonal support, impartial supervision, autonomy, role recognition, and better development opportunities from their supervisors, they feel gratified to reimburse the

supervisors in the form of greater OCB and commitment (Bhal, 2006), trust (Bauer and Green, 1996), creativity (Volmer et al., 2012) and innovation.

Existing literature on LMX also approves that quality relationship with supervisor augments employees' organizational job embeddedness (Sekiguchi et al., 2008; Collins et al., 2014; Harris et al., 2011). Earlier studies suggested that the employees in "high-quality" exchanges feel better organization fit due to associated benefits (Erdogan et al., 2004) as they receive more resources from LMX relationship. In terms of links, "high-quality" subordinates are able to develop healthier connections with their colleagues, supervisors and organization than their counterparts. Moreover, "high-quality" employees are less inclined to quit from their organization due to more security and connections (Sparrowe & Liden, 2005; Liden et al., 1997). In addition, employees feel embeddedness as they feel benefitted being in "high-quality" exchanges which augments existing employee resources (Harris et al., 2011).

Further, Holtom and Inderrieden (2006) analysed the intervening role of job embeddedness between work factors and key organizational consequences such as job performance, actual turnover and intentions to leave. The findings suggested that job embeddedness influences important organizational outcomes.

Harris, Wheeler and Kacmar (2011) also examined organizational job embeddedness as a mediating factor between LMX and job outcomes. They suggested LMX positively influenced organizational job embeddedness. Further, organizational job embeddedness was positively related to job satisfaction and negatively related to turnover intentions, and actual turnover.

Moreover, Halbesleben and Wheeler (2008) provided support for organizational job embeddedness being an accumulation of resources that predicted employee job performance and intent to turnover. Further meta-analysis of Hackett and Lapierre (2004) suggested that employee affect (job satisfaction and organizational commitment) mediated the relationship between LMX and OCB. Specifically, they found that LMX influenced the positive feelings about job and organization. This, in turn, influenced their contribution to the environment supporting task performance. Unfortunately, only limited research has identified the mediators explaining the relationship between LMX and OCB. Further exploration in this area is certainly warranted.

Empowered subordinates perceive themselves more engaged in meaningful work and thus have a sense of purpose and a feeling of attachment to their work (Henkin & Marchiori, 2003). Consequently, subordinates benefit their supervisors by being more committed and going an “extra mile”. Past studies (Yukl & Fu, 1999) explored that delegation also has positive effects on subordinates. This suggests that delegation should mediate the relationship between LMX and work outcomes.

Karatepe (2013) also investigated the antecedents of job embeddedness considering hospitality industry of Iran. Moreover, (Karatepe and Ngeche, 2012) analysed job embeddedness as an intermediating variable between work engagement and two organizationally valued work outcomes such as turnover intentions and job performance. Findings indicated partial support for the mediating effect of job embeddedness. Employees with high performance work practices (HPWP) and work social support seem to be more embedded in their jobs. In turn, such employees are more likely to have lower levels of intentions to leave the organization (Bergiel et al., 2009).

Wheeler et al. (2010) advocates that job embeddedness has vital role in employee retention and investigators need to explore much about job embeddedness as a key mediating variable. Further, Ng and Feldman (2011) recommend that causes or drivers of employees’ job embeddedness must be analysed. Besides, Holtom et al. (2012) discussed that empirical studies should go beyond past studies that focus on the consequences of job embeddedness by examining its antecedents.

Bergiel et al. (2009) advocated that compensation and growth opportunity influenced turnover intentions only through job embeddedness. Moreover, the effect of supervisor support on turnover intentions was partially mediated by job embeddedness. Also, the influence of human resource management effectiveness on turnover intentions was fully mediated by job embeddedness (Wheeler et al., 2010).

Karatepe (2011a) explored that job embeddedness acts as a full mediator between the impact of supervisor support on job outcomes such as service recovery performance and turnover intentions. However, Karatepe and Karadas (2012) suggested that job embeddedness acted as a partial mediator of the effects of empowerment and rewards on service recovery performance.

Lee et al. (2004) recommended that organizational job embeddedness was better predictor of employee performance and citizenship behaviour than community embeddedness. Although the theorized effects of embeddedness on job performance and citizenship behaviour on turnover are empirically supported.

Halbesleben & Wheeler (2008) attempted to examine job embeddedness and work engagement as separate and unique constructs. They also analysed unique contribution of both the constructs in predicting job performance. Lev & Koslowsky (2012) analysed the relationships among conscientiousness, organizational embeddedness, task and contextual performance. Considering the sample of teachers, the hypothesized main effects between conscientiousness and performance and between organizational embeddedness and performance were supported. They also confirmed the meaningful role of embeddedness in predicting performance.

Wheeler et al. (2012) reasoned that job embeddedness results in energized, directed, and sustained work force, which in turn accelerates job performance. Ng & Feldman (2010a) confirmed that job embeddedness has positive and significant relation with innovation-related behaviour. They further suggested that the effect of embeddedness on innovation-related behaviour was moderated by career stage. Hence, employees are in more advanced career stages, more willing to spread innovations and implement new ideas.

Sun et al. (2011) observed the intermediating role of job embeddedness in the relationship of supportive psychological capital and performance relationship. They suggested that higher psychological capital augments the job embeddedness which further promotes the performance of nurses. Thus, they concluded job embeddedness positively influenced nurses' task performance. It has also been revealed that job embeddedness and organizational support promotes organizational citizenship behaviour (Lee, Mitchell, Sablinski, Burton, & Holtam, 2004; Afsar & Badir, 2016).

Additionally, Holtom and Inderrieden (2006) provide evidence that suggests job embeddedness may mediate the relationship between shocks and voluntary turnover. Empirical tests show higher degree of job embeddedness is linked with lower absenteeism and turnover, (Crossley, Bennett, Jex, & Burnfield, 2007) along with higher performance and OCBs (Lee, Mitchell, Sablinski, Burton, & Holtom, 2004). However, Holtom, Burton and Crossley, (2012)

examined job embeddedness as one possible mediator of the effect of negative shocks on discretionary employee behaviour.

Lee et al. (2004) suggested that job embeddedness is capable of predicting employees' job performance and OCB. Employees are considered as a part of a social network; hence helping co-workers seems a normal part of their job. Besides, helping peers is influenced by the reciprocal behaviour because employees are dependent on each other and interact frequently, therefore, they feel obliged to reciprocate by helping their peers and the organization. For this reason, the feeling of embeddedness (comfort, fit) increases; hence, it is expected that OCB will also escalate.

Work engagement (WE) has a positive impact upon the employees' citizenship behaviour with job embeddedness as a mediator. There exists a strong relationship between the WE and the work performance level of employees as well as extra-role behaviour. To be precise, engaged employees are more passionate, enthusiastic and absorbed in their jobs. Thus, work engagement contributes toward augmenting employees' performance and lessens the turnover intentions of employees (Karatepe & Ngeche, 2012).

Furthermore, highly engaged employees are more capable of forming healthy relationship with their peers and supervisors, they feel more attached and tied with the organization. Moreover, they find better fit between their career goals and organizational culture and community. In short, the highly engaged employees tend to be socially enmeshed or embedded and show more discretionary behaviour. Nevertheless, there is scarcity of empirical studies that examine the influence of work engagement on employees' performance (Karatepe & Ngeche, 2012).

A careful examination of the literature reveals that many studies have considered job embeddedness as an intermediary variable for scrutinizing the impact of personality variables and organizational variables on employee and organizational outcomes. For instance, Sun et al. (2012) suggested that job embeddedness partially intermediates the effect of psychological capital on job performance.

Harris et al. (2011) examined the mediating effect of job embeddedness on leader-member exchange and turnover intentions. They further advocated that employees who have better relationships with their supervisors demonstrate increased job embeddedness and lesser intentions to leave the organization.

Moreover, Karatepe (2013a) revealed that the indicators of High performance work practices (HPWPs), i.e., rewards, training, and empowerment were negatively associated with turnover intentions through job embeddedness. Further, Karatepe (2013b) revealed the mediating role of job embeddedness on other variables such as supervisor support, service recovery performance, job performance and turnover intentions. Also, empirical investigations have reported that job embeddedness needs to be considered as a fundamental intervening construct between job outcomes and organizational factors (Ng & Feldman, 2011).

On the basis of the Conservation of Resource theory, Hobfoll (1989), it can be assumed that work engagement promotes positive emotions, which accelerate job embeddedness and further results in OCB. For example, Kapil and Rastogi (2018) reported that on-the job embeddedness results in improving citizenship behaviour. Wheeler et al. (2007) suggested that employees foster job embeddedness upon receiving assistance from organizations. Karatepe and Ngeche (2012) suggested that engaged employees are more embedded in their jobs. Thus, work engagement fosters job embeddedness. Halbesleben and Wheeler (2008) further reasoned that job embeddedness enhances performance, as employees receive additional resources that make them more engaged in their job. Hence, it can be argued that work engagement practices provide opportunities for eliciting positive emotions, which in turn contribute to job embeddedness that subsequently leads to citizenship behaviour.

Saks (2006) advocates that work engagement significantly influences attitudes, intentions and behaviours of employees. Accordingly, employees who are engaged in their jobs feel more attachment with their job and organization and therefore are less inclined to leave their organization (Schaufeli & Bakker, 2004). Consistent with this, other researchers also revealed similar findings and suggested that work engagement was negatively associated with employee' turnover intentions (Harter, Schmidt & Hayes, 2002; Du Plooy & Roodt, 2010). Moreover, work engagement was found to be positively related with other job outcomes such as job satisfaction, motivation among employees, employee well-being and reduced turnover intentions (Yeh, 2013; Van den Berg, Bakker & Ten Cate, 2013; Schaufeli & Bakker, 2004; Barkhuizen & Rothmann, 2006).

Extant research indicates that engagement is positively related to employee well-being, leading to better performance (Bakker & Demerouti, 2008; Shimazu, Schaufeli, Kubota & Kawakami, 2012). Moreover, engaged employees work more efficiently because they have the ability to create their own resources.

Takawira (2014) identified significant associations among work engagement, job embeddedness and turnover intentions. It was found that the employees having high degree of job embeddedness and work engagement had significantly lower turnover intentions. Undoubtedly, engaged employees feel high level of energy, enthusiasm about their job, and are well engrossed in their work as they feel more attachment with their organization and develop, maintain healthy relations with their supervisors, peers and community friends. Halbesleben and Wheeler (2008) also concluded that high levels of job embeddedness (organisational links) and work engagement (dedication) results in lower turnover intentions. Their study also proposed job embeddedness as a partial mediator in this relationship of work engagement, turnover intentions and job performance. Embedded employees might have close connection with their organization because their personal values and career goals fit with their organizational culture and surrounding community.

Some studies revealed that employees who sense that their organization cares and supports their well-beings are more likely to be committed and emotionally attached towards their organization. Such employees identify with their organization, willingly perform their task and find better ways to solve their organizational problems, even when there are no extrinsic rewards and also the problems are not their own (Fuller et al., 2006).

Keeping in mind the ideas expressed in the researches discussed above, the researcher tried to validate job embeddedness as a mediator between leader-member exchange, work engagement and organizational citizenship behaviour. Thus, it is inferred that job embeddedness plays an intermediary role. This study widens the role of job embeddedness as a mediator between leader-member exchange, work engagement and employee's organizational citizenship behaviour and proposes the following hypothesis as:

***H3a: Job embeddedness mediates the relationship between leader-member exchange and organizational citizenship behaviour.***

***H3b: Job embeddedness mediates the relationship between work engagement and organizational citizenship behaviour.***

## **2.6 CONCLUSION**

The present chapter discusses the relevant literature with respect to key constructs and relationship pattern among the variables in detail. This chapter also discusses the conceptual



frameworks which establish the hypothesized models explaining the constructs and their relationship. The conceptual modeling for the hypothesis and the literature used have contributed in the development of three hypotheses. The following chapter is corollary to the present chapter in which the researcher has deliberated the research design and the methodology used for the present research.

## Chapter - 3

### RESEARCH METHODOLOGY

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#### 3.1 INTRODUCTION

The present chapter describes the objectives and hypotheses of the study and also highlights the methods and procedures adopted to achieve these objectives. The chapter later explains sampling approach, methods of data collection and the instruments used in the study. Lastly, it deals with the descriptions of data analysis to be adopted in the following chapter.

#### 3.2 RESEARCH OBJECTIVES

The study aims to explore the factors leading to enhanced employees' citizenship behaviour in the organizations. Accordingly, it is designed to understand the relationship between key study variables. This study presents the problem statement from individual's perspectives i.e. what motivates employees to perform beyond job description in an organization. Subsequently it also suggests what an organization can do to motivate its employees or to keep them embedded for heightened performance.

In precise following are the objectives of the study.

1. To study the effect of leader-member exchange on the organizational citizenship behaviour of the employees.
2. To study the effect of work engagement on the organizational citizenship behaviour of the employees.
3. To study the mediating role of job embeddedness between leader-member exchange, work engagement and organizational citizenship behaviour.

#### 3.3 HYPOTHESES

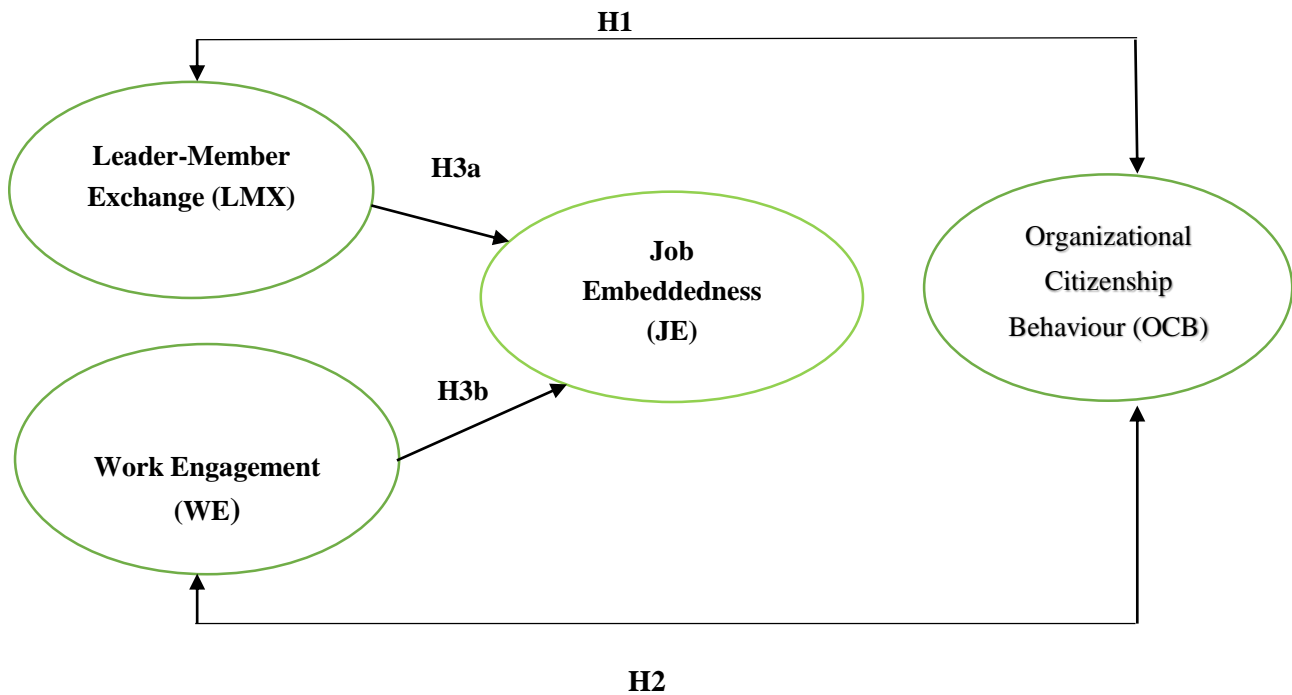
The research hypotheses proposed for this study are enumerated as follows:

H1: Leader-member exchange has a direct relationship with organizational citizenship behaviour.

H2: Work engagement has a direct relationship with organizational citizenship behaviour.

H3a: Job embeddedness mediates the relationship between Leader-member exchange and organizational citizenship behaviour.

H3b: Job embeddedness mediates the relationship between work engagement and organizational citizenship behaviour.



*Figure 3.1: Hypothesized Model*

### 3.4 CONCEPTUAL MODEL

The present study has defined objective of testing a hypothesized model which identifies the effect of leader-member exchange and work engagement on organizational citizenship behaviour of employees. The job embeddedness in the study acts as a mediator between the dependent (organizational citizenship behaviour) and independent variables (leader-member exchange and work engagement).

The major research questions in accordance to the aim of the study includes: 1) How does leader-member exchange relate to citizenship behaviour of employees? 2) How does work engagement relate to the organizational citizenship behaviour? 3) How does job embeddedness relate to the independent variables and with citizenship behaviour of the employees? 4) Does job embeddedness mediate the relationship between LMX, WE and OCB?

The research questions mentioned above are the blueprints that will lead the empirical study of the proposed model, as given in figure 3.1. The model of the study has been formed to empirically examine and confirm the relationships developed amongst the constructs under study. The model is grounded on the theoretical underpinning of social exchange theory (SET) and conservation of resource (COR) theory. In the model under the study, LMX and WE have been proposed as predictors of job embeddedness and related with organizational citizenship behaviour such that job embeddedness mediates the relationship between its predictors and organizational citizenship behaviour.

### **3.5 RESEARCH DESIGN**

The present study follows conclusive research design that allows descriptive research based on survey data followed by quantitative approach for the analysis of the data. The survey based cross sectional research design has been utilized in the present study as the cross-sectional research design entails the measurement of variables at one time (Malhotra & Dash, 2011). Keeping in mind, the limitations caused due to the time and resource constraints; convenience sampling technique was followed for the data collection process. The sample population consisted of employees working in the IT organizations across Delhi (NCR) region, India.

### **3.6 PILOT STUDY**

A pilot study has been conducted for the present study before undertaking the actual research study. The aim of conducting the pilot study is to test the questionnaire which has been selected for the purpose of data collection. Standard questionnaires have been used in the present study. The questionnaires have been tested during the pilot study in Indian context. They were found to be significantly reliable. Survey method was found useful in collecting the information about the practices in an organization and the perception generated among the employees about the LMX, work engagement, job embeddedness and organizational citizenship behaviour. Moreover, survey also helped in examining the relationships between the above stated factors. The objective of the pre-test of the questionnaire was to verify whether the questions were simple, clear and easy to understand, and also suitable or not. Feedback received from the IT employees was included. It was also confirmed whether the scales used in this study are appropriate for the employees working in IT industry. Thus, the results obtained from the pilot study confirmed that the scales being used were suitable for the study and also appropriate for Indian context.

### 3.7 SAMPLING AND DATA COLLECTION

The data were taken from 430 professionals of selected Indian IT firms for main study. The IT sector organizations have been preferred for the present study, as the IT companies have to function in highly dynamic environment, which is prone to frequent technological changes (Alawadhi & Mendonca, 2017). The progression in restructuring, process improvement, and robotic process automation are amongst the leading technological factors, which are responsible for alteration in the scenario of IT industry (NASSCOM, 2015). This move necessitates the IT organizations to respond instantly for being efficient and updated in the contemporary environment. Moreover, these firms face the challenges to handle the diverse needs of different clients. Undoubtedly, these technological insurgencies create huge stress among IT employees because they have to face frequent fluctuations in their job descriptions. Accordingly, employees have to continuously learn new skills and update themselves for tackling the requirements of altered job responsibilities. These factors also cause stress, anger, and adverse behavioural changes, which further lead to lower engagement, declined performance, and high attrition. For coping with these, IT organizations need to emphasize on effective leadership and supportive human resource practices that boost the morale of employees, thus resulting in extra-role behaviour or citizenship behaviour, which leads to effective performance (Gibbs & Ashill, 2013).

The non-probability purposive sampling has been utilized for the present study. Initially, 26 IT organizations were identified and contacted from Delhi (NCR) region, out of which 17 organizations responded and consented for data collection. The study, therefore surveyed employees of 17 IT firms across the Delhi (NCR), India. A total of 610 questionnaires were circulated among selected participants. The questionnaires included instruments related to the selected variables: leader-member exchange, work engagement, job embeddedness and OCB. About 490 duly filled questionnaires were returned to the researcher. After preliminary screening of the data, a sample set of 430 questionnaires was found suitable for the further analysis. The response rate to the survey was 70.49.

Out of 430 respondents, 81.4% were male and 18.6% were female. According to the work experience of the respondents, 9.1% had less than five years of experience, 66.5% had between five to ten years, and 24.4% had above ten years. Over 38.4 % of participants were graduates, 51.2 % had post graduate degree, and participants with doctorate and other

qualification accounted for 10.5 %. Table 3.1 represents the demographic profile of participants.

### **3.7.1 Procedure of Data Collection**

The current study attempts to analyse the precursors of citizenship behaviour of employees in sample organizations. The study utilizes primary data and a self-administered questionnaire. Initially, a recommendation letter was drafted and sent to the heads of the departments and consent was gathered for data collection for the fulfilment of the requirements of the study. The data was collected personally by the researcher while administering the tests, good rapport was established with the subject to get their maximum cooperation and to have best responses from them. A covering letter delineating the research purpose, assurance of confidentiality, an emphasis on the voluntariness and anonymity of responses and instruction for survey completion was attached with each questionnaire.

The questionnaire was made up of 54 survey items under four sections: Job embeddedness, work engagement, leader-member exchange and citizenship behaviour. The participants were asked to tick mark their choices. Scoring was done through excel after obtaining the responses in accordance with the instruction given in their manuals of respective scales (attached with respective scale in Appendix 1).

### **3.7.2 Personal Information Section**

Personal information section included age, gender, working experiences, marital status, educational qualification and work tenure.

**Table 3.1 Demographic Profile of the Survey Participants**

<b>Variables</b>			
<b>Age</b>	Years	Number	(%)
	<30	73	17.0
	30-40	276	64.2
	>40	81	18.8
<b>Gender</b>			
	Male	350	81.4
	Female	80	18.6
<b>Marital status</b>			
	Married	300	69.8
	Unmarried	130	30.2
<b>Education</b>			
	Graduate	165	38.4
	Post Graduate	220	51.1
	Doctorate	45	10.5
<b>Work Experience</b>			
	<5	39	9.1
	5- 10	286	66.5
	>10	105	24.4
<b>Total</b>		N=430	100%

*(Note: Source Primary Data)*

### **3.8 QUESTIONNAIRE STRUCTURE AND MEASURES**

A self-administered questionnaire was developed for the current study comprising of two sections. The first section of the questionnaire acknowledged employees' demographic data, such as age, gender, qualification, marital status, organizational tenure and work experience. The second section of the questionnaire comprised of several Likert type scale items. These statements pursued to measure leader-member exchange, work engagement, job

embeddedness and organizational citizenship behaviour. The section I and section II questionnaires are shown in the Appendix.

### **3.8.1 Leader-Member Exchange (LMX)**

LMX–MDM 12 items scale by Liden and Maslyn (1998) has been used for measuring the construct of leader-member exchange. Respondents were requested to assess the extent to which each one of 12 items applied to his/her organization. The four dimensions-affect, professional respect, contribution, and loyalty were measured on a seven point Likert type Scale, ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item from this scale was “My supervisor would defend me to others in the organization if I made an honest mistake.” In the present study, the internal consistency reliability estimates for each of sub-scales were observed as follows: affect,  $\alpha = 0.84$ ; loyalty,  $\alpha = 0.89$ ; contribution  $\alpha = 0.80$ ; professional respect,  $\alpha = 0.85$ . Reliability estimates for the combined scale was  $\alpha = 0.98$ .

### **3.8.2 Work Engagement**

Questions in this section dealt with the general feelings of participants regarding their engagement at work. An extensively validated 9-items Utrecht Work Engagement Scale (UWES-9) reported by Schaufeli et al. (2006) was used to measure the construct. The scale addresses all three dimensions of work engagement construct namely vigor, dedication and absorption and each of these dimensions has three items. The questionnaire items were rated on a seven-point frequency-based scale (1 = Never to 7 = Always). The sample items include Vigor (e.g., “At my work, I feel bursting with energy”); Dedication (e.g., “I am enthusiastic about my job”), and Absorption (e.g., “Get carried away when I am working”) (Schaufeli et al., 2006).

In the present study, the internal consistency reliability estimates for each of the sub-scales were observed as follows: vigor,  $\alpha = 0.57$ ; dedication,  $\alpha = 0.80$ ; absorption,  $\alpha = 0.58$ . Reliability estimates for the combined scale was  $\alpha = 0.97$ .

### **3.8.3 Job Embeddedness**

Following 18-items job embeddedness measure developed and validated by Holtom, Mitchell, Lee, and Tidd (2006). The respondents indicated on a five-point Likert-type scales (1 = strongly disagree and 5 = strongly agree). A sample item for organisation job embeddedness is, “I feel like I am a good match for this organization”. The scale measures six dimensions of job embeddedness. The respondents were asked to mark their choices that most appropriately



describe their experience in the organizations. In the present study, the internal consistency reliability estimates for each of the sub-scales were observed as follows: organization link,  $\alpha = 0.57$ ; organization fit,  $\alpha = 0.62$ ; organization sacrifice,  $\alpha = 0.63$ ; community link,  $\alpha = 0.57$ ; community fit,  $\alpha = 0.70$ ; community sacrifice,  $\alpha = 0.63$ . Reliability estimates for the combined scale was  $\alpha = 0.98$ .

### 3.8.4 Organizational Citizenship Behaviour

To measure organizational citizenship behaviour (OCB), the OCB scale (Podsakoff & Mackneize, 1989) was used. This is a 15-items scale which is divided into five subdimensions indicating three items each.

- (i) **Altruism:** measures the extent to which respondents provide co-worker assistance when needed. (eg. "I help others who have heavy workloads")
- (ii) **Courtesy:** measures the proactive gestures being displayed by the respondents in the wake of avoiding problems with others. (eg. "Take steps to prevent problems with other workers")
- (iii) **Civic -Virtue:** measures the extensiveness of involvement that respondents show in the political life of an organization. (eg. "Reads and keeps up with industry change and new products introduced by the organization")
- (iv) **Conscientiousness:** measure whether respondents abide by behavioural norms at workplace. (eg. "I am mindful of how my behaviour affects other people's job.")
- (v) **Sportsmanship:** measures the extent to which respondents willingly tolerate minor nuisance at work and do not overreact on petty issues. (eg. "Consume a lot of time complaining about trivial matters")

Of the 15 items, three items as 13, 14 and 15 items are reverse coded. The response scale ranged from 1 ('strongly disagree') to 7 ('strongly agree'). In the present study, the internal consistency reliability estimates for each of the sub-scales were observed as follows: altruism,  $\alpha = 0.52$ ; courtesy,  $\alpha = 0.70$ ; civic-virtue,  $\alpha = 0.75$ ; conscientiousness,  $\alpha = 0.36$ ; sportsmanship,  $\alpha = 0.54$ . Reliability estimates for the combined scale was  $\alpha = 0.98$ .

### 3.9 CONTROL VARIABLES

There is significant impact of the demographic variables, hence in such studies they need to be controlled (Collins & Smith, 2006). The study accordingly controlled the demographic factors in order to control their unwanted influence on the independent and dependent variables. It was found that the five demographic variables such as age, gender, marital status, work experience, and education have the capacity to influence the results, hence were controlled. As gender has male and female category and respondents has to mark 1 for males and 2 for females. Respondents had provided detailed information on the remaining continuous variables which were accordingly classified in continuous classes containing different ranges as shown in table no 3.

### 3.10 DATA ANALYSIS

Collected responses were analysed by using SPSS<sup>®</sup> 20 and Amos<sup>®</sup> 21. Data was checked for missing values (for each subject in the study, there must be related pairs of scores i.e. if a subject has a score on variable X ,then the same subject must also have a score on variable Y), normality (the estimator is average neither high or low), linearity (between variables the relationship can be most accurately represented by a straight line), reliability, non-multicollinearity and homoscedasticity (the variability of scores on the Y variable should remain constant at all values of the X variable).

Skewness and kurtosis scores were also calculated to measure the normality and the obtained skewness and kurtosis coefficient lies within the accepted range of  $\pm 1$  standard deviation. The analysis that study variables are negatively skewed revealed the existence of outliers but these outliers were within one standard deviation of the mean and were determined not to be a significant threat to normality. For linearity, scatter plots were drawn among predictor and criterion variables. The obtained plots ensured the occurrence of linearity among study variables. Cronbach alpha score was used to measure the reliability of study measures.

**Table: 3.2 Data Analytic Tools and Techniques**

<b>Tools applied</b>	<b>Technique</b>	<b>Purpose</b>
SPSS (20 <sup>th</sup> Version)	Descriptive statistics	Mean, Standard Deviation, Correlation
AMOS (20 <sup>th</sup> version)	Structural Equation Modelling	Confirmatory Factor Analysis
SPSS (20 <sup>th</sup> Version)	Haye's Model	Mediation Analysis

### **3.10.1 Techniques**

Structural Equation Modeling (SEM) is expanded version of the General Linear Model in which the multiple regression analysis coupled with several advanced techniques is emphasized as well covered. Structural Equation Modeling (SEM) being a multivariate technique is quite useful due to its capacity to study the relationship in between the multiple independent and the dependent variables which it can carry simultaneously.

SEM has assumed importance due to the reason that it can successfully study the relationships among latent variables which are expressed as the multiple measures. SEM is also useful as it may logically deduce the results about the nonlinearities, correlated error terms, measurement error, correlation amongst the variables, multiple latent independent variables each of which measured by the multiple items. This technique is also useful in analysing the one or more dependent variables as exhibited by multiple indicators.

SEM is also useful if there is need to develop the model interactions and also used to validate the models which have been hypothesized. It can study the causal relationships between the multiple variables and validate these. Hoyle (1995) for this reason has emphasized that for a proper analysis there is need to state the model which is to be tested as well the nature of relationship being hypothesized, then only the proper analysis can take place. Hoyle (1995) further states that there are usually two types of the parameters, first the fixed ones which are never calculated hence assigned the value of zero; second the free variables which are to be calculated and these carry values higher than the zero.

Associated with it is measurement model and structural model which are major components of the SEM. As the term suggests in the measurement model the variables are explicitly specified and validity testing is performed. In the structural model, latent variables and the observed variables are structured in a relationship where they are studied for their level of significance with the help of fitness indices that decides the model fit (Hoyle, 1995).

### **3.10.2 Working with SEM**

Observed values are calculated when the model has been properly developed and specified. Observed variables (free parameters) are obtained with the help of the multiple regressions. As a result, the value of the fitting function is obtained after the estimation processing. The degree of association between the implied covariance matrix and observed

covariance matrix can be known by this way. It may be explained as the degree to which the value of the covariance matrix and the observed covariance matrix are same in which the values in the residual matrix reach quite near to zero. This method helps to find out the fit of the model which is focused on the observed values. Indices calculation is made when the fit of the model is contrasted with some other baseline model which indicates complete independence with observed variables. There are several indices available for fitness determination which include; Adjusted Goodness of Fit Index (AGFI), goodness-of-fit index (GFI), Normed fit index (NFI), comparative fit index (CFI) and Tucker- Lewis index (TLI) (Hoyle, 2002). These indices are scaled in a way that their values lie in between 0-1 (Hair et al., 2009; Hoyle, 1995) where 1 indicates perfect fit with respect to the baseline model. It is presumed that value of the above indices should be within the range of 0.8- 0.95 (Normal range). The value 0.95 and above indicates as a very good fit, and is understood as the target model fit which is a good fit when it is related and studied with respect to the data being related to baseline model.

Structural equation model (SEM) is a superset of the standard methods such as multiple regression, ANOVA and correlation and is also flexible approach and broadness. It is more inclusive approach to data analysis and research design for the researchers of social sciences and management.

SEM has been found to test the complex hypotheses more successfully than the other ones. (Hoyle, 1995) which enables to test multiple relationships simultaneously of one model which is complicated to test from some other techniques, thus mitigating the cause of using this technique for the current study.

For the present study the measurement model was used in order to find the proper validity of the questionnaires and the specificity of the variables (LMX, WE, JE and OCB) used by means of confirmatory factor analysis (CFA), also ensuring the model fit indices.

### **3.10.3 Hayes' Mediation Analysis**

For the present study, Hayes' model has been taken for the hypothesis testing. Hayes (2009) had developed the Hayes' SPSS macro PROCESS and has codes for every step in the form of different models by assigning numbers to them such as for mediation analysis using model number 4. (Hayes, 2009).

The back-end programming of the model number 4 used for mediation analysis was based on bootstrapping method as it prevails over the weakness of the mediation analysis given by Baron and Kenny (1986). This model has several advantages and few drawbacks above Hayes' methodology. Firstly, there is high chance of Type 1 error and significance of anticipated direction of direct or indirect effects are usually not presented in proper way (Preacher & Hayes, 2008). Secondly, the three conditions: a) there must be a significant relationship between the independent variable and dependent variable, 2) there must be a significant relationship between the independent variable and mediator, 3) there must be a significant relationship between mediator and dependent variable in order to prove the mediation according to Baron and Kenny's approach, whereas the bootstrapping method argues that some interesting and significant results can be missed, if mediation is not examined in the absence of indirect and direct effects and thus can be applied even if there is no support for correlation between independent variables and dependent variables or correlation between indirect effect variables. Thirdly, a unique feature (macro) known as the SOBEL test allows the method of bootstrapping to analyse the data without being dependent on the normality and large sample size (Preacher & Hayes, 2008). It is recommended by Preacher and Hayes (2008), that 5000 bootstrapping samples are enough to estimate the standard error of the variables for analyses.

Multiple regression (ordinary least squares regression) method with script version of the SOBEL macro for SPSS has been employed for the mediation analysis, as developed by Preacher and Hayes (2008).

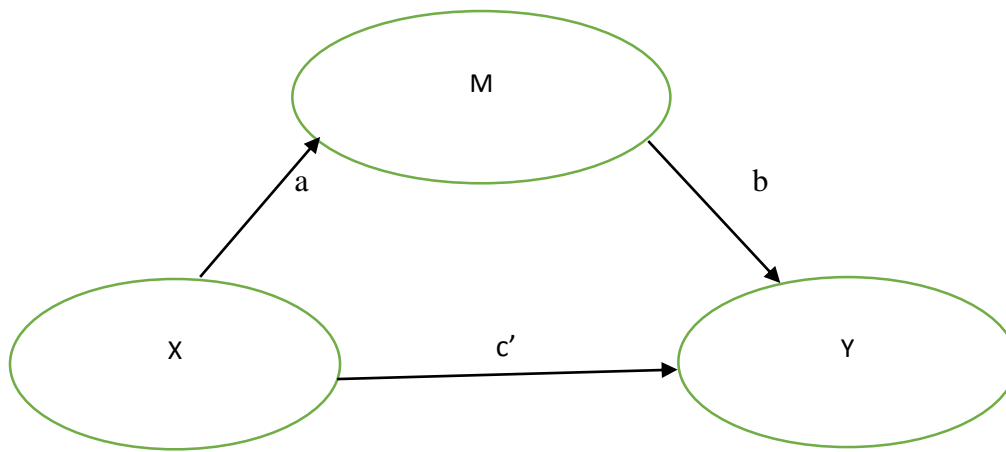
The INDIRECT test (Preacher & Hayes, 2008) studied the direct, single-step and total indirect effects which are bias-corrected, percentile-based and accelerated bootstrap confidence intervals (CI) for the indirect effects (Preacher & Hayes, 2008). In the study the total indirect effect for the analysis for mediation was examined with 95 percent confidence intervals (CI). In addition, the value more than zero signifies the validity for the significant mediation. SPSS macro used ordinary least squares (OLS) regression to calculate the approximate of each path (SPSS Indirect, 2011).

### 3.10.4 Mediation Analysis

This statistical technique is useful to find out an answer to “how” a causal agent X transfers its impact on Y. In a simple mediation model usually at least one causal antecedent X variable may influence the outcome Y with a single intervening variable M. X may follow any of the two clear pathways to influence the Y. These pathways are found by tracing every way one can get from X to Y while never tracing in a direction opposite to the direction an arrow point. In the direct effect of the X on Y there is no role of the M in one path way whereas in the second pathway that is from X to Y, X exercises its indirect effect upon the Y via M. There is clear movement from antecedent X to consequent M which leads further from M to the consequent Y. Therefore, here M is treated as the mediator variable. Mediation analysis is helpful in identifying the relationship in between the IDV and the DV whether direct or indirect effect. It also helps to recognize the existence of the mediator as M.

Mediation at the conceptual level is causal event. It has been well established by the research support as well as by the theoretical models and the arguments. Proper research design also establishes this nature. Statistical tools are important as they help to establish the relationship, quantity and also act as an aid for the causality (Preacher & Hayes, 2008). Mediation was examined using bootstrapping technique given by Preacher and Hayes (2008), for which they have stated that “bootstrapping methods are preferred over other methods which presume normality or symmetry of the sampling distribution (p. 884) of the indirect effect”.

The bootstrapping definition explains that it is an empirical sampling distribution applied on the product of a and b, in which the sample size N is taken and the draws with replacement N values of (X, M, Y) which help to create a new sample” (Zhao et al., 2010, p. 202). This method is accomplished with the help of the SPSS macro as developed by Preacher and Hayes (2008). In the current study job embeddedness is hypothesized as a “mediator” between the two IDV and the DV, and has been examined using ‘PROCESS’ Hayes’ SPSS macro, which has the characteristics of SOBEL test, that facilitated in identifying the importance of the indirect effect of independent variable on dependent variable when the mediator is brought in the model.



*Figure 3.2: Mediation Model*

Following paths can be represented on the basis of interaction

Path a: Impact of the IDV on the mediator  $M = i_1 + aX + e_1$ .

Path b: Direct impact of the mediator on the DV  $Y = i_2 + c'X + e_2$ .

Path c: Direct impact of the IDV on the Y  $Y = i_3 + cX + bM + e_3$ .

DV after controlling for the mediator variable  $c' = (a \times b) + c$ .

### 3.11 CONCLUSION

This chapter has detailed the contextualization of the study as well as the research design. Data collection is an important step in the study and this has been detailed in a comprehensive way. Questionnaire method was used to collect the data for which the responses of the employees were collected. The process of data collection on different items was noted for its all-inclusive and thereby the comprehensive approach. This chapter also explains the data analysis methods which include confirmatory factor analysis (CFA), mediation analysis using PROCESS Hayes' SPSS macro models (Hayes, 2013). It has also been detailed as to which technique is better and why a particular one has been selected in the present work. The rationale of their application in the work has therefore been put forward.

The next chapter explains in detail the outcome of the data analytic techniques. The elements of methodology studied help to guide the format of the research undertaken for this thesis. The research was conducted and analysed by using quantitative techniques. The quantitative method of questionnaires allowed for a large sample of data to be analysed and on which the findings were based.

## Chapter - 4

### RESULTS OF THE STUDY

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#### 4.1 INTRODUCTION

This chapter presents the background analysis of the data obtained through the study. The present study adopted quantitative approach to analyse the data. Statistical program software SPSS 20 and the AMOS 21 have been utilized for analysing the data. For further analysis different techniques such as CFA, SEM and mediation analysis have been applied. The data was collected through questionnaires. Where appropriate, correlation was used, especially where one measure should be compared to another for inclusion/exclusion in further analysis. Throughout the process of analysing the data gathered from questionnaires, key relationships between the variables studied were identified through correlation and later through regression analysis.

Hypotheses are checked on the basis of the results as obtained from the data analysis. Harman's single factor test for data biasness and VIF value has provided the certain results. After which results of the Confirmatory Factor Analysis (CFA) have been explained. This explanation also describes the model values and fitness of the model.

Thereafter, the hypothesis testing methods have been explained in which the first 2 hypotheses (H1 and H2) have been tested with regression analysis, whereas the H3a and H3b have been tested with mediation analysis applying Hayes' SPSS macro 'PROCESS' for same. .A.F. Hayes developed advanced technique (Hayes, 2009), which is a developed version of the Baron and Kenny (1986) method, used to test the mediated hypothesis.

Finally, the summary is given which summarizes the results obtained with respect to the hypothesis tested.

#### 4.2 PRELIMINARY SCREENING OF THE DATA

The table 4.1 shows the calculated coefficient for normality (i.e. skewness and kurtosis), reliability (i.e. Cronbach alpha) and non-multicollinearity (VIF). The results revealed that all the variables leader-member exchange, work engagement, job embeddedness and



organizational citizenship behaviour are negatively skewed, but these coefficients were one standard deviation from the mean and were determined not to be a significant threat to normality. The data was also tested for non-multicollinearity assumption. Value below 10 lies in the acceptable range of VIF, and also results have found VIF values of independent variables of the present study, leader-member exchange, work engagement and job embeddedness ranged from 1.17 to 1.91 which are considered within the acceptable range, which signifies the non-multi-collinearity (O'brien, 2007) of the data.

**Table 4.1 Normality, Reliability and Non-Multicollinearity Coefficients**

N-430	Skewness		Kurtosis		Cronbach Alpha	VIF
	Statistic	SE	Statistic	SE		
Scale						
LMX	-.348	0.118	-.636	0.235	0.981	1.179
WE	-.245	0.118	-.628	0.235	0.977	1.689
JE	-.441	0.118	-.209	0.235	0.983	1.914
OCB	-.422	0.118	-.362	0.235	0.980	

(Source: Primary data, N= (Number of participants) 430, SE= standard error, VIF =Variance inflation factor, significance level <0.05)

### 4.3 INITIAL ANALYSIS

Statistical software SPSS 20 and AMOS 21 were used to examine the fitness of hypothesized model, discriminant and convergent validity. In order to analyse mediation, implementation of Hayes' SPSS macro (which provides various features such as SOBEL test that helps in computing the indirect impact of IDV on DV when the mediator is brought into the model) which is named as PROCESS, was applied using SPSS software.

Confirmatory factor analysis (CFA) was used before testing the hypotheses so as to check the fitness of the hypothesized model. The model comprises of the constructs like leader-member exchange, work engagement, job embeddedness and organizational citizenship behaviour. All the items of the constructs were found to be significant as their loadings were above 0.5 and also found to be highly reliable, hence proved the convergent validity of the hypothesized model.

In the study for the analysis of the reliability of the scale (Cronbach's alpha) and Harman's single factor test (check the data biasness), SPSS 20th version, software was

employed. CFA with AMOS software with 21<sup>st</sup> version was applied to calculate the convergent and discriminant validity of the scale, and to ensure the model fit. Hayes' SPSS macro named PROCESS was used to compute the mediation analysis.

The Hayes macro is quite relevant in such studies as it carries certain important features as SOBEL test. This is quite useful because it helps in the estimation of the indirect effect of the IDV on the DV whenever there is a role of the mediator in the model. This makes the study quite analytical. It is also supportive in deciphering the role and impact of the conditional indirect effect on different moderator variable values.

#### **4.4 DESCRIPTIVE STATISTICS**

Descriptive statistics is related to the primary data analysis such as mean, inter-correlation, standard deviation (Table no. 4.2). It was observed that the test for the reliability of the scales had positive results as the reliability value; Cronbach's alpha had ranged in between 0.97 and 0.98 signifying the high reliability with particular reference to the present study.

#### **4.5 VALIDITY OF THE SCALE**

Validity of the scale is explained as "it is the extent to which the constructs accurately measure what they claim to measure". Thus, the validity of the scale is dependent upon the accurate measurement of the items which are being measured. All the items of the scale must signify the same constructs, thus validating the scale. For proper validity of the scale, according to Hair et al. (2009), it is mandatory that factor loadings of each item with relation to its construct always lie above the value of 0.6. CFA was applied for this particular testing and its results have been presented in table 4.5. It was observed that factor loading for all the items of the constructs was higher than 0.6. Thus, construct validity was proved. The range for LMX was 0.892 to 0.912, for WE was 0.902 to 0.917, for JE was 0.859 to 0.894 and lastly for OCB was 0.858 to 0.902, as provided in table no. 4.6.

Further the discriminant validity was also checked to see the distinctness of one construct from the other. It succeeds only when the value of average variance extracted of every construct is more than the square of its correlation coefficient (Fornell & Larcker, 1981). In other words, the correlation of the two variables must be less than the square root of average variance extracted.

In Table 4.5, all the bold diagonal values are the values of average variance extracted, and the off diagonals values are the square of the correlation coefficient. As given in Table 4.5

all the values of AVE are between 0.761 to 0.828 The values of AVE must be more than 0.50 which is acceptable. Hence, the discriminant validity was sufficiently proved as the results followed the accepted order of the AVE for the purpose of the validity.

It can also be tested by comparing the maximum shared variance (MSV) values and also the values of average shared variance (ASV) with average variance extracted (AVE) values. The values of MSV and ASV must be less than the values of AVE values (Fornell & Larcker, 1981). With regard to the Table 4.5, all the conditions fulfilled and hence proved the discriminant validity.

#### **4.6 RELIABILITY OF THE SCALE**

Reliability shows the consistency of the scale, the unchanged results production and follows the similar outcome even if the scale is used several times in differencing situations, but the results from the scale are always same with no inconsistency. In the present study the scales were found to be highly reliable as the value of Cronbach's alpha for all the scales was higher than 0.85 with the application of the SPSS. The reliability values for the scales were: LMX = 0.981, WE= 0.977, JE= 0.983, OCB = 0.980. The acceptable limits of alpha coefficient show higher range, above 0.7 (Cho et al., 2014).

These results show that the questionnaires were reliable with no exception or inconsistency. All the values are provided in chapter third (methodology) as the measures are explained in detail.

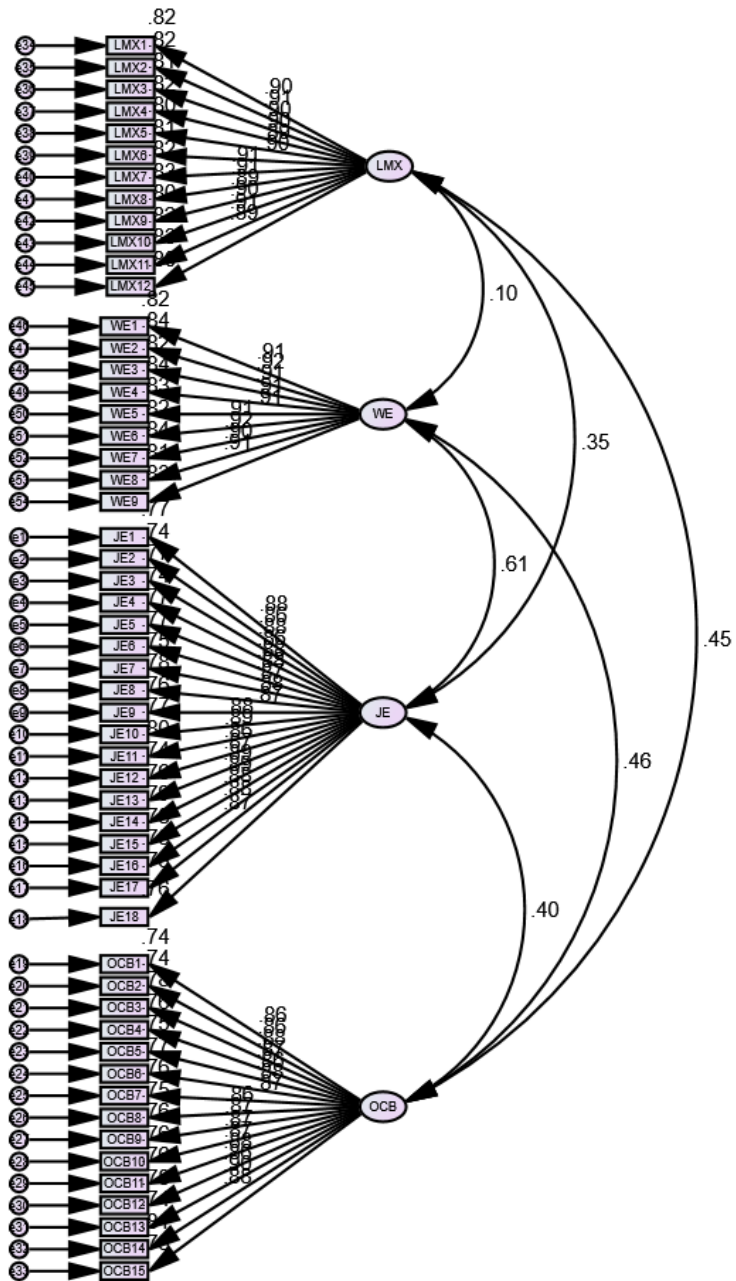
Further, to check the common method bias Harman's one factor was applied. As it is one of the serious problems which usually crops up in the self-reported questionnaires. So, in order to overcome from this particular issue this method was employed (Podsakoff & Organ, 1986). Common method variance exists when one factor explains more than 50% of variance in the study variables (Podsakoff, Mackenzie, Lee, & Podsakoff, 2003). In this study, all the items of all four constructs were loaded into the principal component factor analysis and then, the outcomes of unrotated factor loadings were investigated. The results showed 46.69 % of the variance of the first factors and acceptable value was obtained which is lesser than 50% (Jaiswal & Dhar, 2015), this suggested that there was no issue of the common method biasness in the present study. This nullification is important for the present work as the shortcomings of the self-reported questionnaires are completely eliminated.

#### **4.7 RESULTS OF CONFIRMATORY FACTOR ANALYSIS (CFA)**

Confirmatory factor analysis (CFA) was used before testing the hypotheses so as to assess the validity of the scales and also to confirm the fitness of the hypothesized model. The model includes the constructs such as leader-member exchange, work engagement, job embeddedness and organizational citizenship behaviour. All the items of the constructs were found to be significant, because the factor loadings had crossed the limit of the 0.5 value and also found to be highly reliable hence, proved the convergent validity of the hypothesized model. Result also showed that inter-factor correlations did not exceed the value of 1.00 with 95 percent confidence interval, therefore the results proved the discriminant validity too (Hair et al., 2009).

Figure 4.1

Confirmatory Factor Analysis



**Table 4.2: Means, Standard Deviation, and Correlations**

Descriptive analyses of the constructs used in the model

S. No.	Variables	Mean	SD	Correlation			
				1	2	3	4
1	LMX	3.257	1.162	<b>0.902</b>			
2	WE	3.295	1.113	.098*	<b>0.909</b>		
3	JE	3.394	1.078	.356**	.625**	<b>0.876</b>	
4	OCB	3.255	1.082	.454**	.465**	.406**	<b>0.872</b>

Note: (\* $p < 0.05$ , \*\* $p < 0.01$ ); ( $n=430$ )

LMX represents leader-member exchange.

WE represent work engagement.

JE represents job embeddedness.

OCB represents organizational citizenship behaviour.

The values in the diagonal line represent the square root of AVE.

**Table 4.3 Results of the Confirmatory Factor Analysis**

Chi Square ( $\chi^2$ )	1965.022
Degrees of freedom [df]	1371
CMIN/ df	1.433, $p = 0.00$
Goodness of Fit Index (GFI)	0.857
Adjusted Goodness of Fit Index (AGFI)	0.845
Comparative Fit Index (CFI)	0.980
Normed Fit Index (NFI)	0.938
Incremental Fit Index (IFI)	0.980
Root Mean Square Error of Approximation (RMSEA)	0.032

**Table 4.5 Discriminant Validity**

S. No.	Variables	1	2	3	4
1	LMX	<b>0.815</b>			
2	WE	0.009*	<b>0.828</b>		
3	JE	0.126**	0.390**	<b>0.768</b>	
4	OCB	0.206**	0.216**	0.164**	<b>0.761</b>

Note: (\* $p < 0.05$ , \*\* $p < 0.01$ ); ( $n = 430$ )

LMX represents leader-member exchange.

WE represent work engagement.

JE represents job embeddedness.

OCB represents organizational citizenship behaviour.

The numbers in the off diagonal cells are the square of correlation coefficients.

The numbers in the diagonal line are the value of AVE.

**Table 4.6 Overall reliability of the constructs and factor loadings of indicators**

Constructs	Indicators	AVE	MSV	CR	Factor Loading	T-value
LMX	LMX1	0.815	0.198	0.981	0.903	31.319***
	LMX2				0.906	30.171***
	LMX3				0.902	30.387***
	LMX4				0.905	30.628***
	LMX5				0.892	29.458***
	LMX6				0.902	30.389***
	LMX7				0.908	30.911***
	LMX8				0.910	31.142***
	LMX9				0.892	29.512***
	LMX10				0.905	30.597***
	LMX11				0.912	31.319***
	LMX12				0.894	29.615***
WE	WE1	0.828	0.376	0.977	0.906	30.546***
	WE2				0.915	31.855***
	WE3				0.907	31.084***
	WE4				0.914	31.723***
	WE5				0.909	31.270***
	WE6				0.906	30.941***
	WE7				0.917	32.030***
	WE8				0.902	30.546***
	WE9				0.912	31.503***
JE	JE1	0.768	0.376	0.983	0.880	27.078***
	JE2				0.863	25.747***
	JE3				0.876	26.585***
	JE4				0.859	25.513***
	JE5				0.876	26.636***
	JE6				0.877	26.693***



	JE7				0.865	25.904***
	JE8				0.884	27.129***
	JE9				0.871	26.255***
	JE10				0.878	26.713***
	JE11				0.894	27.850***
	JE12				0.863	25.756***
	JE13				0.871	26.301***
	JE14				0.891	27.658***
	JE15				0.886	27.274***
	JE16				0.883	27.080***
	JE17				0.883	27.078***
	JE18				0.874	26.459***
OCB	OCB1	0.761	0.208	0.980	0.858	26.674***
	OCB2				0.859	24.237***
	OCB3				0.883	25.524***
	OCB4				0.873	24.904***
	OCB5				0.864	24.473***
	OCB6				0.877	25.206***
	OCB7				0.873	24.989***
	OCB8				0.864	24.491***
	OCB9				0.871	24.886***
	OCB10				0.871	24.848***
	OCB11				0.870	24.791***
	OCB12				0.881	25.437***
	OCB13				0.860	24.250***
	OCB14				0.902	26.674***
	OCB15				0.884	25.583***

Note: (\*\*\*) $p < 0.001$

AVE represents average variance extracted

MSV represents maximum shared variance

CR represents constructs or composite reliability.

#### **4.7.1 Assessment of the Measurement Model**

CFA measurement model, found the results of the model fit through the fitness indices such as RMSEA, GFI, IFI, AGFI, CFI (Anderson & Gerbing, 1988). The values of these indices signify a good model fit ( $\chi^2 = 1965.02$ , degrees of freedom [df] = 1371, CMIN/ df = 1.433,  $p=0.00$ , GFI =0.857, AGFI = 0.845, CFI = 0.980, NFI = 0.938, IFI =0.980, RMSEA = 0.032 which is acceptable according to Hooper (2008).

#### **4.8 TEST OF HYPOTHESES**

The hypotheses testing has been done in two steps which have been linked together. In first step the direct effect has been examined which includes H1 (LMX-OCB) and in second step H2 (WE-OCB) along with the test of simple mediation model i.e. job embeddedness mediates between the relationship of IDVs and DV (H3a and H3b). To reduce the problem of multicollinearity, all the continuous variables were mean-centered in the model (Aiken & West, 1991).

The hypotheses were examined with Preacher and Hayes, (2008) and by applying OLS regression the path coefficients were predicted using ‘PROCESS’ SPSS macro for mediating relation and direct with the process of bootstrapping. The indirect effect can confirm the findings of the SOBEL test, when it presents 95 percent of confidence level and bias-corrected that has no zero (BCaCis).

#### **4.8.1 Hypotheses Testing Results**

##### **4.8.1.1 The direct effects: (H1 and H2)**

The result of hypothesis 1 stated that leader-member exchange has a positive effect on the employee organizational citizenship behaviour of the IT organizations implying that leader-member exchange shares a positive relationship with the citizenship behaviour of the employees. It was found a positive and a direct effect of leader-member exchange on citizenship behaviour of the employees. ( $\beta = 0.43$ ,  $t = 10.67$ ,  $p<0.00$ ) which proves the first hypothesis (table 4.7a).

Similarly, the second hypothesis proposed that the work engagement has a positive relationship with organizational citizenship behaviour of employees. On testing the same, the proposed hypothesis was found to be true because of its positive and direct effect of WE on

that of OCB of the IT employees ( $\beta = 0.45$ ,  $t = 10.94$ ,  $p < 0.00$ ) as specified by the beta value (the regression weight). Thus, also support hypothesis 2 (table 4.7b).

### Regression Results

Table 4.8 (a) H1: Leader-member exchange and Organizational citizenship behaviour.

*H3a: Job embeddedness mediates between LMX and OCB.*

**Table 4.7 (a): Regression results from simple mediation**

Variables	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
Direct Effects				
Job Embeddedness				
Constant	2.00	.36	5.47	.00
Leader-Member Exchange	.33	.04	7.88	.00
Age	.08	.09	.87	.38
Marital Status	-.01	.10	-.13	.89
Gender	-.02	.12	.19	.84
Work Experience	.11	.10	1.10	.27
Qualification	-.07	.07	-.94	.34
Organizational citizenship behaviour				
Constant	1.41	.34	4.08	.00
Leader-Member Exchange	.33	.04	8.14	.00
Job Embeddedness	.28	.04	6.37	.00
Age	.15	.08	1.74	.08
Marital Status	.01	.09	.11	.90
Gender	.04	.11	.36	.71
Work Experience	-.24	.09	-2.57	.01
Qualification	-.04	.06	-.67	.49
Total Effects				
Organizational citizenship behaviour				
Constant	1.98	.35	5.66	.00
Leader-Member Exchange	.43	.04	10.67	.00

Age	.17	.09	1.92	.05
Marital Status	.00	.10	.07	.94
Gender	.04	.12	.40	.68
Work Experience	-.20	.09	-2.14	.03
Qualification	-.06	.07	-.92	.35
	<i>Value</i>	<i>SE</i>	<i>Z</i>	<i>P</i>
<i>Indirect effect and significance using normal distribution</i>				
Sobel	.10	.01	4.93	.00
	<i>M</i>	<i>SE</i>	<i>LL 95% CI</i>	<i>UL 95% CI</i>
<i>Bootstrap results for indirect effect</i>	.10	.02	.05	.14
Note: N=430, Bootstrap sample size=5000, LL=lower limit, UL=upper limit, CI=confidence interval.				

### Regression Results

Table 4.7 (b) H2: Work Engagement and Organizational citizenship behaviour.

*H3b : Job Embeddedness mediates between WE and OCB.*

**Table 4.7 (b) Regression results from simple mediation**

Variables	<i>B</i>	<i>SE</i>	<i>T</i>	<i>P</i>
Direct Effects				
Job Embeddedness				
Constant	1.17	.30	3.88	.00
Work Engagement	.60	.03	16.61	.00
Age	-.07	.08	-.97	.32
Marital Status	.13	.09	1.45	.14
Gender	.00	.10	.05	.95
Work Experience	.15	.08	1.87	.06
Qualification	-.08	.06	-1.34	.17
Organizational citizenship behaviour				

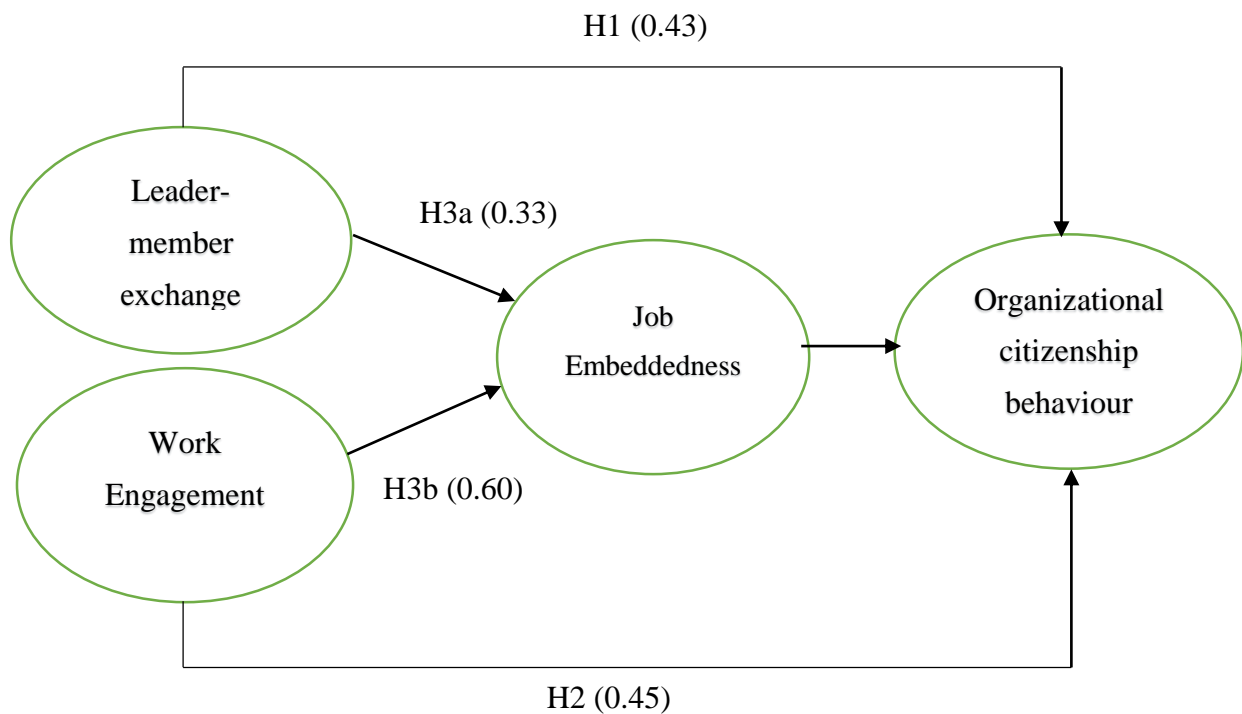
Constant	1.83	.34	5.29	.00
Work Engagement	.34	.05	6.42	.00
Job Embeddedness	.19	.05	3.50	.00
Age	.02	.09	.26	.78
Marital Status	.09	.10	.97	.33
Gender	-.02	.11	-.21	.82
Work Experience	-.18	.09	-1.88	.06
Qualification	-.06	.07	-.90	.36
Total Effects				
Organizational citizenship behaviour				
Constant	2.05	.34	5.97	.00
Work Engagement	.45	.04	10.94	.00
Age	.00	.09	.10	.91
Marital Status	.12	.10	1.20	.22
Gender	-.02	.12	-.20	.83
Work Experience	-.15	.09	-1.55	.12
Qualification	-.08	.07	-1.11	.26
	<i>Value</i>	<i>SE</i>	<i>Z</i>	<i>P</i>
<i>Indirect effect and significance using normal distribution</i>				
Sobel	.11	.03	3.42	.00
	<i>M</i>	<i>SE</i>	<i>LL 95% CI</i>	<i>UL 95% CI</i>
<i>Bootstrap results for indirect effect</i>	.11	.03	.04	.19
Effect				
Note: N=430, Bootstrap sample size=5000, LL=lower limit, UL=upper limit, CI=confidence interval.				

#### 4.8.1.2 Mediation Analysis Results

To examine the mediation effect of job embeddedness in between the 2 IDVs and the DV, third hypothesis was sub-divided in two different hypotheses (H3a and H3b) stating that job embeddedness mediates the relationship between leader-member exchange and organizational citizenship behaviour (H3a; LMX- JE:  $\beta = 0.33$ ,  $t = 7.88$ ,  $p < 0.001$ ); JE – OCB:  $\beta = 0.28$ ,  $t = 6.37$ ,  $p < 0.001$ ) and job embeddedness mediates the relationship between WE and OCB (H3b; WE – JE:  $\beta = 0.60$ ,  $t = 16.61$ ,  $p < 0.001$ ), JE– OCB:  $\beta = .19$ ,  $t = 3.50$ ,  $p < 0.001$ ).

The findings of the analysis as shown in figure 5.1 demonstrate a significant relationship between the job embeddedness and the organizational citizenship behaviour along with the significant and indirect effects of independent variables on dependent variable, obtained from SOBEL test.

The indirect effect of the leader-member exchange on organizational citizenship behaviour (0.10) was confirmed with a two-tailed significance test (presuming a normal distribution), which is the SOBEL test. (SOBEL  $z$ ) = 4.93,  $p < 0.001$ ) and the indirect effect of work engagement on organizational citizenship behaviour (0.11) was confirmed with a two-tailed significance test (presuming a normal distribution), which is the SOBEL test (SOBEL  $z$ ) = 3.42,  $p < 0.001$ ). The findings of bootstrap confirmed the findings of the SOBEL test (refer table 5.8a and 5.8b), which contains 95% of confidence level that have no zero (LMX-OCB=0.05, 0.14) and (WE-OCB=0.04, 0.19). As shown in figure 5.1, job embeddedness acted as a partial mediator between leader-member exchange, work engagement and organizational citizenship behaviour. It means that even though leader-member exchange and work engagement support directly affect the organizational citizenship behaviour, it also indirectly affects the citizenship behaviour of the employee by increasing the level of employee's job embeddedness first, which further enhances the organizational citizenship behaviour of the employee. Thus, hypotheses 3a and 3b were partially supported. The results are depicted in the table no 4.7a and 4.7b.



*Figure 4.2: Hypotheses' Results*

#### **4.9 CONCLUSION**

In this chapter, the findings have been discussed and clarified in detail along with their analysis. The results of the validity and reliability have been provided in the tables. The values of correlation obtained from the data analysis among the variables have also been provided. Further, the results of confirmatory factor analysis have been specified in order to show the fitness of the hypothesized model. Thereafter the analysis of mediation results is being described, which validate and support the acceptance of all the assumed hypotheses. The results suggest that both the IDVs taken under the study (LMX and WE) had a positive and significant relationship with the DV (OCB) and that job embeddedness (JE) mediated between the IDVs and DV. The chapter represents the results in the tabular form with the mediation graph showing the mediation effect which provides the clearness to the concept and also gives a deeper and clear understanding of the results obtained. The next chapter contains the justification of the results obtained from the data analysis.

## **Chapter - 5**

### **DISCUSSION**

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#### **5.1 INTRODUCTION**

The present chapter describes the findings obtained from the analysis of the data collected and their justification with the hypotheses proposed in the research work. The findings have been supported with the help of the previous researches and past literature.

#### **5.2 SUMMARY OF FINDINGS**

The findings of the study indicate that all the proposed hypotheses are well supported, as for illustration there exists positive relationships between the leader-member exchange and the employees' citizenship behaviour. When employees observe that their organizations offer leadership opportunities, it brings positive impact on the level of their citizenship behaviour. The increase in the intensity/level of the employee citizenship behaviour takes place in accordance to the appropriate LMX practices adopted.

Secondly, work engagement also exhibits positive relationship with organizational citizenship behaviour signifying that higher level of the work engagement increases the employees' citizenship behaviour. Finally, the findings demonstrate the mediating effect of job embeddedness between leader-member exchange, work engagement and organizational citizenship behaviour. The mediation shows that job embeddedness is the mediating factor, and it is because of IDVs effect on the DV. Thus, this relationship is also found valid.

#### **5.3 HYPOTHESES DISCUSSION**

The present study examines the effect of leader-member exchange and work engagement on organizational citizenship behaviour (OCB) and also highlights the intervening effect of job embeddedness on the relationship between leader-member exchange, work engagement and OCB. Also, the findings offer support for proposed hypotheses and contribute significantly to the existing leader-member exchange, work engagement and job embeddedness literature. The study findings and the justification for the hypotheses have been discussed in the following sections.



### **5.3.1 Hypothesis 1: Leader-Member Exchange has a Positive Relationship with Organizational Citizenship Behaviour.**

Innovation and change are considered inevitable for competitive edge thus, innovative, adaptable and committed workforce is desirable for sustainable organizations (Ashford et al., 2007). IT industry in India has a significant role in economic development and also operates in an exigent environment. Moreover, employees of IT sector have to confront extensive project deadlines, challenging job roles and skills obsolescence (Nair and Vohra, 2010; Messersmith, 2007). The constant technological progression and dynamic culture prevalent in the IT industry demands organizational interventions focusing on the role of leaders for promoting organizational citizenship behaviour among employees. Consistent with the past studies, this study reports in the similar direction but extends its findings across different sectors, industries and nations. The current study offers empirical evidence displaying that LMX positively correlates with OCB. Employees' observations that their organizations offer leadership opportunities were found to be strongly associated with OCB.

The first hypothesis is based on the assumption that better superior-subordinate relationships accelerate organizational citizenship behaviour among employees. The relationship between two constructs was found positively correlated with each other, it has been demonstrated that mutual obligation and support from supervisors associated with high-quality LMX serve as motivational factors for employees to perform extra-roles by exerting citizenship behaviour. Due to the fact that when a leader develops "high-quality" relationship with some of his or her subordinates, he or she also offers them some resources or benefits such as higher autonomy, power of decision making, supervisory support and so forth, which further generate an obligation to repay to the leader. Hence, these subordinates exert behaviour which is beyond formal employment contract, and recognized as organizational citizenship behaviour.

The findings of the study are also congruent with the social exchange theory (Blau, 1964) that advocates "high-quality" dyadic relationship can exert significant influence on OCB. As put forward by Lo et al. (2006), the central principle of OCB theory is that LMX is somewhat an expression of member's gratitude and reciprocity for positive work-related behaviour instigating from a "high-quality" relationship with one's supervisor or leader. Murphy, Wayne, Liden and Erdogans (2003) also acknowledged the role of social exchange theory in understanding the LMX relationship, where employees involved in "high-quality" LMX relationship behave in positive way to each other. Moreover, employees exhibit

behaviour which benefit each other in the exchange process. Because, in “high-quality” exchange, supervisors are more concerned to their subordinate’s problems, adopt more caring approach and ready to listen their problems, which increases the subordinates’ affect, loyalty, contribution and respect for their supervisors and also affect employee’s OCB in positive way (Findley, Giles, & Mossholder, 2000).

Furthermore, the findings are also consistent with the previous researches (Deluga, 1994; Settoon et al., 1996), where LMX and OCB were found to be significantly related due to the “high-quality” relationship of supervisors and employees which further encourage employees to display citizenship behaviours. The findings of this study also report in the similar direction with the work of prior researches (Hackett & Lapierre, 2004; Lo et al., 2006; Ishak & Alam, 2009; Erdeji et al., 2016; Ibrahim et al., 2017) which proved that the favourable exchange leads organizational citizenship behaviour among employees. Employees deliberately indulge in extra-role behaviours as they are influenced by the fact, that they are offered various benefits and favours from their supervisors in terms of greater participation in decision making, flexibility, greater autonomy, minimum supervision etc. Thus, they feel gratified to restore the good deed of their supervisors and showcase greater commitment and higher involvement by performing OCB (Prakash and Gupta, 2008).

Conversely, when employees don’t involve in “high-quality” LMX relationships with their supervisors, then their performance is likely to decline. The employees may exert even lesser degree of organizational commitment and citizenship behaviour as employees in “low-quality” LMX relationships may experience lower sense of obligation to their supervisors and lesser need to pay back or reciprocate (Graen & Cashman, 1975), they are likely to perceive their jobs in terms of contractual obligations (Heider, 1958) and hence likely to exert lesser organizational commitment and citizenship behaviour (Goswami, Mathew & Chadha, 2007). This fact is more relevant to the IT industry where innovation and change are considered inevitable for competitiveness thus, innovative, adaptable and committed workforce is desirable for long term sustainability of the organizations (Ashford et al., 2007).

Though, the findings validated the relationship of LMX and OCB by supporting H1 the mean estimates represented that LMX is found towards the lower side, reflecting that the IT industry is not practicing appropriate LMX practices. The low quality of LMX experienced by IT employees resulting in low level of organizational citizenship behaviour. If better LMX practices would have been adopted, the level of the employees’ citizenship behaviour would

have been increased. The extant literature suggested that the organizations can promote organizational citizenship behaviour among employees by adopting the effective leader-member exchange practices.

In collectivistic nations like India, employees give significant level of importance to the hierarchical system (Varma, Srinivas, & Stroh, 2005). In such cultures, employees acquire nurturing and benevolent needs (Restubog, Bordia, Tang, & Scott, 2010), and hence expect much more from their supervisors for instance guidance, support and care as compared to the employees in individualistic cultures (Sinha, 2008; Anand, Vidyarthi, Liden, & Rousseau, 2010). Supportive and protective attitude of immediate superior makes employees obliged to show positive effects and devote some extra efforts apart from completing the formal assigned roles (Ilies, Nahrgang, & Morgeson, 2007). Moreover, a leader works as a mentor for the subordinates. Mentoring and encouragement contribute in developing positive strengths of employees, consequently resulting in subjective well-being and overall development of the employees (Khan, 2013). Accordingly, the findings of this study advocate that supervisors must prioritize what their subordinates always seek from them i.e. assistance, support and suggestion for accelerating employees' citizenship behaviour.

Lo et al. (2006) and Norris and Levy (2004) advocated when supervisors are aware about the positive influence of supervisor-subordinate relationship on employees' behaviour, they certainly attempt to advance the top-to-bottom relations within the organizations. This further leads to accelerated employee performance and citizenship behaviour. Consistently, subordinates are more inclined to exert prosocial behaviour for their supervisor if their supervisors also offer them more conducive environment. It appears rational that an employee's attachment to the supervisor resulting from continuing reciprocal exchanges and respect over time will enhance the altruism and civic virtue aspects of OCB, as the supervisor is perceived by the employees as the key organizational agent of the organization.

Moreover, employees also specified that supervisor-subordinate relationship quality also has great influence on their willingness to display extra effort. More precisely, relationship' attributes such as autonomy, communication style, supervisor' demeanor, mutual respect and affection, which alter the quality of exchange, also have a bearing on OCB. These aspects are influenced by the level of conviction in the LMX relationship (Harvey et al., 2014). Mutual trust is prerequisite for positive supervisory relationship as it plays an important role at many levels. Research has revealed that employees' trust in peers leads to higher quality

supervisory relationships. Preceding investigations also proposed that supervisors can build trust by developing and maintaining an environment that promotes hope, positivity, and a growth mindset for employees (Han and Kim, 2011; Sue-Chan et al., 2012).

Based on the findings of the study, the role and behaviour of the leaders and supervisors have critical impact on the employees' behaviour. They may be positively or negatively impacted, depending upon the relationship they share with their leaders, accordingly the employees develop the attitude and thereby exhibiting citizenship behaviour. Giles and Mossholder (2000) suggested that leaders must practice direct interactions with their subordinates, with active listening and observing subordinates, which would result in increased mutual respect for each other and further leads to an increase in OCBs by subordinates. This is further supported by Aquino and Bommer (2003), where this relationship is known as "positive reciprocity". Hence, it is solicited that the organisations facilitate such exchanges between leader and the subordinates by having suitable policies and practices in place and the HR managers have to ensure that the gaps are properly plugged so that the leader-member relationships are fruitful.

### **5.3.2 Hypothesis 2: Work Engagement has a Positive Relationship with Organizational Citizenship Behaviour.**

The second hypothesis proposes that there exists a positive relationship between the work engagement and organizational citizenship behaviour. The data analysis reveals a positive relationship between both the variables and thus hypothesis was retained; the findings clearly suggest that higher the work engagement in the IT industry higher the employees' citizenship behaviour. Engaged employees feel high level of emotional attachment with their organization, work with great enthusiasm and involvement for the successful achievement of organizational goals (Markos & Sridevi, 2010) and are likely to perceive higher obligations for their employers (Bal, Cooman, & Mol, 2013). This reflects the willingness of engaged employees to exhibit behaviours that go beyond the set boundaries of their jobs. Prior studies also indicate that being proactive, engrossed and vigorous, engaged employees are more likely to invest their personal resources and work more freely to display "extra-role" behaviour than their counterparts (Xanthopoulou & Bakker, 2009; Halbesleben et al., 2009; Roberson & Strickland, 2010). Specifically, they are more likely to be better in contextual performance in addition to the task performance (Christian et. al., 2011). Besides, engaged employees' relatively enduring state of being active reflect interpersonal facilitation and their constant willingness to find

meaning in work keeps them emotionally engaged (i.e. job dedication). Both of them (interpersonal facilitation and job dedication) have long been recognized as inherent concepts of OCB (Van Scotter & Motowidlo, 1996; Kataria, Garg and Rastogi, 2013).

Prior literature also suggest that engaged employees are likely to carry a broad conception of the work role and tend to exhibit “extra-role” performance that facilitates the organizations at large and the people within it (Rich et al., 2010; Christian et al., 2011). Work engagement also has the greatest potential to augment organizational effectiveness through their higher levels of OCB (Lin, 2010). Towers Perrin (2003) have reported that engaged employees bring discretionary efforts to work, in the form of extra time, brain power and energy. Bakker et al. (2004) also reported that absorbed and dedicated employees behave in ways that are more virtuous and courteous and disengaged employees tend to exhibit less organizational citizenship behaviours

Further, the results are consistent with the notion of social exchange theory, where in, employees with job resources repay their organization by demonstrating progressive levels of work engagement and this in turn demonstrates constructive job results such as lower turnover intentions and improved performance.

Based on the mean estimates, it was found that work engagement is towards the lower side which signifies that employees were being less engaged in their jobs. Contribution level of the employees falls with their low engagement. The level of work engagement is critical as it enhances the “in-role” and “extra-role” performance of the employees which is much required in the volatile IT industry. Employees working in the IT industry, if well engaged by the organizations, may develop vigour and courage to deal with any kind of situations and problems involved in the job (Kataria et al., 2012). The findings suggested that employees did not have a positive perception towards their jobs, probably due to poor interpersonal relationship and not so supportive work environment. The reason for the low level of engagement may be due to less awareness among the HR managers about the conducive work climate. For instance, when IT employees’ psychological needs are not well understood by the organizations and they perceive less contextual support and experience stressful interactions with others, they are likely to negatively reciprocate poor treatment, and may feel less engaged in their work roles and unfocused about their work activities. This is further affirmed as disengagement in work roles is often related to the perception of poor work place conditions

such as lesser meaningful work; feelings of non- support from managers, and poor interpersonal relationship with peers (Fairle, 2011; Shuck et al., 2011; Shuck & Herd, 2012).

In contrast, in work environments where employees perceive a freedom of self-expression, trusting interpersonal relationships, appropriate levels of challenges in jobs, leaders support, it is realistic to assume that employees will display higher levels of engagement and OCBs in their work (May et al., 2004).

This is a serious issue in the development of the proper organizational culture (Noruzi & Rahimi, 2010) and the related attributes of the organization and the employee. Therefore, it becomes necessary for the managers to pay attention to these issues to ensure employees are engaged reasonably. It becomes imperative for managers and organizations to understand that employees need their support so that they can develop and enhance their knowledge and skills which encourage them to be productive at the workplace by being engaged workforce.

### **5.3.3 Hypothesis 3: The Mediating Influence of Job Embeddedness on the Relationship Between the (Independent Variables) Leader Member Exchange, Work Engagement and (Dependent Variable) Organizational Citizenship Behaviour.**

The third hypothesis proposed that job embeddedness acts as a mediator between the leader-member exchange, work engagement and organizational citizenship behaviour of the employees working in the IT industry but the results revealed that it only mediated partially, i.e., the hypothesis H3 received partial support. It means that even though leader-member exchange and work engagement directly affect the organizational citizenship behaviour, it also indirectly affects the citizenship behaviour of the employees by developing employees' job embeddedness first, which further augments the employees' organizational citizenship behaviour. It illustrates that the impact of the leader-member exchange and work engagement on employees' citizenship behaviour is made possible by job embeddedness.

It has been observed that LMX is one of the key drivers of organizational job embeddedness (Kapil & Rastogi, 2018). Mutual obligation and support from supervisor associated with "high- quality" LMX serve as motivational factors for employees to perform their jobs. Employees in "high-quality" LMX relationship enjoy several resources and supportive work culture, for instance more autonomy, special information and mentoring opportunities. Moreover, employees are better able to utilize their skills when they have

sufficient support from their supervisor, resulting in better fit with their job or organization. Consequently, employees in “high-quality” LMX, feel more embedded and would make the most of the benefits of being embedded (Sekiguchi et al., 2008). Previous studies have confirmed a valid relationship between leader-member exchange and job embeddedness (Harris et al., 2011); work engagement with job embeddedness (Karatepe & Ngeche, 2012) and also job embeddedness and organizational citizenship behaviour (Lev & Koslowsky, 2012; Collins & Mossholder, 2017).

The Conservation of Resource theory (Hobfoll, 1989, 2001), also lends support to the findings of the current study that highly engaged or highly embedded employees tend to accumulate, protect and reinvest their excess resources in their work by executing their jobs remarkably well or exerting OCBs (Halbesleben & Harvey, 2009). Consequently, it could be reasoned that organizations can attempt to augment job embeddedness by offering LMX and WE.

Ng and Feldman (2014) in their study supported it and further suggested that low organizational embeddedness was identified with reduced job performance and OCBs. Extant literature has suggested that employees display higher level of citizenship behaviour upon receiving fair HR practices with leader’s support, job satisfaction, rewards and recognition (Liu et al., 2013; Mukhtar et al., 2012). Rothmann and Olivier (2007) reported that organizations offering physical, emotional and cognitive resources to their employees receive high engagement from employees in their work roles, but employees may also disengage owing to lack of these imperative resources. Rurkkum and Bartlett (2012) and Saks (2006) confirmed that employee engagement positively affects workers’ OCB and declared engagement as a predictor of OCB. Sridhar and Thiruvankadam (2014) further supported the findings by revealing that the highly engaged employees are likely to indulge in works beyond their formal job roles.

Additionally, lack of supportive leadership practices and less meaningful job roles make employees less embedded in their jobs which ultimately results in reduced citizenship behaviour. In the current study, the mean scores of job embeddedness and OCB were observed to be low. The best possible explanation for this could be their weak formal/informal relationships at workplace, lack of perceived compatibility of employee skills and organisational climate, and less emotional attachment towards their organization. This situation

arises because of less support from their supervisors and lack of facilities provided to the employees which helps them to work effectively and efficiently.

The current study revealed that employees of IT sector exerted low level of work engagement. It's probably because employees' skills were not made use to their satisfaction and their orientation towards the belongingness with the organization was not in comprehensive manner. The loss at the level of belongingness and the attitude towards the organization is to consider it as not his/her family but just to do the required jobs with remuneration. This was the main reason found behind decreasing the employees' level of engagement which led to slowing down of job embeddedness and which further resulted in the decreased levels of organizational citizenship behaviour. These thoughts can be improved with the better employee centric practices.

Management needs to understand the severity of the situation because a reduced job embeddedness is not in the benefit for the larger interests of the stakeholders. Accordingly, the organizations should create favourable work culture to encourage positive supervisor-subordinate relationship to make employees embedded as embedded employees promote organizational effectiveness through discretionary efforts (Kapil and Rastogi, 2018).

More precisely, this study suggested that IT employees benefiting from supportive leadership practices are expected to exert OCB when they feel highly embedded in their jobs (Lev and Koslowsky, 2012) and innovative work behaviours (Ng and Feldman, 2010), than their counterparts. Besides, work engagement also fosters job embeddedness. Specifically, employees staying engaged in their work are embedded in their jobs, which further leads to greater job performance (Halbesleben and Wheeler, 2008; Wheeler et al., 2012). The present study highlights job embeddedness as an intermediating mechanism which accounts for diverse set of relationships with job resources and personal resources and have propensity to enact OCB.

#### **5.4 CONCLUSION**

In conclusion, the present chapter has offered the explanation for the results after the analysis of the data. All hypotheses have been validated and past studies have also supported them. Practical reasons were also scrutinized to support the relationship identified in this study. The findings of the present study have much prominence for the IT industry, mainly in the developing societies where the IT industry has emerged as an important component of the



economic growth. The relevance needs to be interpreted with respect to the role of job embeddedness, work engagement and the high quality LMX practices which may help to increase the organizational citizenship behaviour among employees. The simple practical implication is that in developing societies such positive inferences obtained by the study need to be implemented in the organizations. It may help these to strengthen their capacity in delivering better services.

## **Chapter - 6**

### **CONCLUSION**

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The present chapter begins with the conclusion to provide the highlights of the study. Thereafter, it lists the contributions made by this research. The chapter then discusses how the significant results of the hypotheses tests have practical implications for organizations. Besides, equally true is the notion that no research is ever a complete entity; hence there always exists scope for future research. Thus, limitations and areas for future research scope of the study have also been discussed.

#### **6.1 CONCLUSION**

The present study has tried to examine the factors that affect the citizenship behaviour of the employees working in the IT sector based in India. It has also made an effort to find out the reasons and remedies for present situation. The study has recognized some factors that have a positive impact on the employees' citizenship behaviour and on the level of job embeddedness of the employees. The results show that there is a sufficient gap in the prevailing LMX practices and the level of the employees' citizenship behaviour which needs to be sealed.

The hypotheses have been proved and were supported with the previous studies. The practical reasons have also justified the findings and the relationships which have been identified with logical propositions. The data was collected from the IT employees with the help of standard questionnaires. Convenience sampling technique was followed for collecting the data from the respondents of the IT employees from the National Capital Region (NCR), Delhi, India. The results were obtained using regression analysis and their analysis has brought into focus several relevant practical implications for the Indian IT sector. In this perspective the study assumes importance as the IT industry is one of the important mainstays of the economic life of the booming service sector. Moreover, it becomes imperative for the practicing managers to recognise organizational citizenship behaviour (OCB) as an essential factor for overall organizational effectiveness and long-term sustainability (Chaitanya & Tripathi, 2001). These practical implications have been discussed for the management professionals. There are also several theoretical postulates which the study has highlighted, these have relevance for the management researchers and therefore have been adequately detailed, which will enrich the management research literature. Every study has certain

limitations and there is also some scope for the future researches which may be linked to the study undertaken. Same has been case with this work too; hence accordingly these have also been discussed.

## **6.2 CONTRIBUTION OF THE STUDY**

The significance of this research lies in the contributions it makes towards theory and for practicing managers. These contributions are discussed hereafter.

### **6.2.1 Theoretical Contributions of the Study**

The study adds to extant literature by providing an inclusive framework of the relationship among leader-member exchange, work engagement, job embeddedness and organizational citizenship behaviour with reference to IT organizations in India.

The current study has theoretical implications for leader-member exchange, work engagement, job embeddedness and organizational citizenship behaviour and related areas of literature. Moreover, by considering the intervening effect of job embeddedness between the antecedents and performance outcomes such as OCB, the findings enrich the understanding on the study variables and the mechanisms involved in their relationships.

Additionally, the study provides empirical evidence for the theoretical model explaining predictors and outcomes of embeddedness based on the data of IT organizations in Indian context. It should also be noted that the variables studied have been tested in western countries, but this integrated model is the first of its kind which was tested in Indian context i.e. Indian IT employees, that has completely different work settings/environment as compared to the western countries. Thus, this study adds to the Indian management literature to nurture citizenship behaviours among employees.

While the previous studies discovered the association between job embeddedness and citizenship behaviour (Lee et al., 2014; Wijayanto & Kismono, 2004; Karavardar, 2014), no research till date has attempted to analyse and integrate this link with leader- member exchange and work engagement simultaneously but the current study contributes to the literature by establishing their association.

Another significant theoretical implication is revealing the mediating role of job embeddedness, though positive HR practices such as LMX and work engagement, positive job

outcomes such as OCB can be inculcated. The study also responds to call to examine the mechanism that works between LMX, embeddedness and citizenship behaviour as when employees experience supportive and fair relations with supervisor, they reciprocate by devoting themselves with additional efforts and abilities on their job.

Besides, the significant association among the LMX, WE, JE and OCB observed in the present study, corroborate with the SET and the COR theory as guiding framework, SET suggests that employee tend to reimburse positively for the organizational support they receive and COR specifies that job resources such as LMX and WE are positively linked with embeddedness as these influence the intrinsic and extrinsic motivations of employees for citizenship behaviour. For instance, employees feel more embedded if they have more links and good fits which would lead them to reflect higher level of citizenship behaviour.

Thus, from a theoretical outlook, the study augments the body of knowledge by investigating the substantial role of job embeddedness and exploring its relationship with citizenship behaviour, lends support to SET and COR theory and opens up avenues for further exploration.

### **6.2.2 Practical Implications of the Study**

The present study has some useful implications for HR managers which could be beneficial for the organizations as well. Given the fact, modern organizations are operating in highly turbulent and challenging business environment (Ashford et al., 2007; Shrivastava & Purang., 2009), which poses numerous threats for the survival of the present organizations. Undoubtedly, employees' willingness to exert citizenship behaviour has become a prerequisite for the sustainability of any organization in this competitive era. Therefore, acquiring deeper knowledge of factors which foster citizenship behaviour would be more fruitful for the contemporary organizations (Singh and Srivastava, 2009). However, related literature recognized factors that buffer the negative effects of organizations shocks, the existing literature seems to be insufficient in representing the role of positive feelings and capabilities of employees, i.e. job embeddedness in promoting citizenship behaviour. Essentially, the study examines the basic mechanism of how LMX and work engagement foster job embeddedness and in turn elicit citizenship behaviour to draw the attention of the management of IT organizations towards the problems which their employees face and also the issues and organizational factors which prevent them to exhibit citizenship behaviour.

The findings suggest that first and foremost, HR practitioners must cultivate a supportive organization culture; an environment for “high-quality” leader-member exchange, and work engagement to foster organizational job embeddedness. The present study emphasizes that organizations must invest in policies and programmes on regular basis, which encourage continuous interactions between leaders and their subordinates. A congenial organizational climate and supportive leadership culture offers growth and learning opportunities and assists employees for future challenges and attaining organizational goals (Purang, 2008). The findings recommend that the LMX relationship has positive influence on important job results through the intermediary mechanism of job embeddedness. The results suggest that supervisor-subordinate relationship not merely influences social relationship factors (Holtom et al., 2006), but also the organization as a whole in terms of satisfaction levels and withdrawal behaviours. Hence, it becomes crucial to address “low-quality” LMX relationship as early as possible. For instance, supervisors may be given training to form better (high quality) relationship with their subordinates (Graen, 1989).

Practicing managers are to be cautioned that their organizations play a vital role in employees’ engagement and their retention. The managers should ensure to provide employees continuous programs to develop engagement and embeddedness which may further results in performance and retention. The engagement literature has frequently cited increasing resources as a way to increase engagement (Salanova et al., 2006). For instance, job redesign can be used for escalating resources and ensuing engagement (Bakker et al., 2007). Besides, Wheeler et al. (2007) recommended employee assistance programs for augmenting job embeddedness and, subsequently, reducing attrition (Wayne et al., 1997). These are in line with COR theory. Halbesleben and Wheeler (2008) corroborated engagement and embeddedness as associated but unique and independent concepts. They further reported that both have unique variance in predicting important job outcomes therefore organizations must consider the possible impact of the both variables while formulating resource-based interventions.

The study provides useful practical implications to managers of IT organizations regarding the vital role of embeddedness for promoting OCB among employees in the IT organizations. But, to make employees embedded in their job is a challenging task, specifically in IT sector organizations due to factors like, ceaseless changing technology patterns and service demands. In fact, the current study also reports a low level of job embeddedness. Therefore, practising managers should design and implement interventions, positively

focusing on link, fit and sacrifice dimensions of job embeddedness to augment employees' OCBs. For instance, managers may positively influence organizational fit during selection and recruitment process and may assess better fit between job requirements and employees' potential. Similarly, links (organisational) may be strengthened by focusing socialisation patterns on work and by giving training to supervisors for developing effective supervisor-subordinates relationship. Moreover, organizational sacrifice can be managed by tailoring assistances or perks to meet individual requirements, improving work-life balance (Allen et al., 2010; Holtom and O'Neill, 2004; Allen, 2006). Thus, by investigating the association between LMX, WE, JE and OCB the current study recommends a top-down tactic to HR managers for creating an embedded and committed workforce.

The contemporary IT organizations are facing incessant automation and in the era of 'flat-world globalization' and escalating competition, the traditional HR practices are no longer sufficient; such contingencies necessitate HR practitioners to innovate their policies and practices, such as, promoting embeddedness and engagement through training interventions that aim at individual as well as organizational well-being, which develops positive emotional climate at workplace (Schaufeli & Salanova, 2008).

Organizations need to focus on the growth opportunities of their employees that will enable them to nurture and demonstrate their potential, thereby making them more suitable for work. The development of the employees will make them feel more embedded in their jobs and so they will show lesser intentions to leave (Bergiel et al., 2009). Moreover, positive job resources, such as supervisor's feedback, mutual respect and support, social interaction, and personal development may make the employees more committed and dynamic (Berg et al., 2008). Precisely, organizations can assist their employees in becoming embedded by inculcating work engagement practices, so that they can sustain in the competitive environment. Mitchell et al. (2001) advocated the practice of non-monetary benefits such as flexi work hours and sabbatical leave to increase employees' job embeddedness. Informal interactions at work place, teamwork, guidance for early career needs, assistance, assertion and cultivating a sense of belongingness could progressively aid newcomers for establishing themselves within the organisation and for diminishing their intentions of turnover (Allen, 2006; Freidman & Holtom, 2002). Considering this, the management should focus on developing their employees' embeddedness.

Thus, the HR practitioners need to invest in “high-quality” LMX and engagement practices for promoting job embeddedness to enhance positive job outcomes such as OCB. Organizations are also encouraged to pay attention on the potential influence of the study variables by formulating human resource interventions.

### **6.3 LIMITATIONS OF THE STUDY**

Similar to every empirical investigation, the current study also has some limitations. First, this study has considered the sample from IT organizations located in Delhi (NCR), India. Therefore, future studies are suggested to include sample from other business sectors that are operational in varied parts of the country to generalize the findings. Second, the study used cross-sectional survey which makes it difficult to conclude that there is causality in the relationship between the variables. Therefore, future studies may consider longitudinal study design which would provide more definite results. The third constraint of this study is that the demographic variables such as gender, age, managerial hierarchy, educational levels and tenure are not taken into consideration for the study. Therefore, future investigations should examine the demographic differences of employees for better understanding of the effect of contextual factors on the personal resources. For instance, the findings can be examined for the variances in gender, age, and hierarchy of employees or the future studies can explore them as moderators or mediators such as gender could be taken as moderator and its effect or role can be investigated. Fifth, the study has utilized the self-rated questionnaires which can increase the probability of common method biasness. However, the Harman one-factor test was performed to control the effect, still common method biasness can be the reason of worry because both the independent and dependent variables are taken from the same source (Podsakoff & Organ, 1986). Therefore, forthcoming investigations may collect the responses from multiple sources to reduce the chances of CMB. Sixth, due to quantitative nature of the study limits the output results with reference to the qualitative aspects of the respondents. There is also need to investigate these aspects of the respondents which will help in-depth understanding of the issues under study. Furthermore, for enhanced understanding of the role of job embeddedness as a mediator between leader-member exchange, work engagement and performance outcomes, the research needs to be extended to other industries (e.g., banking, manufacturing, hotel industry), which may result in other outcomes (e.g., innovative behaviour, creativity). Finally, the study must be replicated in other regions of India and other developing nations, which would enable further generalizations.

## 6.4 FUTURE SCOPE OF RESEARCH

This study has examined the relationship of leader-member exchange practices, work engagement with the organizational citizenship behaviour and mediating role of job embeddedness between the two (the IDVs and the DV). Future research may test some other factors that share the related relationship and influence the citizenship behaviour of the employees. There could be a scope for future to study some more individual as well as organizational level predictors and outcomes of job embeddedness which could be explored the deep and hidden aspects of the concept. This can be incorporated in the future researches. There is also need to expand the scope of the research by taking up the similar researches in other related service industries as security services, hospital industry etc. this will help to generalize the results in a wider framework. Gender is an important component of the research, as in this study maximum number of employees is male and a very less number of females working in this industry. On the other aspect significant number of females work in other sectors. Thus, the findings may vary because of the differences in the data of demographic variables. In some other work environment, the organizational factors may differ, therefore it is vital to imitate the current study in some other industries in order to enhance the generalizability of the present model. The present study has limitation on this count; hence further studies can be carried keeping in mind this particular aspect. These research studies will help to generalize the findings. Hence, generalization needs to be targeted which can be compensated with the help of more female and gender equalized studies. In order to set the causality between the variables the longitudinal study can be carried out in future. Longitudinal study 'like a cross-sectional one, is observational, in a longitudinal study, researchers conduct several observations of the same subjects over a period of time, benefit of a longitudinal study is that researchers are able to detect developments or changes in the characteristics of the target population at both the group and the individual level. Thus, longitudinal research is suggested for future research which will be able to incorporate any changes taking place in a longer time framework. The study is quantitative in nature, hence to have a holistic viewpoint of the research undertaken it is imperative that the qualitative aspect also needs to be incorporated. It will give a stronger ground to the study; hence, the qualitative study is recommended. India is a multicultural country unlike the western world where the homogenous culture prevails. Hence, to reach to the correct inferences the different cultural aspects need to be taken care of in the future studies. In future, the study could be taken up in a multicultural framework and an assessment form different perspectives are made (Dhar, 2015a). In the present study the



demographic variables were controlled; future studies need to be taken up to assess the impact of the demographic variables on the researches undertaken. It will help to provide a better understanding of the impact of the demographic variable on such researches. Hence, future researches may take up these recommendations and can incorporate in their research work.

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# APPENDIX

## QUESTIONNAIRES

### Instrument for data collection

Thanks for being willing to take time to fill this questionnaire. The information provided here will be kept confidential and will only be used for academic purpose. Please be open and honest in your responses.

#### Personal Information

<b>Name:</b> .....	<b>Present Organization:</b> .....
<b>Age:</b> .....	<b>Designation:</b> .....
<b>Gender:</b> .....	<b>Tenure with organization:</b> .....
<b>Marital Status:</b> .....	<b>Work Experience:</b> .....
	<b>Educational Qualification:</b> .....

## Leader- Member Exchange

*The following statements are about the relationship between you and your current immediate supervisor. Please indicate the degree of your agreement or disagreement with each statement by CIRCLING the number of your choice to the right of the statement, based on the scale given below. There are no right or wrong answers.*

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
<b>Strongly</b>	<b>Disagree</b>	<b>Slightly</b>	<b>Neither Disagree</b>	<b>Slightly</b>	<b>Agree</b>	<b>Strongly</b>
<b>Disagree</b>		<b>Disagree</b>	<b>Nor Agree</b>	<b>Agree</b>		<b>Agree</b>

1.	I respect my manager's knowledge of and competence on the job.	1	2	3	4	5	6	7
2.	My manager would defend me to others in the organization if I made an honest mistake.	1	2	3	4	5	6	7
3.	My manager is the kind of person one would like to have as a friend.	1	2	3	4	5	6	7
4.	I do not mind working my hardest for my manager.	1	2	3	4	5	6	7
5.	My manager would come to my defence if I were "attacked" by others.	1	2	3	4	5	6	7
6.	I like my manager very much as a person.	1	2	3	4	5	6	7
7.	I do work for my manager that goes beyond what is specified in my job description.	1	2	3	4	5	6	7
8.	I admire my manager's professional skills.	1	2	3	4	5	6	7
9.	My manager defends (would defend) my work actions to a superior even without complete knowledge of the issue in question.	1	2	3	4	5	6	7
10.	My manager is a lot of fun to work with.	1	2	3	4	5	6	7
11.	I am willing to apply extra efforts, beyond those normally required, to meet my manager's work goals.	1	2	3	4	5	6	7
12.	I am impressed with my manager's knowledge of his/her job.	1	2	3	4	5	6	7

## Work Engagement

*The following 9 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. Please use the following scale in responding to the items.*

.....

1	2	3	4	5	6	7
Never	Almost never	Rarely	Sometimes	Often	Very Often	Always

.....

1.	At my work, I feel bursting with energy.	1	2	3	4	5	6	7
2.	At my job, I feel strong and vigorous.	1	2	3	4	5	6	7
3.	When I get up in the morning, I feel like going to work.	1	2	3	4	5	6	7
4.	I am enthusiastic about my job.	1	2	3	4	5	6	7
5.	My job inspires me.	1	2	3	4	5	6	7
6.	I am proud of the work I do.	1	2	3	4	5	6	7
7.	I feel happy when I am working intensively.	1	2	3	4	5	6	7
8.	I am immersed in my work.	1	2	3	4	5	6	7
9.	I get carried away when I am working.	1	2	3	4	5	6	7

## Job Embeddedness

*Please indicate your disagreement or agreement with each statement, which best represents how you feel about your organization by crossing the number using the following five-point scale:*

.....

1	2	3	4	5
Strongly disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree

.....

1.	My job utilizes my skills and talents well.	1	2	3	4	5
2.	I feel like I am a good match for this organization.	1	2	3	4	5
3.	If I stay with this organization, I will be able to achieve most of my goals.	1	2	3	4	5
4.	I really love the place where I live.	1	2	3	4	5
5.	The place where I live is a good match for me.	1	2	3	4	5
6.	The area where I live offers the leisure activities that I like (sports, outdoor activities, cultural events & arts).	1	2	3	4	5
7.	I have a lot of freedom on this job to decide how to pursue my goals.	1	2	3	4	5
8.	I would sacrifice a lot if I left this job.	1	2	3	4	5
9.	I believe the prospects for continuing employment with this organization are excellent.	1	2	3	4	5
10.	Leaving the community where I live would be very hard.	1	2	3	4	5
11.	If I were to leave the community, I would miss my non-work friends.	1	2	3	4	5
12.	If I were to leave the area where I live, I would miss my neighbourhood.	1	2	3	4	5
13.	I am a member of an effective work group.	1	2	3	4	5
14.	I work closely with my co-workers.	1	2	3	4	5
15.	On the job, I interact frequently with my work group members.	1	2	3	4	5
16.	My family roots are in this community.	1	2	3	4	5

17.	I am active in one or more community organizations (e.g., churches, sports teams, schools, etc.).	1	2	3	4	5
18.	I participate in cultural and recreational activities in my local area.	1	2	3	4	5

## Organizational Citizenship Behaviour

*Circle the number which best indicates your feelings about the statements given below. To the right of each you will find seven numbers, ranging from “1”(strongly disagree) on the left to “7”(strongly agree ) on the right.*

.....

1	2	3	4	5	6	7
Strongly	Disagree	Slightly	Neither Disagree	Slightly	Agree	Strongly
Disagree		Disagree	Nor Agree	Agree		Agree

.....

1.	I help others who have heavy workloads.	1	2	3	4	5	6	7
2.	I give my time to help others with work problems willingly.	1	2	3	4	5	6	7
3.	I help others who have been absent.	1	2	3	4	5	6	7
4.	I take steps to prevent problems with other workers.	1	2	3	4	5	6	7
5.	I try to avoid creating problems for co-workers.	1	2	3	4	5	6	7
6.	I am mindful of how my behavior affects other people’s jobs.	1	2	3	4	5	6	7
7.	I keep up with developments in the company.	1	2	3	4	5	6	7
8.	I keep abreast of changes in the organization.	1	2	3	4	5	6	7
9.	I read and keep up with organization announcements, memos, etc.	1	2	3	4	5	6	7
10.	I do not take extra breaks.	1	2	3	4	5	6	7
11.	I do not take unnecessary time off work.	1	2	3	4	5	6	7
12.	My attendance at work is above the norm.	1	2	3	4	5	6	7
13.	I consume a lot of time complaining about trivial matters.	1	2	3	4	5	6	7
14.	I tend to make “mountains out of molehills”.	1	2	3	4	5	6	7
15.	I always find fault with what the organization is doing	1	2	3	4	5	6	7