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ENRICHING EMPLOYEE ENGAGEMENT AND JOB
SATISFACTION: THE MEDIATING ROLE OF POSITIVE
ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND
EMOTIONAL INTELLIGENCE

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Keyword: Employee Engagement, Emotional Intelligence, Organisational Citizenship Behaviour and Job Satisfaction

ABSTRACT:

Positive Organisational Citizenship behaviour (POCB) focuses on “positive paradigms” in the organisations which benefits employees. Encapsulated skills of Emotional Intelligence will support employees to develop their cognitive skills. Positive Organisational Citizenship behaviour (POCB) have been a major construct in the field of I/O Psychology. PsyCap research outcome has been classified as into high potential psychological capabilities such as trust, emotional efficiency, optimism, social and cognitive skills and subjective well-being. This paper assesses mediating impact of Organisational Citizenship Behaviour (OCB) and Emotional Intelligence(EI) on Employee Engagement(EE) and Job Satisfaction(JS). Questionnaire were circulated among 313 samples. A 54-item Questionnaire consist of four different variables: Positive Organisational Citizenship behaviour($\alpha=0.934$), Emotional Intelligence($\alpha=0.892$), Employee Engagement($\alpha=0.890$), and Job Satisfaction($\alpha=0.792$). Correlations coefficient has shown positive relationship of Emotional Intelligence with Employee Engagement ($r= 0.506$, $p\leq 0.05$) and with Job Satisfaction ($r= 0.766$, $p\leq 0.05$). Regression analysis proves mediating role of Organisational Citizenship Behaviour influences at a greater level on Job satisfaction (87.2%) compare to Employee Engagement (70.6%, 84.3% & 71.9%). Emotional Intelligence has a significant level of impact on both Employee

Engagement (71.6%, 83.6% & 62.9%) and Job Satisfaction (71.2%). This paper adds to the theory building of Employee Engagement, Emotional Intelligence, Organisational Citizenship Behaviour and Job Satisfaction. Further, the results reveal that Engaged employees are expected to accomplish extra role behaviour because they are able to “free up” resources by achieving outcome and executing their task professionally, empowering them to pursue extra roles which are not part of their task/roles. Engaged employees are to be expected to show more vigorous to achieve their goals. All dimensions are statistically significant with employee engagement. This suggest employees are positively influenced by formal and informal extra efforts by organisations. Higher the OCB, advocate higher the employee engagement. Employees are more likely to engage into extra-role behaviour and show their commitment towards organisation. Similarly, extra role attitude of employee encourages quality performance in the organisation. Employees contributes in developing efficiency, adaptableness, flexibility and positive social and emotional apprehension of an organization which accordingly centrals effectiveness of an organization. The result of the study provides confirmations of mediatory role of Organisational citizenship behaviour and Emotional intelligence on Employee engagement and Job satisfaction. The research findings provide new insights for decision makers to develop new strategies and policies for employee and develop industrial psychology in said direction. This paper offers a framework for developing comprehensive and concerted spaces for Employee engagement and Job Satisfaction with mediating role of OCB and EI which will work as change agent to the inclusion as part of the process and outcome in organisation at large which will be supportive to policy makers, researchers and practitioners as a guide to put forward and ensure to have structural and systematic change in job crafting at the workplace. This research efforts in widening the scope between intersection of Organisational citizenship behaviour, Emotional Intelligence and Employee job engagement and satisfaction. The findings contribute in development of new theoretical and practical implications in the I/O Psychology and provide deep acumens on promoting Organisational citizenship behaviour at the workplace.

Keyword: Employee Engagement, Emotional Intelligence, Organisational Citizenship Behaviour and Job Satisfaction

Introduction:

Post-Industrial era is characterised as more advanced and emerging economies. Fourth Industrial Revolution (FIR) has taken a big technological leap. Assessment of popular literature review of Industrial revolution has exhibits three distinguished features from earlier revolution;(a) Exponential growth (Bonekamp, L.,Sure, M. (2015); Ahrens, D., Spöttl, G. (2015). Schwab, K. (2016)). (b) Capability Transformation of Individual, System, Governance at a large extent Ghislieri, C., Molino, M., & Cortese, C. G. (2018). Schwab, K. (2016). and (c) Development of Nicomachean Ethics(“Perception of eudemonia”). (Robertson, et al (2010); Stander (2010); Rothmann S, (2013); Turban et al, 2016). Cascio et al, 2016 have paid substantial attention on challenges on human-robotic Interaction. They focused and forecasted on porticoes of distrust, decrements and negative effects of technology on human performance in future. Widespread technology has negative relationship with human relationship at the workplace (Bakker, 2017). Blustein, D. L. (2008) has presented epistemological investigation on psychological assessments of working

professional. One statistic of the root cause cited as disrupting technology at the workplace. Manufacturing field has countersigned a detonation in the number of literature studies on disruptive technology which results into dysfunctional behaviour at work. It is demanding industry where disseminated literatures were found in visceral entity. Workers' behaviour and related dimensions were major constructs of research which were profoundly spread on tangibility approach of organisational such as cost saving, cash flow and apportion (Bakker et al, 2008). Economic and technological challenges have largely affected internal and external labour market. With increasing job Stresses & Demands and decreasing Job resources, employee exhaustion and burnout has increased. (Bakker, A. et al. (2005). Higher occupational demands have high influence on job burnout which have positive relationship with employee absenteeism and health issues which have damaged organisational performance at large extent. (Bakker et al., 2003a, 2004). The phenomenon has recorded extensively for blue collar workers where monotonous jobs, feelings of scepticism, fatigue and exhaustion elevated.

Friedman (2005), indicted "flat" structure of economy where attainment cannot have elongated just by exasperating flaws of employees. Embryonic positive psychology recommends a paradigm shift from traditional proposition of considering employee's weakness to development of human strength. (Seligman and Csikszentmihalyi, 2000). Positive psychology has gained impetus attention which have large scale of impact on individual and organisational performance by enhancing positive paradigms. (Wrzesniewski, A et al, 1997). It is movement which were derived from Martin Seligman's research of learned helplessness, which later turned into optimism construct. Seligman and C. Peterson (2000) had originally initiated positive psychology which was recommended in research work of Roberts et al (2006). Positive psychology enriches peoples' fortes and escalate commitment level towards organisation. (Luthans et al, 2007). To support Luthans' utilitarian theory of positive psychology, Wright (2003) has suggested individual driven pursuit by signifying employee happiness and well-being as key success factors. Luthans et al, (2007) have defined positive psychological as employees' alacrity towards organisation's development. It empowers positive psychological capital (PsyCap) which supports to construct self-efficacy, sanguinity, and employee resilience. (Beal III., et al (2013). Growing body of research for Positive psychology has largely contributed in person's positive state of growth as well as organisational performance. Individual psychological capital comprehends mental ability for strength, faith, hopefulness and sanguinity.

Organisational Citizenship Behaviour:

A notable paradigm shifted has been noted in the domain of behavioural science of PsyCap in the research articles (Avolio et al (2006), Nelson, L., & Cooper, C. (2007), Luthans, F et al. (2004) indicated “what you have”, “what you know” to “who you know”. Societal exonerates deems crucial for defining interrelationship between individuals at the workplace, supporting quality of knowledge sharing among each other. Past research shows that Behavioural scientists have studied on various dimensions of focal outcome of social capital. Previous research has resultant four conclusions: a) leadership b) empowerment c) intention to stay and d) organisational citizenship behaviour. (Luthans et al, 2013; Van Dierendonck et al, 2012, Van Dierendonck et al, 2012, Avey, J. B.,et al. (2008). Employees with strong social capital exhibits better understanding of own emotions and emotions of others. (Ashforth, B. E., et al. (1989)). Organisational citizenship behaviour makes better inter-relationships between co-workers, develops social and cognitive abilities. (William & Anderson, 1991). When employee goes beyond the duty call, it embodies managerial productivity, spiritual and emotional cognition and employee engagement. (Podsakoff and MacKenzie (1997). Extra role structures organic work culture which fosters trust, organisational justice and psychological contract among co-workers. (Shapiro, Kessler and Purcell (2004)). Lubit (2014), in his OCB research edifices major two constructs, one personal competence and second social competence. Previous research has verified that Emotional Intelligence (Goleman (2002), Welch (2003), Lubit (2004), Gardner, L., & Stough, C. (2002), Palmer, B et al (2001), Bar-on (2002) comprises personal competence as social awareness. Goleman et al. (2002), stated EI traits have strengthen social competency and employee resiliency. Resilient employees have directly connection with emotional intelligence, work happiness, organisational commitment and Job satisfaction (Luthans, et al, 2007, Youssef et al., (2007), Armstrong et al (2011)).

Positive Organisational Citizenship behaviour (POCB) have been a major construct in the field of I/O Psychology. PsyCap research outcome has been classified as into high potential psychological capabilities such as trust, emotional efficiency, optimism, social and cognitive skills and subjective well-being. Bandura et al, (2008); Bonett (1993), Wright et al (1999), Spreitzer and Sonenshein (2004) investigation on positive psychology have found significant positive relationship with organisational citizenship behaviour, organisational performance and moderate relationship with health outcomes. Positive oriented employees contribute assuredly to the

organisational performance. (Luthans, Avolio et al, 2007, Huselid, 1995). Active positive psychology incites citizenship behaviour of employee syndrome is characterised by mutual trust, shared values and employees' commitment. (Van Dyne, L., et al. (1994)). Organisational Citizenship Behaviour is major construct of this research which mediates the association between employee engagement and job satisfaction. Contemporary phenomenon focuses on strengthen organisational effectiveness and enhance employees' values which supports positive organisational support. (POS). Past research have provided evidences on positive relationship between POS and OCB. Further, research on relationship suggest that employees feel reciprocal relationship towards organisational contribution. (Liu, Y. (2009)). Borman (2004), Penner, L. et al. (2001) reasoned that organisational citizenship behaviours reinforce the organisation's efficiency to attract better employees, moderates' capriciousness of employee performance, and qualifies high performance organisational culture. A sweltering enquiries of organisational employee psychology was why employee engage themselves with extra-role behaviours? Many research scholars have investigated on the need extra-mile efforts and related outcomes.

Wickramasinghe, V., & Perera, S. (2014), investigated on 255 shop-floor employees of manufacturing industry at Sri Lanka to understand impact of Organisational citizenship behaviour and perceived organisational support on employee engagement & job satisfaction. The study concludes that OCB plays a positive mediatory role between employee engagement and quality performance which results into job satisfaction. Chin, S. T. S., et al. (2011) have conducted study on 536 employees of manufacturing sector at Malaysia to analysis the level of EI and OCB on Job satisfaction. The study proposes employees in manufacturing industry is having lower impact of emotional intelligence and organisational citizenship behaviour which largely impact on job satisfaction. Karthikeyan, A., & Rajamohan, A. (2011) conducted study on 242 employees on IT sector at Chennai. The outcomes of the study recommend that EI and OCB are major constructs for executives of IT sector. Interpersonal skills and understanding emotions towards others are effectively effecting job satisfaction. Study findings further suggest that employees who noted higher Organisational citizenship behaviour tends to have more promotion at the company. Pradhan, R. K., et al. (2016) studied the role of emotional intelligence with OCB with 212 employees of manufacturing sector of India to comprehend whether EI plays moderating role between Pscap and OCB. The results show that EI positively moderates the relationship between Psychological Capital and OCB and supports organisational for creating high performance work culture. Nemeth, C. J., et al (1989), reconnoitred societal influence and innovation in group &

organisational theory by investigational study evidenced that OCB support in increasing organisational efficiency by motivating employee to perform extra-roles.

Ladebo, O.J. (2009), piloted a multiple regression analysis on sample of 218 agricultural employees in Nigeria about their emotional exhaustion and their outcome suggested that positive organisational behaviour positively related to employee commitment. Extracting OCB may impend the internal competences of an organisation which impact on turnover intentions of individuals. Podsakoff, N. P. et al. (2009), in their meta analytical study found that OCB does influence positively organisational effectiveness through sportsmanship and civic virtue to employees. Borman, W. C., et al. (2001) suggested three-dimensional model based on meta-analysis study of Organ and Ryan (1995) on “attitudinal and dispositional predictors of organizational citizenship behaviour”, evidenced that conscientiousness and dependability constructs contributes more to than task performance for an individual which effects on job performance and citizenship performance. Jain, A. K., & Sinha, A. K. (2005) examined the EI, trust and Organisational citizenship behaviour of 250 middle level executive of automotive industry. The findings of the study suggested positive impact of EI on higher accomplishment of performance and stress-free environment. Furthermore, it suggested job satisfaction as predictor of perceived organisational support due to trustful environment and recognition within the organisation. Cropanzano, R., et al. (1997), conducted two studies on organisational politics and organisational supports on 65 full-time employees in Study I and 185 part-time employees in study II, proved that perceived organisational supports mitigates the impact of organisational politics which impact on less fatigue, occupational stress and job burnout which contributes at large level on job involvement of an individual. Recent studies on Organisational Citizenship behaviour (Ranasinghe, V. R. (2016), Bester, J., et al. (2015), Lavelle, J.J. (2010), Lavelle, J.J., et al. (2009)) have focused on organisational survival and effectiveness of work. The extra-role behaviours of employees have largely contributed in achieving organisational goals and financial performance of the organisation. Borman et al (1993) conducted research on manager cadre on self-efficacy at the workplace. Research outcomes proves that OCB supports in developing individual and team effectiveness. An intensive study of Kataria, A., et al. (2012) have verified positive association between organisational citizenship behaviour and employee engagement which effects on higher organisational effectiveness. Mansoor, N et al. (2012). Two consecutive studies of Meyer & Allen (1997) & Meyer, J. P. (2002) on organisational commitment stated that highly committed employee perform extra-job roles and outperform anticipated results at an organisational level. Podsakoff, P. M et al. (1997),

conducted study on 218 paper mill machine crew workers at North-eastern United States on effects of OCB on individual performance. The results specified that sportsmanship and courteousness had a positive effect on quality performance while civic and virtue didn't have impact on enactment procedures. Foote, D. A. et al. (2008), conducted a hierarchical multiple regression analysis on 242 full time employees of manufacturing industry on team commitment OCB and job satisfaction. The study proves that OCB and Job satisfaction are shown significant. The relationship will go stronger if the team commitment of employee goes higher.

EMOTIONAL INTELLIGENCE:

Turnipseed, D. L., & Vandewaa, E. A. (2012), conducted a research on 334 college students and 72 professors to evaluate the hypothetical relationship between OCB and EI dimensions. The study discovered that EI is significantly related with OCB. A meta-analysis study piloted by Ernest, H., Ronald et al. (2011), supports the findings of Fredrickson, B. L. (2001), as EI is managing one's own emotions and supports in understanding others' emotions at the work place, which has substantiated effective development of interpersonal as well as intrapersonal skills of the employee.

A multi-factor regression analysis is conducted on 122 samples of medical university employees. The study found that strong positive relationship been found on Emotional intelligence and Organisation citizenship behaviour which have positive impact on job performance. Salarzahi, H. et al. (2006), examined relationship between emotional intelligence and its direct relationship with Job Satisfaction and Job performance of 187 food service employee. The conclusion of the analysis demonstrates the positive correlation among EI & JS. Employees with higher job satisfaction, have positive significance with job performance.

Ealias, A., & George, J. (2012), performed ANOVA analysis on 208 participants of international electronic firm in India to understand how employee designation, work experience and marital status of employee effects emotional intelligence and job satisfaction. Research data indicates positive relationship between work experience and marital status with emotional intelligence and job satisfaction, but negative relationship between employee designation with emotional intelligence or job satisfaction. Shooshtarian, Z et al., & Amini, L. M. (2013), piloted a study on 289 samples of labours of Fars province businesses in Iran to understand influence on EI & JS. The study concluded that emotional intelligence is positively related with job satisfaction but there exists no correlation between emotional intelligence and labours' commitment towards job. Quang, H. N., Khuong, M. N., & Le, N. H. (2015) analysed on

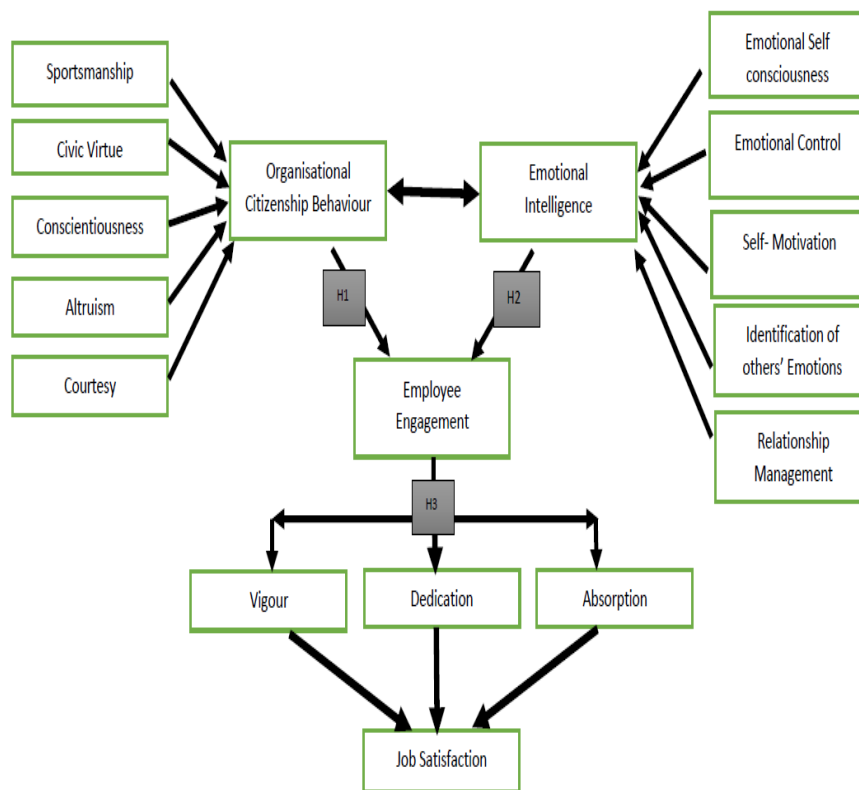
400 white collar employees to understand leaders' emotional intelligence and its impact on job engagement in China. The study evidences that emotional intelligence and its dimensions positively impact on employee engagement of leaders. The data implied that emotional intelligent leadership supports in retaining and development of employee engagement. Sarangi, S., et al. (2015), examined sample of 182 Indian professionals to recognize relationship between emotional intelligence and employee engagement. Responses revealed that emotional intelligence effect positively on employee engagement through higher vigour, enthusiasm and engagement in Indian Professionals which impact directly on their job satisfaction.

Suehs, D. (2015), carried Pearson's Product-Moment Correlation analysis on 585 employees to cognize relationship between emotional intelligence and employee engagement. Author has found favourable relationship between employee emotional intelligence and their engagement with task they perform. Jena, L. K., & Pradhan, S. (2018), conducted empirical investigation on employee commitment and workplace spirituality to understand mediatory role of OCB and EI on employee commitment. The finding discovered that Emotional Intelligence significant positive role between employee commitment, however OCB doesn't have strong moderating role between employee commitment.

However, few studies (Chen, X. P., et al. (1998), Farh, J., et al (1990), Randall, M. L., et al. (1999)), have contradict views with other researchers, that positive role of organisational citizenship behaviour did not have positive association with quality performance or job satisfaction at a larger level. Further investigation in literature studies proves that OCB didn't have any relationship with organisation effectiveness at an organisational level. Although, no empirical controvert indication found on individual perception on OCB and its related outcomes.

Tethering the strand of extensive literature study, this study is aiming at testing mediatory role of organisational citizenship behaviour and emotional intelligence(EI) on employee engagement(EE) and job satisfaction(JS). The conceptual model derived from literature studies

DEVELOPING CONCEPTUAL STRUCTURE:



Sources: Authors' Compilation

Figure 1: Conceptual Framework of understanding mediating relationship of Organisational citizenship behaviour(OCB) and Emotional Intelligence(EI) on Employee engagement(EE) & Job satisfaction(JS).

METHODS:

Five hundred and fifty sample were chosen from employees of different departments of manufacturing sectors across Gujarat, India. Survey questionnaire were distributed among 550 employees, out of which three hundred and thirteen (N=313) were recuperated which counts 56% of response. Table 1 summaries demographic profile of respondents. Based on the data of 331 samples of employees, it is found that majority of the samples were from Middle level (76%) are Male (79%). Based on the data, it is found that this sector is male dominant with employees less than 30 years of age (45%). The education qualification of the majority respondent is up to Graduation level (57%). Around 50% of the samples were found unmarried with less than 5 years of experience (54%).

Table 1 Demographic Statistics of the samples:

Sample	Category	%
Gender	Male	79%
	Female	21%
Age	Below 30 years	45%
	30 years -40 years	35%
	40 years -50 years	11%
	Above 50 years	9%
Marital Status	Unmarried	49%
	Married	38%
	Divorced	12%

	Widow	1%
Education	Graduation	57%
	Post-Graduation	13%
	Others	30%
Job Position	Senior level	12%
	Middle level	76%
	Others	12%
Employment Tenure	Below 5 years	54%
	5 years - 10 years	32%
	10 years - 20 years	11%
	Above 20 years	3%
Income	Less than 5 Lakh	76%
	5 Lakh- 10Lakh	23%
	More than 10 Lakh	1%

Sources: Authors' Compilation
Data Analysis through SPSS 24.0
Table 1 Demographical statistics of the samples

Table 2 portrayed descriptive statistical analysis for different dimensions surveyed in research.

Dimensions	N	Mean	Skewness	Kurtosis
POCB	313	23.45	0.131	2.96
EI	313	16.63	0.110	1.21
EE	313	34.56	0.034	2.45
JS	313	87.14	0.031	0.19

Source: Authors' Analysis Data Analysis through SPSS 24.0 Table 2 Descriptive Analysis

Table 2 displays mean of Positive Organisational Citizenship Behaviour (23.45), Emotional Intelligence (16.63), Employee engagement (34.56) and Job Satisfaction (87.14). The skewness value of POCB is 0.13, EI is 0.11, EE is 0.034 and JS is 0.03 are found to be normal distributed data. while EI is moderately skewed towards mean value, means it is heavier than normal distribution.

Table 3 indicates Test of Normality that analysis both skewness and kurtosis with The Kolmogorov- Smirnov Test(K-S) and Shapiro – Wilk (S-W) Test for checking normality of the data. The Kolmogorov-Smirnov test (K-S) and Shapiro-Wilk (S-W) data value are mentioned in above table. Data value of POCB (0.590), EI (0.674), EE(0.765) and JS(0.678) which is higher than p value(0.05). We found that the test is not significant. This proves that data is normally distributed. Reliability analysis were conducted for all scale in terms of Cronbach's Alpha (α).

Table 3 Test of Normality that analysis both skewness and kurtosis with The Kolmogorov- Smirnov Test(K-S) and Shapiro – Wilk (S-W) Test for checking normality of the data.

	Kolmogorov-Smirnov test (K-S)		Shapiro-Wilk (S-W)	
	Statistics	Sig.	Statistics	Sig.
POCB(0.934)	0.856	0.590	0.981	0.763
EI(0.892)	0.875	0.674	0.912	0.778
EE(0.890)	0.844	0.765	0.834	0.678
JS(0.792)	0.790	0.678	0.709	0.661

Source: Authors' Analysis

Data Analysis through SPSS 24.0
 Table 3 The Kolmogorov- Smirnov Test(K-S) and Shapiro – Wilk (S-W) Normality Test

Table 3 includes the results of reliability analysis for Positive Organisational Citizenship Behaviour (0.934), Emotional Intelligence (0.892), Employee Engagement (0.890) and Job Satisfaction (0.792). Composite reliabilities, if more than 0.75 were considered satisfactory.

Table 4 Pearson’s correlation among different Dimensions of the research

Dimensions	POCB	EI	EE	JS
POCB	*			
EI	0.896**	*		
EE	0.634**	0.823**	*	
JS	0.950**	0.655**	0.634**	*

Source: Authors’ Analysis

** p ≤ 0.05 level.

Notes—POCB: Positive Organisational Citizenship Behaviour, EI: Emotional Intelligence; EE: Employee Engagement, JS: Job Satisfaction.

Table 4 Pearson’s correlation analysis

Table 4 elucidates Pearson’s correlation analysis on dimensions of Positive Organisational Citizenship Behaviour (POCB,) Emotional Intelligence (EI), Employee Engagement (EE), and Job Satisfaction(JS). Positive Organisational Citizenship Behaviour has significant positive relationship with Emotional intelligence (r=0.896, p<0.05) while Positive Organisational Citizenship Behaviour with emotional engagement (r=0.634, p<0.05). The data value proves that Positive Organisational Citizenship Behaviour has positive impact on Job satisfaction. (r=0.950, p<0.05). Emotional Intelligence has found positively impacting on emotional intelligence (r=0.823, p<0.05) and moderately impacting on job satisfaction. A positive relationship been found between employee engagement and job satisfaction (r= 0.634, p<0.05).

Table 5 Summary of Multiple linear step wise regression analysis with the dimensions of employee engagement and job satisfaction with the mediatory role of positive organisation citizenship behaviour (Significant predictors(β) standardized coefficient for each variables of the study) (N= 313).

Table 5 Multiple linear step wise regression analysis with the dimensions of employee engagement and job satisfaction with the mediatory role of positive organisation citizenship behaviour

Predictor variables	Organisational Citizenship Behaviour					Adj. R ²	Sig F Change
	SM	CV	CS	AL	CO		
Criterion variables	β	β	β	β	β		
1. EE Vigour	0.815*	0.899*	0.729*	0.714*	0.778	0.706	0.000
2. EE Dedication	0.748*	0.344*	0.811*	0.324*	0.143	0.843	0.000
3. EE Absorption	0.445*	0.616*	0.728*	0.710*	0.614	0.719	0.000
4. Job Satisfaction	0.721*	0.736*	0.850*	0.733*	0.845	0.872	0.000

Sources: Authors’ analysis

Notes: SM = Sportsmanship, CV= Civic Virtue, CS= Conscientiousness, AL= Altruism, CO= Courtesy
 Notes: EE= Employee Engagement

Table 5 Multiple linear step wise regression analysis of employee engagement and job satisfaction with the mediatory role of positive organisation citizenship behaviour

Table 5 elucidates beta value of regression coefficient expressed in standardised coefficient form. Regression analysis between mediating role of organisational citizenship behaviour with Employee engagement. Sportsmanship impact strongly on Vigour (81%) and Dedication (74%) while moderately on Absorption (44%). Similarly, Civic Virtue has strong association with Vigour (89%). It backs moderate Absorption (61%) while low relationship noted between Civic Virtue and Dedication (34%). Conscientiousness having strong relationship between Vigour (72%), Dedication (81%) and Absorption (71%). Altruism having strong relationship between Vigour (71%) and Absorption (71%) but low relationship between Dedication (32%). Courtesy shows strong association between Vigour (70%), Dedication (84%) and Absorption (71%). Table 5 also indicates mediating role of Organisational citizenship behaviour on Job Satisfaction with Sportsmanship (72%), Civic Virtue (73%), Conscientiousness (85%), Altruism (73%) and Courtesy (84%). The adjusted R square for given model is 70%, 84% and 71% respectively for Employee Engagement and 87% for Job Satisfaction which indicates model goodness of fit for the population. The significance value is also less than p value 0.05 which shows statistically significant association between Organisational Citizenship Behaviour with Employee Engagement and Job Satisfaction. Table 6 demonstrates Summary of Multiple linear step wise regression analysis with the dimensions of employee engagement and job satisfaction with the mediatory role of emotional Intelligence (Significant predictors(β) for each variables of the study) (N= 313). Step wise multiple regression analysis were conducted to know the most relevant variable out the total set of available independent variable which have high impact on dependent variable.

Table 6 Multiple linear step wise regression analysis with the dimensions of employee engagement and job satisfaction with the mediatory role of emotional Intelligence

Predictor variables	Emotional Intelligence					Adj. R ²	Sig F Change
	ESC	EC	SM	IOE	RM		
Criterion variables	β	β	β	β	β		
1. EE Vigour	0.845	0.678	0.599	0.671	0.889	0.716	0.000
2. EE Dedication	0.745	0.732	0.643	0.632	0.756	0.838	0.000
3. EE Absorption	0.378	0.289	0.498	0.409	0.301	0.629	0.000
4. Job Satisfaction	0.567	0.767	0.821	0.898	0.867	0.712	0.000

Sources: Authors' analysis

Notes: ESC= Emotional Self Consciousness, EC=Emotional Control, SM=Self - Motivation, IOE=Identification of others' emotions, RM=Relationship Management. EE= Employee Engagement

Table 6 Multiple linear step wise regression analysis of employee engagement and job satisfaction with the mediatory role of emotional Intelligence

Table 6 illuminates’ beta value of regression coefficient expressed in standardised coefficient form. Regression analysis between mediating role of emotional intelligence with Employee engagement. Sportsmanship impact strongly on Vigour (84%) and Dedication (74%) while low association noted with Absorption (37%). Correspondingly, Civic Virtue has positive relationship with Vigour (67%) and dedication (73%) but low relationship noted between Civic Virtue and Dedication (28%). Conscientiousness shares moderate relationship between Vigour (59%), Dedication (64%) and Absorption (49%). Likewise, Altruism also supports at moderate level relationship with Vigour (67%) and Absorption (63%) and Dedication (40%). Courtesy shows strong association between Vigour (88%), Dedication (75%) and low association with Absorption (30%). Table 6 also indicates mediating role of emotional intelligence on Job Satisfaction with Sportsmanship (56%), Civic Virtue (76%), Conscientiousness (82%), Altruism (89%) and Courtesy (86%). The model found goodness of fit as adjusted R square for given model is 71%, 83% and 62% respectively for Employee Engagement and 71% for Job Satisfaction. The significance value is also less than p value 0.05 which shows statistically significant association between Emotional Intelligence with Employee Engagement and Job Satisfaction.

Table 7 Multiple Regression Analysis between Employee engagement and Job satisfaction

Predictor Variable	Criterion Variable	R	R ²	Adjusted R ²	F Change	B	t	Sig F Change
Employee Engagement	Job Satisfaction	0.879	0.772	0.781	612.89	0.893	16.15	0.000

Sources: Authors’ analysis
p value ≤ 0.05

Table 7 Multiple Regression Analysis between Employee engagement and Job satisfaction

Table 7 reveals the relationship between Employee Engagement and Job Satisfaction. R² value is 77.2% which indicates goodness of fit of model. The result indicates p value is less than 0.05 which shows positive influence of employee engagement on job satisfaction.

Table 8 Hypothesis testing summary results

	Hypothesis	Value set (p value)	Impact	Practical Implication
H1	Aspects of organisational citizenship behaviour plays positive mediators between employee engagement and job satisfaction	0.000	Positive Impact	Result indicated significant relationship between dimensions of organisational citizenship behaviour with Employee engagement and Job satisfaction, which led to conclusion that OCB enhances the employee engagement and

				supports employee in performing their tasks and have strong impact on job satisfaction
H2	Aspects of emotional intelligence exhibits by employees permits positive mediatory influence on employee engagement and job satisfaction	0.000	Positive Impact	There is a significant relationship between emotional intelligence with Employee engagement and Job satisfaction, which led to conclusion that Higher level of EI has substantial influence on employee engagement and job satisfaction
H3	Employee Engagement has positive impact on Job Satisfaction	0.000	Strong Relationship	There is significant relationship between employee engagement has positive relationship between job satisfaction.

Table 8 Hypothesis testing summary results

DISCUSSION:

The current study sorts several notable contributions to new paradigms of Organisational citizenship behaviour and Emotional Intelligence mediating role in Industrial Psychology. Past studies have result, however, been inconsistent in deriving the conclusion on mediatory roles of OCB and EI. The outcomes of the study support hypothesis of strong relationship between organisational citizenship behaviour and employee engagement. Dimensions of organisational citizenship behaviour categorized as Sportsmanship, Civic Virtue, Conscientiousness, Altruism, Courtesy. All dimensions are statistically significant with employee engagement. This suggest employees are positively influenced by formal and informal extra efforts by organisations. Higher the OCB, advocate higher the employee engagement. Employees are more likely to engage into extra-role behaviour and show their commitment towards organisation. Similarly, extra role attitude of employee encourages quality performance in the organisation.

Engaged employees are to be expected to show more vigorous to achieve their goals. Employees contributes in developing efficiency, adaptableness, flexibility and positive social and emotional apprehension of an organization which accordingly centrals effectiveness of an organization. Employees endeavour task-related goals which are entangled in different role classifications. Engaged employees are expected to accomplish extra role behaviour because they are able to “free up” resources by achieving outcome and executing their task professionally, empowering them to pursue extra roles which are not part of their task/roles. Engaged employees also

contemplate all facets of task to be part of their sphere. Employee engagement concealments the basic magnitudes of intrinsic motivation, which guarantees goal oriented behaviour.

LIMITATIONS, FUTURE RESEARCH, AND CONCLUSION

This research has few precincts which are required to consider while addressing any findings of this research for in future studies. Future studies are required to re-check outcomes of this study by expending OCB and EI measures for reconnoitring on mediating roles. Data were collected as cross-sectional study, the possibility of longitudinal study of OCB and EI or causality could be possible in future study.

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