

To Establish the Effect of Organizational Citizenship Behavior on Employee Performance: A Moderated Mediation Model of Talent Management and Employee Commitment

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Received: February 22, 2024; **Accepted:** March 05, 2024; **Published:** March 13, 2024

Introduction

Globalization, technology, innovation and the quality and quantity of workforce, has created dynamic work environment. This has introduced competition challenges to organizations, and those unable to cope with these challenges may struggle to survive. Performance of public sector organizations is determined by their capacity to acquire human capital with the prerequisite skills, and competencies necessary for achievement of the organizational goals. Organizations have to take cognition of the fact that employees are the key resource of production [1]. In the United Kingdom, results of a study on factors affecting employee's performance indicated environment, management support and intrinsic motivation as the strongest direct and indirect impacts on job performance.

In developing nations like Nigeria for example, a study revealed that employee performance is affected by work-life, family interface and economic conditions. Additionally, challenges related to employee performance, in developing countries are; inadequate resources and infrastructure [2]. This can make it more difficult for organizations to effectively manage and optimize employee performance. Organizations need to consider the economic context in which they operate and adopt strategies and practices that are tailored to these conditions. A study conducted in Ghana found organizational citizenship behavior and employee commitment to be the internal marketing tools for improving employee performance, work-life balance and various other factors such as cultural differences, economic conditions, and government policies to be the hindrance to employee performance [3].

This research examines how organizational citizenship behavior, employee commitment and talent management affect employee's performance among the employees of KenGen and Kenya Power (electricity companies) in Kenya. Kenya Electricity Generating Company (KenGen), is the largest electricity power producer in Kenya, generating over 60% of the electricity and sells to Kenya Power. Kenya Power is a public liability company. The Electricity companies have their headquarters at Stima Plaza in Nairobi County where the study was concentrated with a population of 2,288 employees, from which a sample size of 422 was drawn.

However, the electricity company employees are stationed in each of the forty-seven counties in Kenya, having majority of personnel.

From the literature, it is clear that electricity is an enabler of economic transformation, it is therefore necessary to study employee performance in the two major players. In the recent past, there have been numerous complaints about poor service delivery by Kenya Power, ranging from frequent power outage, power interruptions without warning, billing errors, slow response to emergency cases, inadequate electricity meters, ignored emergency calls, among others [4]. Many areas in Kenya adversely suffer frequent power failure due to grid power inefficiencies [5]. The level and intensity of electricity use in a country is a key indicator of economic growth and development, thus, it should be available in adequate quantity, quality, and affordable price [6].

Literature Review

Theoretical perspective and Literature Review

This study was supported by Attribution theory, Side-Bet theory and Resource-Based View theory.

Attribution Theory

Attribution theory refer to how individuals cognitively, affectively, and behaviorally respond to occasions [7]. The theory states that, people are motivated to understand why things happen thus, making causal attributions. According to (Makhdoom & Nawaz, it has two dimensions, internal, which is motivation and ability and external which is the environment. These internal and external factors attribute to the cause of employee behavior. Application of the theory to the study proposes the aspects of the work and the environment to which employees attribute as positive which will influence their performance through the mediating variable of employee commitment [8].

Side-Bet Theory

Side-Bet Theory on the other hand is referred to as commitment due to the accumulation of anything of value invested. In Becker's opinion, individuals become committed to a course of action because the costs associated with behaving otherwise are too high [9]. They state that, the magnitude of one's investments in a

particular activity decreases the likelihood that the activity will be discontinued, but there would be a continuance commitment. According to Joarder et al., side-bets theory refer to anything of value the individual has invested such as time, effort or money that would be lost or deemed worthless if the individual were to leave the organization [10]. Its application to this study proposes that employees get committed when they have invested interest in the organization.

According to Debebe, committed employee direct their priorities towards the achievement of organizational goals and employees invest in the organization emotionally and materially. This makes it difficult for the employee to leave the organization due to the possible cost associated with the decision to leave.

Resource-Based View Theory

Consequently, Resource-Based View theory is concerned with the enhancement of the human capital of an organization [1]. The theory advocates that investment in people increases their value to the organization and sustains its competitive advantage when it has a pool of human resource that cannot be imitated or substituted by a competitor and that it develops organization's strategic capability. Organization's competitive advantage depends on its unique resources and capabilities [11]. The theory propounded that, by hiring and developing talented employees, organizations create more intelligent workforce and extend skills base, making its business more flexible than their competitors.

Effect of Organizational Citizenship Behaviour on Employee Commitment

In a study conducted by Nguyen et al., effect of organizational citizenship behavior on the organizational commitment of employees in higher educational institutions established that OCB components such as sportsmanship and civic virtue influences organizational commitment. Helping demonstrated a substantial effect on organizational commitment. They also found a difference in organizational commitment between groups of respondents based on age and educational level.

In a study conducted by Shrestha on employee commitment and organizational citizenship behavior in Nepal, affective and normative commitment were found to have a positive relationship with both altruism and compliance factors of organizational citizenship behavior. Research conducted by Matoke & Nyanga', on Talent Management Strategies and Employee Performance in Wildlife services in Kenya found that, employer branding, recruitment and selection influences employee performance in Wildlife Work. According to Hemaloshinee, organizational citizenship behaviour was found to be positive and recommends it as a way to increase employee commitment. The study was based on a sample size of 64 employees from a target population of 322 employees. The objective of the study was to specifically establish how talent attraction, and talent retention influence employee performance.

In a study by Grego, he found organizational citizenship behavior positive, but not correlated with normative and continuance commitment. He stated, since normative commitment demonstrates a sense of duty and loyalty, employees with this type of commitment displays citizenship behavior while those with continuance commitment express compulsion to stay with the organization because they have no alternative, such employees do not demonstrate citizenship behaviour. According to Kartoka & Pienata, affective commitment, continuance commitment and normative commitment positively and significantly affect Organizational Citizenship Behaviour (OCB).

Conceptual Framework of the Study

Conceptual framework of this study exemplifies the interactions between dependent variable, independent variable, mediating variable, moderating variable and the moderated mediation. The study proposes to establish; the direct effect of organizational citizenship behavior on employee performance (H_{01}); employee commitment and employee performance (H_{02}); talent management and employee performance (H_{03}); organizational citizenship behavior and employee commitment (H_{04}); mediated effect of employee commitment on the relationship between organizational citizenship behavior and employee performance (H_{05}); moderating effect of talent management on the relationship between Employee Commitment and Employee Performance (H_{06}), and moderated effect of Talent Management on the indirect relationship between Organizational Citizenship Behaviour and Employee Performance through Employee Commitment (H_{07}). The control variables were; gender, age and Education.

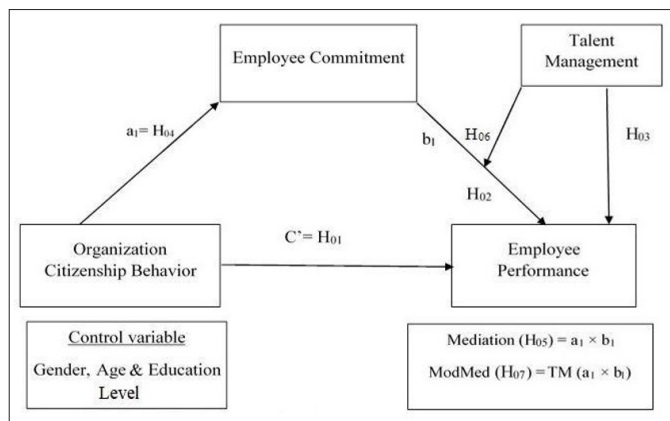


Figure 1: Conceptual Framework of the Study
Source: Hayes [2018]

Methodology of the Study

This research was conducted in Nairobi County in Kenya. The study was explanatory and quantitative with scientific analysis. The target population of the study comprised KenGen and Kenya Power employees stationed in Nairobi County. The target population from the two companies was 2,887 identified using stratified sampling technique. From the target population, a sample size of 422 was obtained through Yamane formula. The distribution in order of strata is contained in Table 1 below.

Table 1: Target Population and Sample Size

Population stratified	Sample size (n)/ Yamane formula ($n=N/1+N(e)^2$)		
	KenGen	Kenya power	Total
Employees category			
Unionized (180)	n= 500 (73)	n= 734 (107)	n= 1,234
Non-unionized (242)	n=100 (15)	n= 1,553 (227)	n= 1,653
Total (422)	n= 600 (88)	n=2,287 (334)	n= 2,887

Source: Staffs complement control of the companies (2023)

The sample size of 422 comprising unionized and non-unionized employees from the two companies stationed at the companies' headquarters in Nairobi. The sample size was adequate as necessary for hypothesis testing since it was above 80%, certain of identifying a statistically significant outcome [13]. The composition of employees at KenGen headquarters comprises more management since majority of staff at the county offices are non-unionized employees. The management employees in this context are those who are not unionized who were the majority in the headquarters of KenGen office in Nairobi at the time of the study. The researcher designed a quantitative questionnaire into five sections; employee performance organization citizenship behavior, employee commitment, talent management and demographic attributes, and 7-points Likert scale was used to collect data which was self-administered. The survey was conducted between the months of May and August 2022. Data analysis was conducted on the dependent variable, independent variable, a mediator, a moderator, and control variables. The independent variable was organizational citizenship behavior; employee commitment as mediator moderator was Talent management, while Employee performance was the dependent variable.

Measures of the Variables

Organizational Citizenship Behavior (Independent Variable)

The organizational citizenship behavior had five dimensions with twenty-three (23) items adopted from Sharma and Jain from the work of Organ (1988) with modification to suit the needs of the study [14]. Employee commitment had 18 words adopted from Allen & Meyer (2004), while talent management had 13 words adopted from Kaleem (2019) and modified to suit the study.

Covariates

The covariates used by the study were gender, age, and educational level of the employees. Gender was measured on the perimeter of 2 codes assigned for male 1 and female 2. Age was measured with 5 codes 18 - 25 years code 1; 26 - 35 years code 2; 36 - 45 years code 3; 46 - 55 years - 4; 56 - 60 years code 5 respectively. Educational level was measured by assigning four codes ranging from code 1 to 4 for: Certificate, Diploma level, Graduate, and Postgraduate respectively.

Analysis of Data

The process of data analysis in this study involved identifying analytical tools and using different tests for each study hypothesis.

This process involved cleaning data, checking for inconsistencies and missing responses to guarantee accuracy and completeness of the instrument. Descriptive statistics was used to transform numerical values into meaningful information, by using mean and standard deviation to establish the shape of the distribution and justified the utilization of correlation and regression analysis for inferential statistics. Bartlett's test of Sphericity and Kaiser-Meyer-Olkin (KMO) were used to establish adequacy of sample. MacKinnon four-step technique was used for mediation with regression analysis which was aimed at establishing the moderating effect of talent management on the relationship between organizational citizenship behavior and employee performance, employee commitment, and employee performance. Moderated mediation was evaluated using Hayes process (Model 14) [18]. Significant level was acceptable at $p < 0.05$, while KMO index was accepted at the range between 0 to 1. Items with low factor loading values and poor fitting in the model were removed from the data set. Items which indicated the factor loadings values above 0.5 were used for further descriptive analyses.

Results

This study aimed at establishing the relationship between organizational citizenship behavior and employee performance, on the analysis of moderating role of Talent management and found positive effect. Consequently, moderated mediation was evaluated using (Hayes) model 14 to establish the indirect effect of organizational citizenship behavior and employee performance through employee commitment [12]. The standard errors for estimating parameters were achieved at 95 % confidence level and alpha ($\alpha = 0.05$) signified significant effect.

Descriptive Statistics

Table 3 contain the means, standard deviations of all the research variables. The results reflected that employee performance and organizational citizenship behavior had the highest mean of 5.787 and 5.702 with a standard deviation of 1.403 and 1.154 respectively. In addition, all the variables had reliability of Cronbach's Alpha above .7 which is the accepted range. Results of correlation coefficient reflected that all variables had positive correlation with organizational citizenship behavior having the highest relationship with $r = .627, p .000$, followed by employee commitment with $r = .516, p .000$, and talent management with $.343, p .000$ which was the lowest though positive as contained in table 2.

Table 2: Results of Organizational Citizenship Behavior, Employee Commitment, Talent Management and Employee Performance

Variables (395)	Items	Mean	SD	Reliability	Correlation
Employee performance	17	5.787	1.403	.844	1
Organizational citizenship behavior	23	5.702	1.154	.630	.627**
Employee commitment	18	5.155	1.727	.800	.515**
Talent management	13	4.508	1.971	.886	.343**

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

Source: Researcher’s work (2023)

Mediation Test

Mediation effect was hypothesized that, employee commitment has no mediation effect on the relationship between organizational citizenship behavior and employee performance. According to (Chuah et al.,) for mediation to take place, there must be a direct relationship between the independent variable (predictor) and the dependent variable (outcome), path c’ when path a1 and path b1 are held constant [15]. Secondly, there must be a significant influence between the independent variable and mediating variable, path a, and thirdly, the mediator variable must influence the dependent variable, path b. To test the direct effect in the four steps, test statistic of coefficient of determination (R2), beta coefficient (β) and p-values were used. The decision to accept or reject the significance of hypothesis was set at (p <0.05) for the variables. The decision on the tests in respect of the direct effects of H1 to H4 was based on the t values -1.96 to +1.96 and p values of ≤.05 were followed and the mediation effect was tested using hierarchal regression analysis with the aid of Process Macro Version 3.2 Model 4 [12]. The result of the direct effect of organizational citizenship behavior on employee performance (path c’), β=.511, p=0.000 which revealed a positively significant effect. Secondly, the direct effect of organizational citizenship behavior on employee commitment (path a), β=.433, p=0.000, and in return employee commitment had a positive effect on employee performance (path b), β.302, p .000. The mediation effect of employee commitment on the relationship between organizational citizenship behavior and employee performance, β.131, LLCI.082, ULICI.187. The effect is partial and complementary since there existed a significant effect in the relationship between the variables as reflected in Table 3 below.

Table 3: Mediation Analysis of Employee Commitment on the Relationship between Organizational Citizenship Behavior and Employee Performance

Variables	coeff	se	t	p	LLCI	ULCI
constant	.417	.186	2.243	.025	.052	.783
ZOCB	.641	.040	16.030	.000	.563	.720
Gender	.002	.079	.025	.980	-.154	.158
Age	-.081	.045	-1.791	.074	-.170	.008
Education	-.066	.046	-1.414	.158	-.157	.026
**** Total, Direct, and Indirect effects of X on Y ****						
Mediation effect	coeff	se	t	p	LLCI	ULCI
Total effect of X on Y :	.641***	.040	16.030	.000	.563	.720
Direct effect of X on Y:	.511***	.042	12.289	.000	.429	.592
Indirect effect(s) of X on Y:						
ZEC	.131***	.027	.082	.187		

Discussion

The findings of this study revealed that, employee commitment positively affects the relationship between organizational citizenship behavior and employee performance. Therefore, the mediating effect of employee commitment is beneficial in amplifying the positive effect of organizational citizenship behavior (OCB) on employees' performance. The mediation effect of employee commitment on the relationship between organizational citizenship behavior and employee performance is partial due to the fact that, full positive effect existed on direct relationship in the absence of employee commitment, (β=.641, p=.000), and when employee commitment was introduced to model, the result reflected a reduced effect, (β=.511, p=.000). This implies that if the culture of organizational citizenship behavior is embraced and practiced in the organization, employee performance will be high even with minimal commitment, but employee commitment will still complement the already existing relationship. Given the findings, the null hypothesis of the study was rejected. The study findings relate that of (Agus & Selvaraj) who found that employee commitment partially mediates the relationship between variables [16]. (Singh) found a partial mediating effect of employee commitment, on the relationship. Equally, (Alansaari et al.,) found partial and complementary mediating effect on the relationships [17-33].

Conclusion

This study was based on a cross-sectional research design; thus, data collection was done at one point leaving out majority of the employee deployed at the county levels. As a result, the findings may not be generalized on the employees' performance. Future research should, consider longitudinal designs for more insight on assumptions that may have been made in this study. Future studies should consider using Hayes Process Model 15 and coverage of a wider area with a bigger target population to explore the problems for validation of the findings of this study. Finally, future studies should use exploratory research that consider adopt mixed-method approach for data collection to obtain both qualitative and quantitative data for details that may be unearthed which influences employee performance.

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