

Impact of Organizational Citizenship Behavior on Talent Management with Mediating Role of Organizational Commitment: Evidence From Pakistani Universities

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Abstract

This research examines the relationship between Organizational Citizenship Behavior (OCB) and Talent Management (TM) with Organizational Commitment (OC) as the mediator in faculty members of Pakistan's universities. A quantitative research was used in this study and data was collected through structured questionnaires from 527 faculty members. The results of descriptive statistics as well as correlation and regression analysis showed that there is a positive correlation between OCB, OC and TM. Consequently, it is ascertained that engaging faculty members in OCB will increase the level of commitment towards one Institution and increase the TM practice. It has been found that there is a strong positive relationship between OCB and TM and it has been measured to be equal to 0.503. Indicating that the faculty members in these universities under study are committed to assist with talent development and management. The paper thus emphasizes the need to promote a work culture of teamwork, and commitment and incorporate OCB into TM to increase organizational performance. These results offer practical implications for universities' TM practices to promote voluntary behaviors and reinforce OC.

Keywords: Organizational Citizenship Behavior, Organizational Commitment, Talent Management, Faculty, Universities, Pakistan, Quantitative Research.

Introduction

OCB has become an important phenomenon of analysis in the field of organizational behaviour; the role of the concept in TM in educational organizations is especially important. OCB therefore is the behaviors conducted by the employees which are not prescribed by their official working portfolios but are rather complimentary to the environment of an organization. These behaviours include; altruism, compliance, sportsmanship, civic virtue and politeness which improve organizational productivity and morale among the employees as noted by (Mohamed et al. 2019; Dwiyantri et al. 2021; Cheasakul & Varma, 2016). OCB is very crucial in the academic context especially among university faculties since it is an effective way of ensuring students excel and supporting the institutional image (Miao, 2011; Yunduk et al., 2019).

It is for this reason that the present study focuses on understanding the role played by OCB in TM with the mediating factor being OC. OC stands for the level of personal identification that employees have towards their organization; and its impact on their willingness to perform OCB (Cheasakul & Varma, 2016). "Perceived Organizational Commitment Mediates the Effect of Perceived Organizational Support and Organizational Culture on Organizational Citizenship Behavior", (2023). First, when faculty members have high levels of commitment they will be able to perform behaviours that are advantageous for the University in terms of student mentoring, collaboration with other faculty, and engaging in institutional activities (Fitrio et al., 2019; Vargas-Hernández & Vargas-González, 2022). This is because this interplay between OCB and OC is especially crucial in the case of universities in which employees, in this case, specific faculties, are supposed to contribute not only in the academic sphere (teaching and research) but also for the overall benefit of the academic community to which the university belongs (Kurniadi et al., 2022).

There are the psychological contracts which are expectations between employees and employers that have a major influence on these behaviors (Dwiyantri et al., 2021). According to the analysis, faculty members who have adopted the perception that the institutions in which they work to support and are committed towards his/her professional development will in return exhibit OCB thus boosting their OC (Fitrio et al., 2019). Moreover, there are finds that organizational culture in universities may be either supportive or non-supportive to the manifestation of OCB. This is because a workplace culture which

embraces employee power, appreciation, and teamwork is likely to enhance a higher degree of OCB among the faculty (Yunduk et al., 2019; Güney, 2023).

In the following section, we outline how OCB influences TM in a positive, negative and neutral manner. Besides increasing the general capacity of the institution, it has the effect of improving employee morale and attrition. According to Miao, (2011) for faculty members who practice OCB, the job satisfaction levels tend to be high and this makes the individuals to be committed towards the organization, (Kurniadi et al., 2022). These findings have cyclical implications suggesting that promoting an environment for OCB creates committed and satisfied faculty enabling the institutions' TM strategies (Fitrio et al., 2019; Mehrabi et al., 2013).

Also, leadership's contribution towards the encouragement of OCB cannot be dismissed. It also stands for the fact that leadership styles focused on appreciation, support and encouragement can dramatically improve the faculty members' readiness to perform OCB (Vargas-Hernández & Vargas-González, 2022; Mehrabi et al., 2013). Self-organizing work demonstrates an understanding of OCB by the leaders and the corresponding assertion of the importance of such efforts by the faculty. What is more, this dynamic is most relevant in universities as Professors work in conditions that presuppose dependence on each other and common objectives (Hui, 2023; Yang et al., 2023).

Altogether, the connection between OCB and OC plays a central role in elucidating the process of TM in universities. Thus, by promoting such actions within an institution, one is likely to strengthen the commitment of faculties and improve the overall performance of an institution to create a stronger academic atmosphere. This paper will seek to identify the interrelationships between OCB, OC and TM and how these could be used as reference points for universities to boost faculty performance.

Literature Review

Organizational Citizenship Behavior and Talent Management

OCB is work-related behaviours that are not directly tied to the condition of employment, for instance being helpful, polite, playing by the game's rules, obeying laws and being punctual among others (Nadira, 2023; Kesen, 2016). These behaviours are important for organisational effectiveness as they foster collective work engagement, employees' organisational commitment and organisational climate (Goudarzvandchegini et al., 2011; Yunduk et al., 2019). Several factors affect OCB among them are psychological contracts, organizational culture, and emotional intelligence as postulated by (Dwiyantri et al., 2021; Aderibigbe & Mjoli 2018; and Naghdi & Shatalebi 2013). For instance, Dwiyantri et al., (2021) have established that antecedents of types of psychological contracts (Transactional & relational) have significant values on the OCB dimensions of university staff, to exaggerate the role of the perceived psychological contract in encouraging the extra-role behaviours.

Further, it emerged that organizational justice has a significant influence on the level of OCB among workers. As noted by Goudarzvandchegini et al. (2011), it is indicated that perceived organizational fairness increases the OCB among the employees by providing them the respect they deserve in the organization. This aligns with the postulations made by Zhu et al. (2020), who noted that enhanced levels of OCB are observed when an organization embraces the practice of employee empowerment to go the extra mile in their duties.

Teaching implies that TM how of the practices are critical in promoting OCB within organizations. Essential methods of TM strategies, for instance, recruitment, training and performance management, will result in improved commitment and subsequent OCB among the employees (Ergün & Tatar, 2018; Asplund, 2019). For instance, Ahmadi et al. (2016) referred to the fact that organizational investments in the specific development of employee skills and competencies correspond to increased OCB, as an employee 'repays' their investor organization.

In addition, there is a significant relationship between the TM practice and OCB when organizational culture is in harmony with TM practice. Nadira (2023) also pointed out that the organizational culture that supports volunteering and other important behaviours plays an enormous role in OCB. Ergün, & Tatar (2018) in their study have stipulated that employers with well-defined employer brands and cultures, promote high OCB from subordinate employees.

Nadira (2023) also found out that other antecedent variables including emotional intelligence and psychological capital influence OCB. The authors provide evidence of the relationship between perceived management support for OCB and actual OCB with measurement of counter-productive work behavior. Perceived management support for OCB was positively linked to actual OCB while counter-productive work behaviour was found to be negatively related to actual OCB and counterproductive work behaviour was positively linked to actual OCB Pradhan et al. (2016) showed that since emotional intelligence involve the capability to regulate In the same vein, Aderibigbe & Mjoli (2018) noted that psychological capital hope, optimism, resilience and self-efficacy were positively related to OCB; therefore, it was recommended that organizations should intervene in efforts aimed at enhancing these attributes with the view to improving the performance of the employees.

Furthermore, career adaptability is also identified more often as the factor that affects OCB. According to Zhu et al. (2020), individuals who can be able to cope with environmental changes are likely to provide OCB since they can be able to cope with challenges that may hamper the performance of an organization. Such adaptability can be fostered through the proper implementation of TM policies and procedures so that the employees get to develop their skills further. There is a strong relationship between leadership styles and OCB and it is an important factor of TM. For instance, transformational leadership which encourages and engages the workforce has been found to have a positive relationship with OCB as stated by (Zainuddin and Asaari, 2020; Vargas-Hernández and Vargas-González, 2022). Managers who display positive attitudes towards their workers' efforts in their organization promote OCB since this develops relational trust. For instance, Yang et al., (2023) pointed out that leadership plays a crucial role in determining employees' psychological responses, and this determines their participation in the OCB.

Also, commitment and job satisfaction have a moderating effect between leadership and OCB among the employees. A study carried out by Asplund (2019) showed that organizational identification and job satisfaction have a significant positive relationship with OCB. This goes a long way in supporting the case for making TM practices consistent with leadership development models to nurture a workforce which is dedicated and would do more than expected from them. There is a consensus that both OCB and effective TM have several benefits in organizations; however, it is still difficult to promote these behaviours in organizations. Factors such as flexibility and a new working style that enables them to work remotely or the employees' expectations imply that the practice of TM needs an overhaul. Hence, organizations must come up with new mechanisms to address the needs of a diverse workforce while advocating for OCB.

Future research should further examine the effects of digital transformation on OCB and TM, especially about the changed work setting commonly associated with remote work. It will be very important to note how technology affects engagement and other pro-organizational behaviours among the workforce to facilitate the formulation of proper TM strategies for the contemporary workplace. All in all, the association of OCB and TM is rather complex, with concerns to psychological, cultural and leadership factors as well. This paper suggests that organisations that get involved in cultivating OCB via appropriate TM measures are likely to realize a corresponding improvement in organisational performance and encourage a motivated work environment for both the employees and the organisations.

Mediating role of employee commitment

Employee commitment has been widely considered a critical contingency for predicting employee behaviours and work outcomes across different types of work organisations. This literature review aims to critically explore the extent to which OC acts as a mediator in the bond between various antecedents; job satisfaction, leadership behavior, career development and employee performance. The integration of the synthesis of the current research literature reveals the complexity of the concept of OC and its benefits for improvement of the employee outcomes. OC according to Aron (2017) has been described as the psychological bonds that employees have with the organization which creates a disposition that makes them work harder towards the attainment of organizational goals and refusing to leave the organization. A survey has shown that is probably one of the largest mediators of the relationship between job satisfaction and employee performance. For example, Zunizar (2023) established that employee job satisfaction has a significant relationship with the performance of the employee subject to the degree of organizational commitment. This is supported by (Ara et al., 2021), whereby note that a high level of OC causes increased employee performance hence increasing organizational effectiveness. In the same way, Wahid (2022) stresses that the extent of transformational leadership has a direct correlation with the measures of OC and employee performance affirming the reasoning of this section that employees who commit are likely to perform well.

Leadership behaviour has also been a significant factor that has been used to predict organizational commitment. According to Ndoen & Supartha (2019), it is believed that with the right leadership behaviour, employees' job commitment increases resulting in better employee performance. This is supported by research from Meliala et al. (2022) who ascertains that TL has a positive impact on the performance of the employees through the level of commitment. The Sobel test used in their study supported this assertion and there is evidence that a mediating variable is indeed at play, and this is OC affirming that leaders can get higher performance out of workers when these workers are committed to their organizations.

Furthermore, the focus on OC regarding career development has received attention. Yuesti and Adnyana (2022) have mentioned that training and development programmes that are related to career enhancement influence OC and due to this, the productivity of the employees increases. By doing so it is clear that continued investment in the training and development of the employees would be considered a source of commitment towards improving performance results. In the same way, Ekawati & Prasetyo (2017) examining the influence of internal CSR on the performance of the employee, stated the mediating role of organizational commitment. From this study, therefore, it can be concluded that companies that support high levels of employee health and human resources can foster OC and thus higher employee productivity.

Another research focus relates to the relationship between OC and employee engagement. Fadhliyah (2023) realized that employee engagement has a positive correlation with OC and intelligence which in turn affects the performance of the employees. This shows the cyclical nature of these constructs where engaged employees are likely to develop commitment on the side of the organization which in turn has improved performance. In addition, the paper by Ingsih, Gunawan and Hidayat (2022) also shows that employee engagement is significantly related to OC as a mediator in work motivation but occupational safety and health have no mediator effect on the performance. This distinction is useful to remind scholars about the fact that OC must be studied about the particular conditions under which it mediates organisational work.

Organizational culture has also been found to have an impact on organisational commitment and/or employee performance. In line with this assertion, Hidayat (2023) argues that an elaborate corporate culture breeds dedication among employees, and (dictionary other, p. 59) thus, the performance would be improved. This is supported by the study done by (Dewi et al., 2019) where they hold that organizational culture and leadership impact employee performance through organizational commitment. These studies imply that organizations need to ensure that the culture within the organization supports the values of the organization to boost commitment and performance.

More than these relationships, the intervening part that OC plays in the condition of ethical leadership has also been examined. Tamer (2021) come up with a conclusion that ethical leadership increases OC and boosts the performance of the employees. Such a conclusion reinforces the belief in the significance of countering unethical acts since it mobilizes commitment from the workforce to improve their performance.

In the same way, extensive studies were made on the ability of OC to moderate the relationship between OCB and employee performance. Jayen (2023) opined that OC has a positive relationship with employee performance and implied that those with commitment are more likely to participate in OCB hence contributing to general performance. More emphasis on this argument is provided by (Vipraprastha et al., 2018) with their data indicating that OCB helps to moderate the effect of

transformational leadership on the performance of employees while stressing the need to develop commitment and citizenship behaviours in any given organization.

Lastly, based on the literature, it is clear that the mediating effects of OC always result in improving employee performance in different settings. The analysis of synthesizes suggests that OC means job satisfaction, leadership behaviour, career development and organizational culture. It has therefore been determined that to manage increased and enhanced performance by employees, organizations should focus on valuing OC by offering leadership support, career growth chances and promoting a favourable organizational culture. Subsequent studies should endeavor to deepen the understanding of the links between these constructs to explicate how and why OC affects performance.

Sample and Data Collection

The process of data collection was completed from 527 faculty members of 17 universities from the public sectors situated in four provinces of Pakistan namely Khyber Pakhtunkhwa, Sind, Punjab and Baluchistan including professors, associate professors, assistant professors and lecturers. A total of seven hundred (N = 700) survey questionnaires were distributed among faculty members of the mentioned universities. After three consecutive reminders, five hundred and thirty one (N = 531) survey questionnaires were received from the respondents including 23% female and 77% male respondents. Among these participants of the study, seventeen percent (17%) were professors, forty three percent (43%) were associate professors and nineteen percent (19%) were assistant professors while the remaining twenty one percent (21%) were lecturers.

Measurement of Talent Management

TM scale devised by Human Capital Institute (2008) was used to assess TM. The scale consists of four dimensions including 06 items of talent retention (TR), 05 items of talent development (TD), 06 items of talent motivation (TM) and 06 items of talent attraction (TA). Data collection involved the use of liker scale with 05 points starting from "strongly disagree" to "strongly agree". Examples of TM include "My University can attract top talent" and "Internal employee referral programs are widely used to bring in new employees" (TA), "My university has competitive compensation system in comparison to other organizations in the same industry which is a motivating factor to our employees" and "In our university, compensation is decided on the basis of competence of the employee" (TM), "My university conducts extensive training and development programs for Employees" and "My university actively creates developmental opportunities for subordinates (TD) and "Our organization can retain our best performers" and "Turnover is tracked across divisions, locations, talent levels and managers" (TR). Reliability of the dimensions of TM along with its items was calculated through SPSS presented below in table 1.

Table 1: Reliability of TM Dimensions

Dimensions of TM	Number of Items	Cronbach's Alfa
Talent Retention	6	.81
Talent Development	5	.80
Talent Motivation	6	.83
Talent Attraction	6	.76

Organizational Citizenship Behavior

OCB was measured with scale developed by Podsakoff et al., (1990) hence not only individual dimensions of OCB were assessed through this scale but also to gauge its overall impact. All the dimensions of OCB namely altruism, conscientiousness, civic virtue, sportsmanship and courtesy were measured through this questionnaire. OCB dimensions of this scale consist of four items each. Examples of altruism include "Helps others who have heavy workloads" and "Helps others who have been absent".

Examples of courtesy include "Consults with me or other individuals who might be affected by his/her actions or decisions" and "Does not abuse the rights of others". Examples of sportsmanship include "Consumes a lot of time complaining about trivial matters" and "Tends to make "mountains out of molehills". Examples of civic virtue include "Keeps abreast of changes in the organization" and "Attends functions that are not required, but that help the company Image". Examples of Conscientiousness include "Is always punctual" and "Does not take extra breaks". To get the responses on questionnaire, the likert scale used is seven "from 1 strongly disagree to 7 strongly agree". Reliability calculated through SPSS for all dimensions of OCB is given in table 2 below.

Table 2: Reliability of OCB dimensions

Dimensions of OCB	Number of Items	Cronbach's Alfa
Altruism	4	.81
Conscientiousness	4	.80
Civic virtue	4	.88
Sportsmanship	4	.83
Courtesy	4	.79

Organizational Commitment

Scale developed by Meyer and Allen (1991) was employed to measure OC. Hence not only individual dimensions of OC were assessed with this scale but also to gauge its overall impact. This scale measure normative commitment, continuous commitment and effective commitment. All the dimensions of OC are consists of 06 items each. Examples of affective commitment include “I would be very happy to spend the rest of my career in this organization.” and “I really feel as if this organization’s problems are my own”. Examples of continuous commitment include “It would be very hard for me to leave my job at this organization right now even if I wanted to” and “I believe I have too few options to consider leaving this organization”. Examples of normative commitment include “Even if it were to my advantage, I do not feel it would be right to leave” and “I would feel guilty if I left this organization now”. The questionnaires uses five point likert scale starting from “1” for strongly disagree to “5” for strongly agree. Reliability of the variable was calculated with the help of SPSS package having details given below in table 3.

Table 3: Reliability of OC Dimensions

Dimensions of OC	Number of Items	Cronbach's Alfa
Normative Commitment	6	.78
Continuous Commitment	6	.82
Affective Commitment	6	.80

Results

Table 4: Correlation between OCB, TM and OC

	OCB	TM	OC
OCB	1	.503**	.296**
TM	.503**	1	.423**
OC	.296**	.423**	1

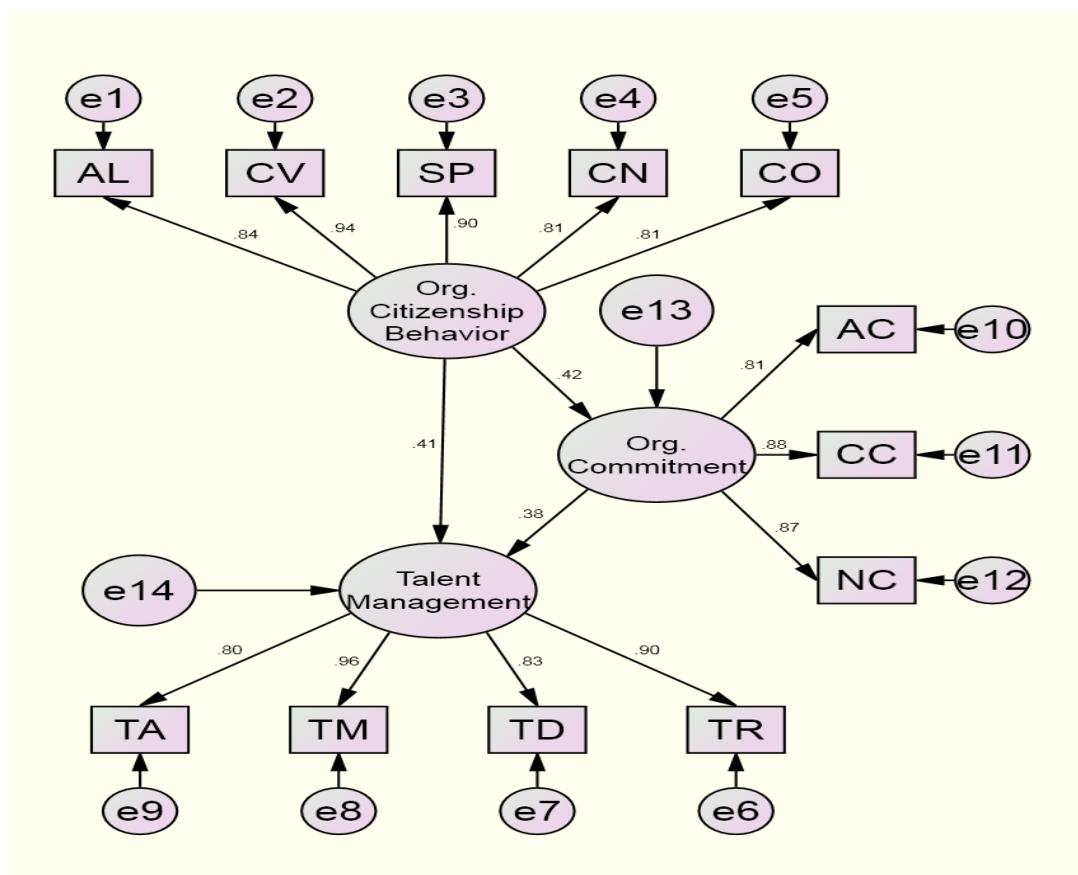
**.. Correlation is significant at the 0.01 level (2-tailed).

Table 4 illustrates the correlation between OCB, OC, and TM. The findings indicated an important connection between OCB and TM (.503**, $p = 0.000$), OCB and OC (.296**, $p = 0.000$), and OC and TM (.423**, $p = 0.000$). Therefore, we accept:

H1: OCB is significantly related to TM among faculty members (FM) of public sector universities (PSU) in Pakistan.

H2: OCB is significantly related to OC among FM of PSU in Pakistan.

H3: OC is significantly related to TM among FM of PSU in Pakistan.



Graph: Indirect Path between OCB and TM through OC

The present study used structural equation modeling (SEM) to evaluate the three-factor model including OCB, OC, and TM. RMSEA: .059; CFI: .982; GFI: .960; RMR: .042; DF: 51; P: .000; CMIN/CHI SQUARE: 150.070; CMIN/DF: 2.941 indicate an excellent match for the data. This study demonstrated a significant effect of OCB on TM, shown by a regression coefficient of .59. OCB showed a substantial effect on OC, with a regression value of .42. Likewise, OC had a substantial effect on TM, with a regression value of .38. The factor loading values for all dimensions of OCB, OC, and TM are within an acceptable range. The influence of OCB on TM decreased from .59 to .41 with the introduction of OC as a mediator. A partial mediation was established. In light of the aforementioned findings, we accept:

H1: OCB is significantly related to TM among FM of PSU in Pakistan.

H2: OCB is significantly related to OC among FM of PSU in Pakistan.

H3: OC is significantly related to TM among FM of PSU in Pakistan..

H4: The link between OCB and TM among FM of PSU in Pakistan.

Table 5: values of RMSEA, CFI, GFI, RMR, DF, P, CMIN/CHI SQUARE, and CMIN/DF

Index	Value
RMSEA	.059
CFI	.982
GFI	.960
RMR	.042
DF	51
P	.000
CMIN SQUARE	
CMIN/DF	2.941
AGFI	.939
HI 90	.070
LO 90	.048

Table 5 presents the data for RMSEA, CFI, GFI, RMR, DF, P, CMIN/CHI SQUARE, and CMIN/DF. The RMSEA value is .059, CFI is .982, GFI is .960, RMR is .042, DF is 51, P is .000, CMIN/CHI SQUARE is 150.070, and CMIN/DF is 2.941, all of which are within an acceptable range. Consequently, the three-factor model of OCB, OC, and TM was endorsed.

Conclusion

The present study focused on the research question of how OCB influences TM with OC as the mediating variable. The emphasis was laid on the exploration of these factors in as much as their interaction in the case of faculty members working in Pakistani universities. Using quantitative research methodology in which this study employed a structured questionnaire, the study established how voluntary behaviours, employee commitment and talent management in the institution work.

Further, the results of the descriptive and correlational analyses presented some influential relationships between the main variables. First, the findings proved that with the increase in the OCB of the faculty members, the organizational commitment also increased. This is in line with the idea that, if a worker engages in behaviours that are not specifically prescribed by the role but are beneficial to the organisation and others, these will nurture the employee's organisation commitment. OCB has been established to be very relevant in maintaining a positive organizational climate thereby improving employees' retention and decreasing turnover rates. The correlation of 0.296 between OCB and OC shows that there is a positive relationship between these two factors proving the observation that OCB is associated with a greater level of organisational commitment.

Moreover, the study revealed that OCB was positively related to TM with a correlation coefficient of 0.503. This means that employees who display OCB are likely to support the organization's talent management policies in place. In particular, in academic institutions, willing workers, who can go the extra mile and seek other means of engagement in activities beyond formal organizational requirements, become critical assets in developing the university's capacity to attract, produce, and retain elite human capital to advance its goals and objectives to greater heights. From this relationship, it can be concluded that enhancing OCB within the organization might play a very important role in enhancing TM practices.

The correlation coefficient between OC and TM was 0.423. This result shows that there is a strong correlation between the commitment level of employees and the talent management program efficiency. Where faculty members are operationally identified as committed to their universities, they are equally more likely to engage in activities that will support talent management, for example, engaging in faculty development programs, research activities, and mentoring of students. This commitment is also a plus to individual employees since organizations offer them a chance to grow personally and professionally, and it is also beneficial to the institution as it defines ways to recruit and develop its human capital. Organizations that are staffed by committed employees were found to have low turnover rates hence have a stable and efficient workforce.

Recommendations

The following recommendations are made to promote OCB, OC and TM in Pakistani universities. First, there is a need to promote the creation of a mutually empowering work environment. Institutions should encourage the voluntary positive deviant behaviours that the faculty provides to their institutions through efforts like volunteering for extra academic tasks,

mentoring other persons in the universities or participating in various university activities among others. Such recognition can be however achieved through employee recognition programs, professional growth opportunities, or peer group recognition mechanisms.

Second, universities need to support programmes which boost organisational commitment. Enrichment of faculty professional development, offering differentiation of career advancement prospects, and encouraging and practising free communication make the majority of the faculty members feel wanted and committed to their organizations. Promoting the leadership and research roles of the faculty might also improve their stakes with the university and consequently increase TM practices.

Finally, it is suggested that OCB and OC must be incorporated into the context of talent management in universities. Because both the OCB and OC are correlated to TM, there is a need for the institutions to integrate these aspects in the hiring, retention and development strategies. For example, recruitment should target candidates who have volunteer experience and retention should aim at maintaining a high level of commitment among faculty members. When integrated into TM processes strategies, OCB and OC enable universities to source, maintain and cultivate organisational talent, consequently enhancing institutional sustainment.

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