Organization Citizenship Behavior: Mediation towards Leadership Styles and Employees Engagement at Workplace in healthcare through the Lens of Social Exchange Theory

Dr. Ghulam Muhammad Kundi
Department of Health Administration
College of Public Health and Health
Informatics, Qassim University, Al-
Bukayriyah Kingdom of Saudi Arabia
Email: g.muhammad@cqu.edu.sa

Dr. Purshottam Manipal
Healthcare Data Scientists
Hospital Administrator
All India Institute of Medical Sciences,
Bathinda, Punjab, India
Email: pursh2002@gmail.com

ABSTRACT:

This research study explores the role of OCB on leadership and employee engagement. The aims of the study was to investigate the mediating role of organization citizenship behavior on the leadership styles and employees' engagement at work place in health organizations through the lens of social exchange theory. A structured questionnaire has been prepared strictly in line with the extracted variables and guidelines for questionnaire construction. The primary data was collected through a closed-ended questionnaire, distributed among healthcare professionals in Lady Reading Hospital Peshawar and Shifa International Hospital Islamabad. The Bivariate correlation and multiple regressions were used in this study and the result shows a significant relationship between variables. The study found partial mediation between variables during analysis. Yet, the results and findings are only valuable for Pakistani healthcare institutions because data was collected from public and private sector hospitals in Peshawar and Islamabad.

Keywords: Organization Citizenship Behavior, Mediation Analysis, Leadership Styles, Employee Engagement, Healthcare Workplace.

Open Access Public Health and Health Administration Review

Introduction

Employee engagement is the main issue faced by hospitals. If employees are not properly involved in the affairs of organizations, it will bring boredom and frustration among them. Organizations use many strategies to engage their employees. It is recommended that to engage employees in the organization, challenging work should be assigned to them (Khan, Busari, Abdullah & Mughal, 2018). Bass and Avolio (1997) introduced full-range leadership theory, which consists of three main categories i.e., transformational leadership, transactional leadership, and laissez-faire. The study adopted the Bass and Avolio (1997) model. The role of employee engagement in the organization is very critical, if a manager wants to improve the efficiency and effectiveness of the organization then employee engagement must be ensured as they play a key role in the success of the organization. It is reported that engaged employees can perform better through their positive attitude and a positive action (Kundi, Mughal, Pasha, & Albejaidi, 2021). Engaged employee often performs their work with confidence and are committed to their work (Kundi, 2022). They believe that can perform differently from others for the success of the organization with their skills knowledge and other abilities (Khan, Mughal, Khattak, 2017). An engaged employee is a powerful resource, which improves the organization's capacities such as the production, or service they render. The engaged employee makes a difference in the organization if a manager creates a good and positive environment in the organization for example providing a better job resource and other supporting facilities to the employee can improve motivation and inspire them to perform effectively and efficiently, thus resulting in an enhanced performance (Busari, 2011). Furthermore, regarding employee engagement, engaged employees perform better when they experience positive practices during work, for example, a manager should provide better opportunities such as the best career, and a friendly environment, give respect, and appreciate the employees if they perform well. Likewise, reward and recognition to the engaged employee result in their full attention and devotion to the work since they feel secure about their job. (Bakker *et al.*, 2011). Likewise, employee engagement itself is most useful for the success of the organization (Bhatnagar, 2012), according to him, the motivation of employees about engage plays a significant role in the organization i.e., high productivity. In an organization, higher task proficiency increases the efficiency of the organization. On another hand, organizational citizenship behavior also plays an instrumental role and extends cooperative behavior. According to (Khan, 1990), behavior influences the organization's activities such as high production or other tasks, it means that social and psychological behavior not only affects the organization's performance but plays a supporting role in task accomplishment (Khan, 1990).

Several studies have reported that in developing countries like Pakistan in general and healthcare in particular, engagement is not considered important by managers, which hampers the performance of the hospitals. Where literature suggests addressing this issue because increased engagement gives out the best results. For this purpose, in this study, leadership as a predictor and OCB as a mediator is added to the theory of leadership. Further, there is a dearth of studies in Southeast Asia however, this study is a significant contribution conducted in southern areas of Pakistan i.e., Peshawar and Islamabad. Second organizational citizenship behavior is added to the theory of leadership which is also an addition to the social exchange theory. In this study, the researchers have tried to bridge two theories together. Likewise, the preacher and Hayes process was used to report the mediating results, to fill and contribute towards the methodological gap; this study used a process file for mediation given by the Preacher.

Literature Review

There are several studies found in the literature on employee engagement and organizational citizenship behavior. Based on past literature, selective reviews were constructed to explore the key dimensions. Kahn and William (1990) defined employee engagement and assert that employee engagement is the harnessing of organization employees or members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Employee engagement deals with the employees 'beliefs about the working conditions, the leaders, and about the organization. These three factors are very critical in the emotional perspective of the employees. This implies that employees feel perceive things positively and negatively, especially when it comes to the attitude of the leader of the organization. Furthermore, the physical context of employee engagement is concerned with physical energies. Therefore, according to Khan (1990), engagement means to be

psychologically as well as physically present when occupying and performing an organizational role. In a recent study by Bates (2004), he gave an overview of major thinking and recent research on the topic of employee engagement, in which he explores the major social trend that could affect the employee's engagement and inter alia the impact of the employee's engagement on organizational performance and efficiency (Kundi, 2021a,b). He suggested some strategies to encourage and enhance employee engagement and organizational efficiency. Employee engagement is the emotional interaction and connection between employees with their job. Employee engagement is one of the burning topics in the current organizational perspective. It has been a widely researched topic in recent western studies. However, stills an ambiguity continues, and studies are underway to find how employee engagement can influence the organization. The existing studies characterized it as "the absolute opposite of burnout". Subsequently, the builds of engagement comprise vitality instead of fatigue, contribution rather than criticism, and viability rather than inefficacy. Maslach & Leiter (1997) used the contrary scores in estimating employee engagement through estimating MBI.

Leadership Styles

Leadership is the main force that runs organizations and is responsible for their success and otherwise failure. Leadership is responsible to ensure the good performance of employees since employees' job satisfaction, commitment, and engagement of employees in an organization are dependent on the attitude and styles of its leadership (Ullah, Khattak, & Naqvi, 2023). Bass and Avolio (1997) introduced the full range of leadership theories in which transformational, transactional, and laissez-faire leadership styles were introduced. Transformational leadership is the most effective leadership; it provides motivation, stimulation, and consideration. In this leadership style, leaders motivate their subordinates through idealized behavior and attributes. The second variable is transactional leadership, it has three attributes i.e., contingent rewards, and management by exception active and passive. In this style, leaders use different rewards to get their employees engaged in organizations, and if employees are unable to complete the task on time their punishment is also used. In management by exception active, the leader provides direction if any problem is raised. While in passive, there is no direction provided in advance until the problem is raised. While on other hand, laissez-faire is considered a destructive style. There is no involvement of a leader in any matter (Taormina, 2008).

Employee Engagement

Employee engagement is one of the most important parts of the efficiency and effectiveness of the organization, which includes enthusiasm, and involvement of the worker. Kahn (1990) asserts that employee engagement is a means of support and motion of employees in the organization. In other words, in engagement people enhance their involvement to complete the task, by involving themselves physically, cognitively, and emotionally. Kahn suggests that the concept of employee engagement is psychological and motivational because they have known their resource and performance and they are aware of how to apply these personal resources to the organization. Focused engagement is a positive aspect related to a person's job. In employee, engagement employees are intensively motivated to perform well (Kundi, 2021). They are committed to doing their best for the success of the organization (Banu, Jehan, & Jehan, 2023). The willingness and ability belong to bring discretionary and sustainable efforts to achieve organizational objectives. (Little & Little, 2006). Khan (1990) asserts that there are psychological conditions that are related to the employee's engagement or disengagement at the job. Employees' engagement is primarily based on the degree of job satisfaction, feeling valued as well as experience, the collaboration of employees, and trust. It is a fact that engaged employees stay with the organization longer in an effective way to bring the most efficiency to the organization (Arif, 2023). In the organization, the employees are more motivated and engaged with their work in the situation, which offered them more psychological, and meaningfulness safety and they are more available psychologically. The value of employee engagement is a positive attitude held by workers toward the organization (Siddique & Khan, 2023). Furthermore, the employees engaged with work and commitment in an organization contribute more which raises performance and lowers employee turnover. The engaged employees willingly provide more physical, cognitive, and emotional resources during the work. Engaged employees are those who complete the tasks associated with a job.

They are working with a sense of self-investment energy and passion. Therefore, the result of the performance enhances the higher level of in role and extra role in the organization. Khan (1990) assert that certain psychological condition is key to employees' engagement and disengagement; these include meaningfulness of the job, safety, and availability. Moreover, the availability of these conditions creates high engagement, and employees perform effectively and efficiently (Malik, Cao, Mughal, Kundi, Mughal, & Ramayah, 2020). On the other side, organizational citizenship behavior is related to an individual, which is unenforced. The OCB is described as the informal and voluntary behavior of employees that can help the coworkers and organization. Recent research explored organizational citizenship behavior as one of the most crucial parts of the organization, they considered OCB as a significant predictor of employee engagement, and therefore, the OCB refers to as positive behavior and commitment inter alia willingness of extra energy for the organizational success. Furthermore, some of the researchers found that employee engagement is not related to financial assistance, yet the performance should relate to the rewards. Human resources are not only motivated through money, but OCB can also play a significant role and can benefit coworkers and organizational effectiveness. Employee engagement is one of the most important phenomena in social science and recent years is of great interest to employees, management, and researchers. Moreover, the latest technology and streamlined process are resulting in uncertainty in employees. Therefore, engagement is one of the most important tools, which an organization can use to improve productivity and enhance efficiency to get better results. In India, employees engagement is the key driver for career opportunity since the rise of growth depends on a workforce that is most important and reflecting the aspiration and the result hospitals are trying to manage them. Employees are the backbones of an organization and hospitals need to manage the physical, psychological as well social need of employees along with the career aspiration of employees in an organization that could provide career opportunity and enhances the workforce in the organization**.** According to Penna's research report, work has the potential to bring employees closer together and it could be beneficial for both where employees' sense of community and experience, this is the opportunity to collaborate and contribute. Researchers have found that employees perform well in meaningful work. In this report, the researcher also came up with a new model, "Hierarchy of Engagement" which resembles Maslow's need model. The model defines the lines from top to bottom and the bottom line is most important because it consists of basic needs such as pay and benefits. If employees' basic needs will be satisfied then they will look at the development and other opportunities such as promotion, etc. In the last five years, employees' engagement received a great deal of attention, and it is considered key to an organization's competitiveness and success, Schaufeli and Saks (2011); and Salanova (2007) assert that engagement is the most important tool and essential for contemporary healthcare organization because they are facing many challenges (p. 156). Macey *et al.* (2009) suggest that through engagement, an organization can get a more competitive advantage. Furthermore, many researchers assert that the engagement of employees is a key driver of the organization; it consists of employees' attitude, behavior, and performance toward the organizational goal. Organizational performance such as productivity, retention, and financial performance, includes shareholder return (Bates, 2004; Baumruk, 2004; Harter, Schmidt, & Hayes, 2002; Richman, 2006).

Organization Citizenship Behavior

Harrington (2005) defined organizational citizenship behavior as the investment of organizations to avail themselves the significant opportunities led by effective strategic planning, commitment to a common vision, clear purpose, adequate resources, diligence, and effective performance (Kundi, 2023). In the organization, many employees work with different designations for the success of the organization to achieve a high level of efficiency and effectiveness. During their stay in an organization, employees manifest a variety of behaviors, which are generally expected by management, yet they are binding to follow the rules and other regulations. Therefore, an employee's certain behavior that goes beyond the call of duty needs to be harnessed. OCB is more important from the organizational perspective. The OCB garnered much academic attention. It is perceived to be something intangible. The OCB cannot be organized through formal means, it occurs informally due to the intimacy of the employees, for example, friendliness and helpfulness as it is difficult to identify by quantity. However, OCB has still a considerable impact on organizations by

enhancing their effectiveness. The OCB has a positive effect on employee performance. The worker engaged with OCB tend to get performance that is more efficient by rating their managers (Podsakoff *et al*., 2009). It could be possible because the more engaged employees with OCB get a more favorable perception, generally called as Halo Effect. OCB plays a significant role in the firm or organization if a manager knows that an organization gets more success and gets a competitive advantage in the market.

Social Exchange Theory

One of the universal factor which is common in all societies is favor, when a person is not obligated to do but by request someone does it constitute a favor request? Therefore, the social exchange theory is the most influential theory to determine workplace behavior. Social exchange theory has the potential about workplace behavior to provide a unitary framework for organizational behavior. According to recent studies, the social exchange theory is based on human behavior and human interaction activities, which could be tangible or intangible (Homans, 1961, p.12-3), particularly because it includes the reward and cost (Homans 1961). This social exchange theory deals with the exchange of benefits, furthermore, notably giving more valuable as compared to the cost (Homans, 1961). Many studies have been conducted to find the process and practices to improve organizational efficiency and smooth functions. Therefore, the social exchange theory plays a crucial part and provides help in the theoretical perspective to overcome organizational conflict because the organization is always seeking a theoretical solution underpinning. For addressing such problems, various theories have been developed to identify and overcome the different conflicts. Social exchange theory is also the foundation to address the various aspects and processes. Social exchange theory emphasizes the interdependence and interaction, which take place in an organization. Social exchange theory provides the conception of organization phenomena, and these phenomena include the psychological contract such as leadership and other factors (Rousseau, 1995; Liden, Sparrowe, & Wayne, 1997; Konovsky, 2000). There are several theories to identify the theoretical process and aspects, yet social exchange theory is the most relevant which provides a basis for OCB from an organizational perspective and helps more in explaining in detail about the employees and organization relationship.

Figure 1

Research Framework

The below schematic diagram of the theoretical framework describes relationship between the predicting, mediating and criterion variables, the model is developed based on the previous theories.
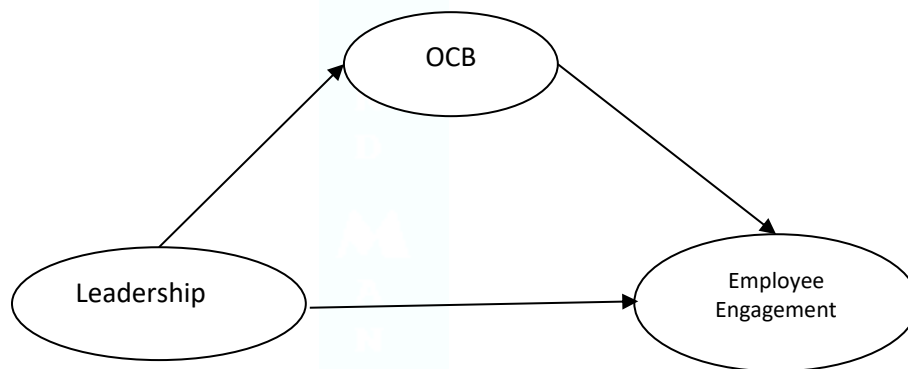
H₁: There is a direct relationship between predictors and criterion variables.
H₂: Organizational citizenship behavior mediates the relationship between leadership styles and employee engagement.

Method

In this research study, a survey approach was used by distributing a close-ended questionnaire among 200 healthcare professionals in Lady Reading Hospital Peshawar and Shifa International Hospital Islamabad with an 84% response rate (168). The leadership questionnaire was adopted from MLQ's short version of Bass & Avolio (1997). It has nine items, one item for each construct. Employee engagement questionnaire and OCB were adopted from Mughal *et al.*, (2018). Data was collected directly from the source by administering a closed-ended questionnaire on a five-point liker scale. Data were examined and analyzed using "Statistical Packages for Social Sciences SPSS V.25". Along with the descriptive statistics, inferential statistics were used to test the hypotheses i.e., frequency, correlation, and regression analyses were used. Cronbach alpha for the leadership questionnaire, employee engagement, and OCB was above 0.7 which estates that the scale used in e study was consistent and reliable. One hundred males participated in this study whereas 68 were females i.e., 59.5% and 40.47%. Out of the total, 110 participants belonged to public sector hospitals and 58 belong to private sector hospitals i.e., 65.4% and 34.5%.
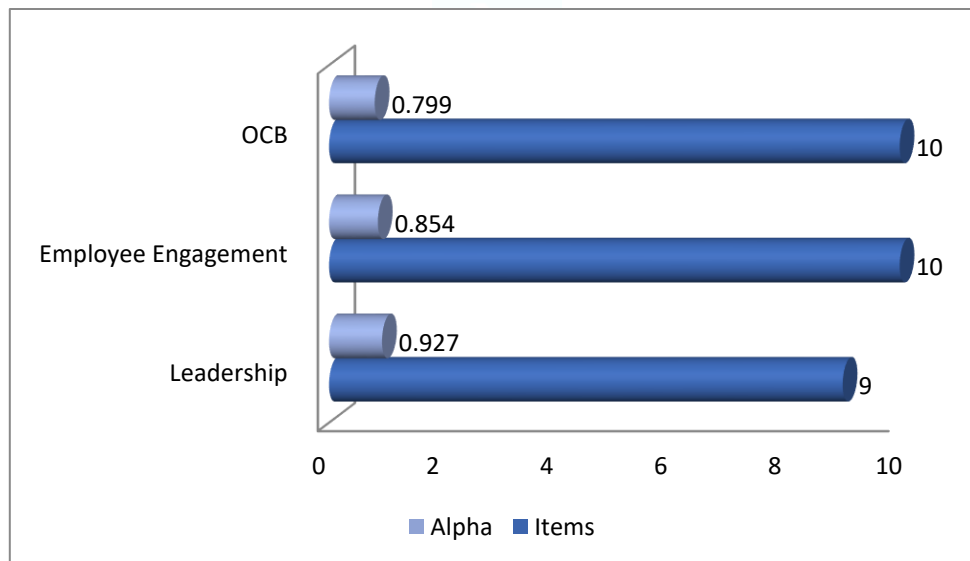
Table 1

Cronbach Alpha Score

Variable	Items	Alpha
Leadership	9	0.927
Employee Engagement	10	0.854
OCB	10	0.799

Figure 2

Alpha Values Graph

Findings

Hypothesis Testing

H_1: There is a significant relationship between employee engagement and organizational citizenship behavior and leadership.
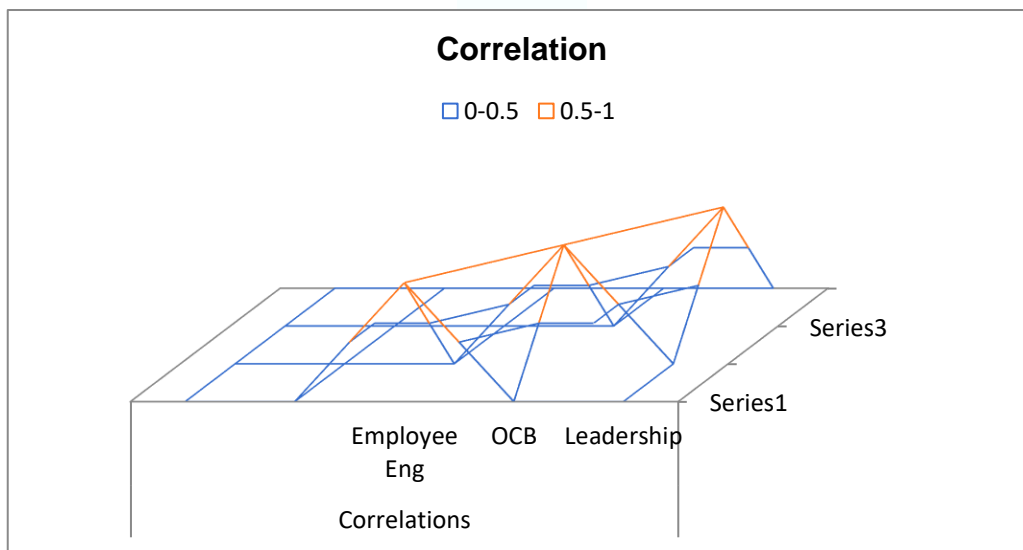
Table 2

Correlations

		Correlation Coefficients		
		Employee Eng.	OCB	Leadership
Employee Eng.	Pearson Correlation	1		
OCB	Pearson Correlation	. 766[**]	1	
Leadership	Pearson Correlation	.488[**]	.637[**]	1

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 3

Correlation Graph

The above table shows the relationship between variables such as employee engagement, organizational citizenship behavior, and the role of the leadership. According to the result in table 2 employee engagement is showing r= .766, which means that there is a significant relationship between employee engagement and organizational citizenship behavior. On the other side, employee engagement is yielding an r=.488 value, which reports a significant relationship between employee engagement and leadership, there from the study infers that all variables are mutually correlated.

H2: The OCB mediates the relationship between leadership and employee engagement.

Table 3

Mediation

D. V	I. V	R	R^2	$AdjR^2$	ΔR^2
Step-1					
EE	Constant	0.766[a]	0.586	0.581	0.586
Leadership					
Step-2					
EE	Constant	0.488	0.239	0.228	0.239
OCB					
Step-3					
OCB	Constant	0.637[a]	0.405	0.397	0.405
Leadership					
Step-4					
EE	Constant				
Leadership		0.823[b]	0.677	0.668	0.091
OCB					

Δf	Sig	B	Beta	Sig
106.335	0.000[a]	-.222		.000[a]
		1.089	0.766	.000[a]
23.494	0.000	0.846		
		0.725	0.488	.000[a]
51.112	0.000	1.601		
		0.610	0.637	.000[a]
106.335	0.000[a]			
20.750	0.000[a]	-.502		.000[a]
		0.850	0.766	.000[a]

The above table reports the mediating role of OCB between employees engagement and leadership in the first mediating step where regression is recorded as R^2=0.586 and P<0.00, which means that leadership is bringing 58% variance upon the employee engagement as the F value is also significant i.e.,106.335 p<0.005, β=0.766, P<0.05. In the second step of mediation, when OCB is used as a mediator, the data yield regression score as R^2=0.239 P<0.00 showing 23% variance upon employee engagement, again F value 23.494 is significant at p<0.05 with β=0.488 at p<0.05. In the third step of mediation, the study used leadership with OCB. In the regression analysis, with organizational citizenship behavior, it shows R^2=0.405 at p<0.05, which implies that it asserts 40% variance upon organizational citizenship behavior with F value 51.112 at p<0.05 and β= 0.637 at p<0.05 reporting the significant result. In the last step of mediation, the study entered mediator in regression analysis, which gave us an outcome as ΔR^2 =0.091 with P<0.05. This led us to infer that there is partial mediation, related to and role of management playing a mediating role between employee engagement and organizational citizenship behavior.

Discussion

The main contribution of this study is that it has validated the study of Khan *et al.*, (2018). Leadership is getting the attention of researchers for three decades. However, due to changes in organizations and change in business structure, and hierarchy of the organization, the rapid changes are putting pressure on management for enhanced performance. Numerous leadership styles emerged from past studies but the most effective leadership theory, which is tested and applied almost in all parts of the world, is Bass and Avolio's (1997) theory. This study has also used the same theory

to test the mediating effects of organizational citizenship on the relationship between leadership styles and employee engagement. The study found that leadership and OCB have a significant influence on employee engagement. It is believed that leaders can bring positive and effective change in the organizations as well as in the employees (Khan *et al*., 2018). Our results are consistent with Khan *et al*. (2018) which means that leadership is a powerful predictor and positively related to OCB and engagement. This means that if organizations focus on leadership styles and a separate leadership style is needed for every hierarchy/level of the organization (Albejaidi, Kundi, & Mughal, 2020). There is operational level, middle-level, and strategic levels in organizations. Therefore, a separate leadership style can be applied at each level because of the difference in nature, function, educational level, experience, and unique workgroup culture and behavior, which demands a unique treatment thus a generalized style, could not be effective in bringing the desired performance. This research study aimed to find the mediating role of OCB between Leadership and employee engagement.

Conclusion

Based on the analysis result, the study concludes that OCB plays an instrumental mediating role between leadership and employee engagement as evident from the results table 1 and 3. According to the results i.e., ΔR^2=0.586, it brings 58% change, likewise, results in the second step portray 23% change, similarly, in the third step, it showed 40% change, whereas, in the final step of mediation, the mediator brings 9% change with P value significant at < 0.05. Thus, the study concludes that there is a significant relationship with partial mediation. These results are in line with previous studies of Mughal *et al*., (2016) who also found significant results with leadership. The results are also consistent with Khan, *et al*. (2018) who reported positive and significant results of leadership styles. Furthermore, our findings are also in an agreement with Khan, Mughal, & Khattak (2017), thus we accept our hypotheses.

Limitations and Future Research Implications

Due to time constraints the study used small sample size only from two hospitals one from Peshawar and second from Islamabad hence findings could be generalized. Future studies can take large samples across the other provinces and can also include private hospital too. Future research can focus on other leadership styles like global leadership, servant leadership, ethical leadership, distributed leadership, and Ihsan leadership. Second, future researchers can collect qualitative data in various sectors with large sample sizes with varied populations to understand the relationship between leadership, OCB, and employee engagement.

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