

Organizational Citizenship and Employee Engagement: The Mediating Role of Organizational Climate

Michael Kwame Mickson¹, Nana Owusua Aboagye Darko², Erika Mamle Osae³, Hilda Appiah⁴

¹Department of Business Administration University of Professional Studies, Accra

Email ID : micheal.mickson@upsamail.edu.gh

²Department of Business Administration University of Professional Studies, Accra

Email ID : nanaowusua.aboagye-darko@upsamail.edu.gh

³Department of Business Administration University of Professional Studies, Accra

Email ID : osae.erika@upsamail.edu.gh

⁴Department of Business Administration University of Professional Studies, Accra

Email ID : hilda.appiah@upsamail.edu.gh

ABSTRACT

The purpose of this research is to investigate the therapeutic potential of the Bontok Chaw-es. This study examines the interplay between Organizational Citizenship Behaviour (OCB), Employee Engagement (EE), and Organizational Climate (OC), focusing on their dynamics within corporate organizations in Ghana. Drawing from organizational and behavioural theories, the research employs a quantitative methodology, surveying employees across the banking, manufacturing, and hospitality sectors in the Greater Accra region. Key findings reveal that OCB positively impacts EE, with OC serving as a significant mediator in this relationship. The study underscores the importance of fostering a conducive organizational climate to enhance employee engagement and promote proactive behaviours that drive organizational success. Practical implications suggest that organizations should prioritize creating supportive environments, leveraging effective HRM strategies, and fostering open communication to achieve sustainable competitive advantages.

Keywords: Organizational Citizenship Behaviour, Employee Engagement, Organizational Climate, Workplace Innovation..

1. INTRODUCTION:

An organization's success hinges not only on the skills and competencies of its employees but also on the values they embody in their work (Barney, 1991). Human resources are a crucial component for any organization, and effective collaboration among employees plays a pivotal role in realizing the predetermined organizational objectives (Kozlowski, 2018). The management of human resources is paramount, and when handled adeptly, it fosters a workplace environment where employees willingly fulfil their responsibilities, often exceeding assigned tasks a phenomenon referred to as Organizational Citizenship Behaviour (OCB) (Podsakoff et al., 2000).

In the contemporary professional landscape, there is a pervasive shift toward high-performance and effective organizational management that prioritizes job satisfaction (Pfeffer, 1998). Organizational Citizenship can prove instrumental in achieving these objectives (Organ et al., 2005). Bateman and Organ (1983) characterize OCB as a discretionary behaviour not explicitly outlined in job descriptions, eluding quantitative assessment through organizational evaluation systems, and arising voluntarily within employees (Organ, 1988; Smith et al., 1983; Bolino et al., 2013). OCB encompasses additional actions such as collaborative teamwork, punctuality, and assistance to colleagues, responsible use of organizational resources, and the

promotion of positivity within the organizational culture (Turnispeed & Rassuli, 2005; Organ, 2014; Podsakoff et al., 2000). According to Nemeth and Staw (1989), fostering organizational citizenship behaviour can propel organizational performance, enhancing competitive advantages by inspiring employees to go beyond their formal job requirements. In the present business landscape, cultivating organizational citizenship behaviour becomes a crucial strategy for organizational success, fostering innovation and creative approaches (Somech & Drach-Zahavy, 2004; Jiang & Gu, 2017).

Attaining organizational effectiveness stands as the paramount objective for any dedicated organization striving to optimize employees' task efficiency, commitment, and intrinsic motivation even in challenging circumstances (Katz & Kahn, 2015). Recent endeavours to enhance organizational performance have integrated positive concepts such as optimism, trust, and engagement (Koyuncu et al., 2006; Luthans & Youssef-Morgan, 2017; Cameron & Spreitzer, 2011). Notably, amidst these factors, employee engagement emerges as a pivotal element universally acknowledged by leaders and managers for its profound impact on organizational effectiveness (Welch, 2011; Saks, 2006; Harter et al., 2002). In Ghana, employee engagement assumes a critical role in labour productivity and overall organizational performance (Narteh & Odoom, 2015). Recognizing the significance of human capital in achieving corporate goals, organizations in Ghana are increasingly prioritizing the creation of conducive work environments that foster

employee engagement (Mirji et al., 2023; Aryee et al., 2017). Organizations place great value on strong interpersonal relationships and teamwork, rooted in cultural principles of collectivism and communal harmony (Gyensare et al., 2016).

This cultural foundation underscores the importance of aligning organizational objectives with personal aspirations, providing avenues for career advancement, and promoting a collaborative work ethos (Brenyah & Obuobisa-Darko, 2017). Additionally, research, such as that conducted by Narteh (2012), underscores the impact of communication and leadership on employees' engagement levels within the Ghanaian context. This highlights the imperative for inclusive and participative management approaches to elevate engagement levels, showcasing the intrinsic link between effective leadership, communication strategies, and heightened employee engagement in the Ghanaian workplace.

The field of organizational climate research dates back to the 1930s, when researchers turned their focus from the physical environment the "hard" environment to the psychological environment the "soft" environment. Kurt Lewin, the founder of group dynamics (1939), was the first to initiate studies in this area with his renowned "leadership style" study, in which he applied three different leadership styles autocracy, democracy, and laissez-faire to create distinct group atmospheres. The relationship between the environment and the organization produced a richly contented organizational atmosphere. Using diverse operational definitions, researchers tended to select distinct atmospheric dimensions in studies. The most well-known categorization of the organizational environment is that proposed by Aguirre in 1968. He divided the organizational environment into four categories: ecology, background, social system, and culture. Based on his conjectures, the organizational climate is the culmination of all the environmental traits that arise from the interaction of these four categories inside a group.

In the exploration of organizational climate, it is imperative to carefully choose variables from four distinct dimensions. The first dimension, ecology, encompasses organizational material resources, such as equipment, materials, instruments, construction, and financial resources. The second dimension, background environment, addresses the diverse background characteristics of an organization's members, encompassing socio-economic status, educational levels, and the self-concept of the individuals involved. Moving on, the third dimension, social system, delves into the intricate interaction between formal and informal roles within organizations. This includes aspects like administrative organization, guidance programs, interactions between leaders and members, as well as decision-making and participation models. Lastly, the fourth dimension, culture, is concerned with the embedded norms, belief systems, values, cognitive structures, and other cultural elements within the organizational context, as highlighted by Schein in 2010. This study aims to add to literature by investigating how organizational culture mediates the relationship between organizational citizenship and employee engagement. In

order to meet these objectives, the study hopes to provide an insightful understanding of the intricate relationships that exist between organizational citizenship, employee engagement, and organizational culture. This knowledge will have applications for leaders in organizations that want to foster a supportive and motivated workforce. Thus, the objectives of the study are to investigate the impact of organizational citizenship on employee engagement, Assess the mediating role of organizational culture in the relationship between organizational citizenship and employee engagement, and identify the dimensions of organizational culture influencing the relationship.

According to recent studies (Smith et al., 2019), the dynamics of OCB may have changed as a result of the evolving nature of work, which is influenced by things like technology improvements and remote work. On the other hand, there is scant empirical data regarding the ways in which these contextual modifications affect the occurrence and outcomes of OCB in modern work environments. Even while leadership has been identified as a critical element impacting OCB (Podsakoff et al., 2014), more research is required to fully understand the complex interactions between different leadership philosophies and how these interactions affect employees' OCB in diverse ways. Furthermore, research indicates that organizational culture is a major factor in OCB formation (Den Hartog & Belschak, 2012); yet, little is known about the particular cultural characteristics that have the strongest correlation with OCB. Organizations hoping to use OCB to improve workplace effectiveness must comprehend these gaps.

The literature on employee engagement is increasing, but there is still a crucial study gap concerning the subtle effects of particular organizational initiatives on raising engagement levels (Saks, 2019). There is a lack of research that systematically examines the efficacy of leadership development programs or particular leadership practices in fostering sustained employee engagement, despite the general recognition of the positive relationship between leadership styles and employee engagement (Bakker & Albrecht, 2018). Furthermore, the impact of organizational citizenship on employee engagement is still little understood, with scant empirical data available on the best communication channels and tactics (Macey & Schneider, 2008). Closing these gaps is essential to creating evidence-based plans that companies can use to improve employee engagement and, in turn, organizational performance.

The impact of organizational culture on a range of organizational outcomes has been the subject of much research; however, the mediating role of organizational culture in the relationship between employee engagement and organizational citizenship has not been fully explored (Al Dhanhani, 2020). A thorough knowledge of how various cultural contexts may affect the mediation effect of organizational culture is hampered by the under investigation of cross-cultural implications in the mediation process (Stahl & Maznevski, 2021). Furthermore, a re-examination of the mediating role of organizational culture in molding employee attitudes and actions is necessary in light of recent advances in the

digital age and multinational work environments (O'Reilly & Chatman, 2018). This study therefore seeks to investigate the mediating role of organizational culture in the relationship between organizational climate and employee engagement.

2. Literature Review

2.1 Organizational Citizenship

Organizational Citizenship can be defined as the voluntary carrying of constructive deeds that are advantageous to the organization, without anticipating any kind of reprisal from the parties concerned. Also, Organizational citizenship (OC) is defined by Robbins and Judge (2008) as voluntary behaviour that is outside of employees' formal work obligations but contributes to the efficient operation of the organization; Jha & Jha (2010) further characterize OC as any employee discretionary effort that benefits the organization without anticipating any concrete reward; Kumar et al. (2009) define OC as individual behaviour that enhances organizational effectiveness and is not directly related to the organizational reward system (Setia et al., 2025). Employees perform a variety of tasks regularly at work, including communicating with coworkers and superiors, following organizational guidelines, delivering work that meets performance criteria and putting up with less-than-ideal working conditions. As a result, an employee's level of job satisfaction or discontent depends on a complicated interaction between a variety of employment-related factors (Wun et al., 2022). According to Tsai (2014), organizational citizenship (OC) and organizational climate reflect the conduct of workers who contribute to the organizational atmosphere.

The concept of organizational citizenship has generated discussions among scholars. For instance, according to Danaeefard et al. (2010), organizational citizenship reflects the voluntary activities that workers undertake on the job activities that go beyond the parameters of their job descriptions. While some workers may voluntarily carry out charitable acts, others might not. Similar to this, Khalid et al. (2013) characterize organizational citizenship as unexpected, voluntary, and discretionary actions meant to support peers in succeeding. Additionally, Organisational Citizenship enhances a culture of cooperation in the workplace, incidentally forming an entity within the organization categorized under unprompted behaviour. Consequently, Organisational Citizenship influences the image and reputation of the organization.

2.2 Employee Engagement

In the field of organizational growth, employee engagement is crucial (Shuck & Wollard, 2010). The literature now in publication emphasizes how important employee engagement has become in recent years (Albrech, 2011). The only empirical study, carried out by Kahn (1990) and subsequently investigated by May, Gilson, and Harter (2004), demonstrated a robust correlation between the three mental circumstances identified by Kahn (1990) and the emergence of engagement inside a workplace. Based on a study of 7939

business units (Harter, Schmidt, & Hayes, 2002), seminal research on employee engagement by Harter et al. (2013) is still frequently mentioned and significant. The researchers supported Kahn's (1990) idea in their meta-analysis, stating that employees engage when they feel emotionally and cognitively engaged in their job obligations. The definition of employee engagement, as presented by its originator Kahn (1990, p. 694), is "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Furthermore, Kahn (1990) distinguished three critical psychological engagement scenarios that are essential for the highest level of employee involvement: important aspects of the work, wellbeing, and social aspects. He underlined that improving total job performance requires personal engagement from employees, which involves effective performance in the physical, mental, and emotional domains. According to Kahn's (1990) theory, employees are less likely to function properly psychologically, physically, and emotionally when they are not engaged in their work.

When employees remain cognitively active throughout working hours, their performance improves and their level of engagement rises. Three fundamental viewpoints are included in employee engagement (EE): (i) vitality, which is defined as having a lot of energy and mental fortitude; (ii) commitment, which is a deep engagement in one's work coupled with a feeling of importance, zeal, and difficulty; and (iii) absorption, which is a state in which people are completely focused and merrily absorbed in their work (Bakker & Demerouti, 2008; Schaufeli & Bakker, 2004). According to Cole et al. (2012) and Rich, Lepine & Crawford (2010), Kahn's framework provides researchers with a useful framework for comprehending an employee's passion and acts as a foundational point of reference for evaluating engagement restrictions.

2.3 Organizational Climate

The emphasis on organizational climate is often placed on how important it is for modern firms to overcome obstacles and improve performance in an efficient and effective manner. This is especially important in dynamic situations where competitors are fierce and quick adaptability is required (Bledow et al., 2009; Choi & Chang, 2009; Uhl-Bien et al., 2007). Empirical research has demonstrated the significance of organizational climate factors in promoting employee innovative behaviour, stimulating creativity, and enabling a smooth and efficient innovation process (Amabile, Conti, Coon, Lazenby, & Herron, 1996; Berkhout, Hartmann, Van Der Duin, & Ortt, 2006; Steele & Taras, 2010). Previous investigations at the organizational and group levels have consistently portrayed a positive impact of Organisational Climate Index (OCI) on various aspects (Amabile et al., 1996; Nijhof, Krabbendam & Looise, 2002; West & Anderson, 1996). The success and sustainability of processes are significantly impacted by the organizational climate, which can both help and impede their successful implementation (Ahmed, 1998). These favourable results

were described in great detail by Martins and Terblanche (2003), who attributed them to the organizational socialization process. In order to guide employees' behaviour and activities to match with the organization's strategy, policies, procedures, and practices, this approach establishes common values and norms.

Numerous firms worked to create a climate that could effectively manage risks by minimizing risk factors and fostering a high degree of flexibility and self-efficacy (Amabile et al., 1996; Hillson, 2002; Martins & F. Terblanche, 2003; Uhl-Bien et al., 2007). These organizations establish an organizational climate that encourages innovation and supports the creative process (Amabile et al., 1996; Berkhout et al., 2006; Chandler, Keller, & Lyon, 2000; Ekvall, 1996). Any organization's internal environment is critical to fostering an inventive culture and creating an organizational climate that encourages innovation. According to Kissi, Dainty, and Liu (2012), this environment is essential for organizational leverage, especially when it comes to encouraging innovation to gain a competitive edge, accomplish objectives, and improve overall organizational performance.

Conceptual Framework

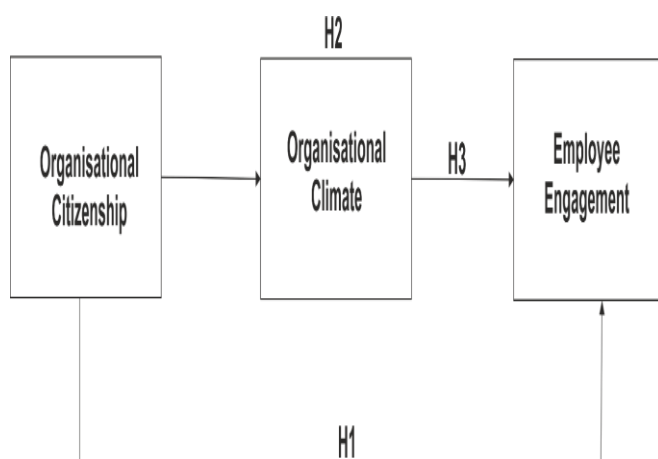


Figure 1: Conceptual Framework of the study,
Source(s): *Author's own construct*

2.4 Hypothesis Development

Organizational Citizenship and Employee Engagement

The relationship between Organizational Citizenship and employee Engagement has become a focal point of interest among scholars (Chen et al., 2002; Chen et al., 1998; Mossholder et al., 2011; Paillé, 2013; Vanishree, 2021). In Chen et al. (1998; 2002), the authors identified behavioural antecedents as crucial predictors of turnover intention and actual turnover. Hence, Organizational Citizenship can justifiably be used to predict employee Engagement. Several previous studies (e.g., Chen et al., 1998; Chen, 2002; Podsakoff et al., 2009) have scrutinized the linkage between Organizational Citizenship and employee engagement. Furthermore, Chen et al. (1998) found that the intensities of Organizational Citizenship indicate the true willingness

and inclination of employees, revealing how much involvement they desire with their organization or their desire to distance themselves from the organization. The central argument here is that a lower level of Organizational Citizenship signifies a stronger reluctance signal from the employee to be part of the organization, translating into a higher likelihood of employees leaving the organization. The connection between Organizational Citizenship and work engagement has been explored in previous studies. For instance, Oren et al. (2012) reported an adverse connection between both variables, considering Organizational Citizenship as a beneficial behaviour for the organization. Conversely, turnover intention is classified as a withdrawal reaction unfavourably directed toward the organization. Additionally, employees with a high level of Organizational Citizenship are less likely to be eliminated from their current workplace compared to those with a low level of Organizational Citizenship (Sharma et al., 2010).

H1: There is a positive and significant relationship between organizational citizenship and employee engagement.

H1: Organizational climate as a mediator in the relationship between organizational citizenship and employee engagement.

Research suggests that the organizational climate, defined as the shared perceptions of the work environment by organizational members (Schneider et al., 2013), plays a pivotal role in shaping employee attitudes and behaviours. The climate sets the tone for how employees perceive their workplace, influencing their willingness to engage in OCB and fostering a sense of engagement.

Several empirical studies provide support for the mediating role of organizational climate in the relationship between organizational citizenship and employee engagement. For example, Alfes et al., (2013) conducted a longitudinal study in a large corporate setting, finding that a positive organizational climate significantly mediated the relationship between employees' OCB and subsequent increases in engagement levels. Furthermore, the study carried out in the healthcare industry by Brown et al. (2019) offers more information about the relationship between employee engagement and organizational citizenship behaviour (OCB). Their research shows that the impression of a positive workplace culture is closely related to the positive impacts of OCB on employee engagement. Workers who engaged in active citizenship tended to feel that the work environment was more encouraging and supportive. Their degrees of engagement were significantly raised as a result of this favourable impression, which was mutually beneficial. The results highlight the relationship between a positive work environment, good citizenship practices, and employee engagement, highlighting how crucial it is to create a supportive workplace culture in order to improve employee engagement generally in the healthcare industry and possibly beyond.

In 2014, Shaymy et al. carried out a study named "Analysis of the Impact of Perceived Organizational Climate on Citizenship Behaviour of Nurses in Noshahr Town." The results showed that Organizational

Citizenship Behaviour (OCB) can be improved by improving the perceived organizational climate through the creation of a favourable work environment. As a result, it is recommended that emphasizing the improvement of the organizational climate be advantageous. Getting people involved in cooperative activities enhances teamwork and motivates coworkers to complete tasks more successfully. Moreover, workers are more likely to start and encourage innovation in the workplace when a business fosters an inventive culture.

Shariati & Rahimi, (2021), carried out a thorough investigation of the organizational dynamics inside Tehran's municipality's sport organization, with a particular focus on the complex interactions between organizational environment and employees' Organizational Citizenship (OC). The study's findings demonstrated a significant and favourable relationship between the organizational culture that exists within the sports organization and the employees' display of OC. The results showed a predictive link where the organizational climate was found to be a significant predictor of OC, going beyond simple correlation. The significance of the company atmosphere in influencing employees' inclination to participate in civic activities is highlighted by Amini's research. This realization advances our knowledge of organizational dynamics in the particular setting of a sports organization and adds to the growing body of knowledge regarding the key elements influencing constructive behaviour and teamwork in a variety of work settings.

H2: Organizational climate acts as a significant mediator in the relationship between organizational citizenship and employee engagement.

Organizational Climate and Employee Engagement

A well-known theory that has gained popularity in recent studies suggests that there is a strong correlation between employee engagement and organizational climate. Academics contend that the attitudes, values, and practices that are prevalent in a company, known as the organizational climate, have a significant impact on how engaged employees are. Based on research done, scholars have been delving deeper into the complex interactions between these two concepts. One research, for example, by Stanley (2024), explores how a supportive leadership style and a cooperative work environment might promote employee engagement inside an organization. Smith (2019) offer valuable perspectives on the impact of organizational climate elements, like acknowledgment and communication, on the affective and mental facets of worker engagement. The theory is still being investigated, which emphasizes how dynamic organizational dynamics are and how they directly affect employee engagement in modern work environments.

H3: Organizational Climate positively and significantly impact on Employee Engagement

3. Methodological Framework

3.1 Research Design, Study Context and Population

This study explores the mediating effect of organizational climate on the relationship between organizational culture and employee engagement. A quantitative approach was used where a questionnaire was developed for data collection. The study was conducted in the Greater Accra region because it forms the hub of majority of corporate organizations. The sectors focused on were banking, manufacturing and hospitality sector considering their dominance in the region and staff capacity; this facilitates the possibility of reaching out to higher number of respondents. As outlined by Dillman, Smyth, and Christian (2011), to minimize the likelihood of sample error and enhance the representativeness of the sample, it is imperative to precisely define the study's target population and distribute the survey specifically to this identified population. The target population for the study comprised of entry level employees, mid-level and senior management of the respective sector selected for the study.

3.2 study area information

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3.3 Data Collection

Using Yamane's sample size formula (Yamane, 1967), the study seeks to administer a questionnaire to 382 respondents from the study area. Electronic questionnaires created especially for the study were used to gather data. The poll was intended to gauge employee engagement, corporate citizenship, and organizational atmosphere, the researchers explained when inviting staff to voluntarily participate in the study. Participants were informed that the information gathered would only be utilized for study and that complete confidentiality and anonymity would be maintained.

3.4 Measurements of Constructs

Organizational Citizenship: A 10-Item Short Version measure called the Organizational Citizenship Behavior Checklist (OCB-C) is used to gauge how frequently workplace citizenship behaviors occur. Items require respondents to rate the frequency with which they (or others, such as coworkers or subordinates) engage in each behavior. "Volunteered for extra work assignments" and "offered suggestions to improve how work is done" are two examples of OCBO items.

Employee Engagement: Employee engagement was evaluated using the abbreviated version of the Utrecht Work Engagement Scale (UWES), as validated by Schaufeli et al. (2006). This assessment adhered to Schaufeli et al.'s (2002) definition of employee engagement. The concise scale comprises nine items, examining the dimensions of vigor, dedication, and absorption, with three items allocated to each dimension. The UWES-9 exhibits commendable psychometric properties, as indicated by Schaufeli et al. (2006). Recent Confirmatory Factor Analysis (CFA) studies consistently support the theoretically derived three-factor structure of UWES-9, demonstrating its superiority over the one-factor structure (Bakker et al., 2011; Hallberg & Schaufeli, 2006; Schaufeli et al., 2006). Respondents were requested to rate their responses on a seven-level frequency scale, ranging from 1 (never) to 7 (every day). Sample items included "When I get up in the morning, I feel like going to work" (vigor), with a reliability of .87; "To me, my job is challenging" (dedication), with a reliability of .86; "Time flies when I'm working" (absorption), with a reliability of .7.

Organizational Culture: We employed the Work Climate Questionnaire (Williams et al., 1996) to assess organizational climate. The questionnaire utilizes a 6-point Likert-type scale for measurement, ranging from, 1 ('Very strongly disagree') to 6 ('Very strongly agree'). Sample items encompass statements such as 'I feel that my manager provides me with choices and options' and 'my manager conveys confidence in my ability to do my job well.' The alpha coefficient for the 6-item scale is 0.850, indicating a high level of internal consistency.

3.5 Data Analysis

To validate the conceptual framework and assess the reliability and validity of the measurement scales incorporated in our study, confirmation was conducted using the maximum likelihood method. This approach was chosen considering the reflective nature of our construct and the size of our sample. To assess the degree to which the designated model accurately replicated the underlying covariance matrix, we employed a well-established set of goodness-of-fit indices, including χ^2 , SRMR (Standardized Root Mean Square Residual) ≤ 0.07 , RMSEA (Root Mean Square Error of Approximation) ≤ 0.07 , NFI (Normed Fit Index) ≥ 0.90 , and CFI (Comparative Fit Index) ≥ 0.90 , as recommended by Bentler (1995, 1999), Hu and Bentler (1999), and Steiger (2007). Additionally, the study used structural models for testing the hypothesis with predictive models.

4. Results and Discussion

4.1 Measurement of key variables and analytical presentations

4.1.1 Confirmatory Factor Analysis

Table 4.1: Measurement of the structural model fit

Fit Indices	Measurement Model (First Order).	Measurement Model (Second Order)	Recommended Value
χ^2			
NFI ideal	0.961	0.924	≥ 0.9 , but ≥ 0.95 is
CFI ideal	0.937	0.953	≥ 0.9 , but ≥ 0.95 is
RMSEA	0.048	0.037	≤ 0.08
SRMR	0.031	0.520	≤ 0.08
CFI			

In order to examine the distinctiveness of employee engagement, organizational citizenship behaviour, and organizational climate variables (i.e., discriminant validity), we conducted a Confirmatory Factor Analysis (CFA) using the AMOS program. Using a series of established goodness-of-fit indices (i.e., χ^2 , SRMR ≤ 0.08 , RMSEA ≤ 0.08 , NFI ≥ 0.90 , and CFI ≥ 0.90 ; Bentler, 1995; Steiger, 2007), we evaluated the fidelity of the stated model to replicate the underlying covariance matrix.

Through inter-correlations, the convergent validity of corporate citizenship behaviour, organizational climate, and employee engagement was investigated. For every part of the model, the fit indices showed a strong alignment that was above the established thresholds. We evaluated the convergence validity by closely examining the relevance of each item's loading with respect to its suggested underlying component (Gerbing and Anderson, 1988). Every item heavily loaded on the assumed structures, according to the results of the first- and second-order measurement models.

4.1.2 Assessment of measurement models.

Sub variables	CR	AVE	MSV
Altruism	0.791	0.586	0.215
Conscientiousness	0.882	0.612	0.822
Courtesy	0.931	0.862	0.758
Feedback and Recognition	0.903	0.714	0.712
Vigor	0.851	0.661	0.593
Dedication	0.793	0.659	0.755
Meaningfulness of Work	0.709	0.681	0.315
Diversity and Inclusion	0.781	0.593	0.790
Communication	0.929	0.650	0.863
Innovation and Creativity	0.877	0.761	0.740
Recognition and Rewards	0.942	0.574	0.831

Note: CR: composite reliability; AVE: average variance extracted, MSV: maximum shared variance.

The results of the Average Variance Extracted (AVE) study demonstrate convergent validity assessment, which shows how diverse the observable variables are that can be linked to latent structures. A greater representation of observed variables to their associated latent constructs is indicated by a higher variance or diversity of observed variables contained within latent constructs. Based on the obtained AVE values, convergent validity is assessed using AVE examination. Table 4.2 makes it clear that every variable has an AVE value greater than 0.5: the lowest AVE of all organizational citizenship factors is 0.586 for altruism; employee engagement variables have an AVE of 0.679; and organizational climate variables have an AVE of 0.645. Thus, it can be concluded that every variable used in the research exhibits validity.

Internal Consistency Reliability (ICR) is evaluated by looking at the values for Composite Reliability (CR) and Cronbach's Coefficient Alpha, which are shown in Tables 4.3 and 4.2, respectively. For the organizational climate, organizational citizenship, and employee engagement variables, the average Cronbach's Coefficient Alpha values are 0.875, 0.813, and 0.847, respectively. All of these values are higher than 0.8 and getting close to 1. Comparably, the organizational climate, organizational citizenship, and employee engagement variables have Composite Reliability (CR) values of 0.882, 0.814, and 0.868, respectively, all of which are higher than 0.8. High dependability is shown by these results for every variable included in the analysis.

Moreover, the observation that the variance of latent variables exceeds the square of the correlation between them validates discriminant validity. Put another way, the notions' discriminant validity is reinforced when the AVE is greater than the Mean Shared Variance (MSV).

Table 4.3: Mean, Standard Deviation and Correlations of variables

Variables	M	SD	1	2	3	4	5	6	7	8	9	10	11
Courtesy	3.51	0.72	0.93										
Conscientiousness	2.85	0.77	0.51**	0.90									
Altruism	3.66	0.83	0.022	0.03	0.71								
Feedback and Recognition	3.26	0.59	0.62**	0.58**	0.67**	0.76							
Vigor	3.44	0.81	0.61**	0.68**	0.58**	0.73**	0.84						
Dedication	3.72	0.64	0.74**	0.42**	0.48**	0.53**	0.39**	0.91					
Meaningfulness of Work	2.20	0.89	0.84**	0.81**	0.77**	0.79**	0.81**	0.76**	0.74				
Diversity and Inclusion	4.01	0.91	0.14**	0.03**	0.08**	0.12**	0.09**	0.132**	0.04*	0.81			
Communication	3.89	0.83	0.16**	0.07**	0.13**	0.05**	0.14**	0.08**	0.09**	0.12**	0.93		
Innovation and Creativity	3.04	0.75	0.23	0.43	0.48	0.39	0.51	0.35	0.44	0.49	0.53	0.82	
Recognition and Rewards	4.41	0.82	0.004	-0.03	0.003	0.07	0.02	-0.027	0.05	-0.032	0.06	0.057	0.94

Notes: M = mean; SD = standard deviation; *significant $p < 0.05$; ** significant $p < 0.01$; *** significant $p < 0.001$. Cronbach's α measuring the reliability of scales used is presented in the diagonal. It is between 0.71 and 0.94

Table 4.4: Hypothesis testing

Hypothesis	Relationship	Path Coefficient	z-value	Significant	Supported?
H1	EE \longrightarrow OCB	0.340	1.223	*	Yes
H2	OC \longrightarrow EE, OCB	0.418	0.083	*	Full mediator
H3	OC \longrightarrow EE	0.162	1.304	*	Yes

Note: The M and SD are representing mean and standard deviation respectively. The confidence level which indicates * $p < 0.05$ and ** $p < 0.01$

It can be seen from the table that variables with a p-value of 0.05 are statistically significant. This means that the correlation is extremely dependable because there is less than a 5% possibility that it is the result of random chance. According to Hypothesis 1, Organizational Citizenship Behaviour (OCB) and Employee Engagement (EE) are positively correlated. The statistical results support this theory by showing a substantial positive association between EE and all OCB dimensions. Thus, there is a positive correlation between enhanced Organizational Citizenship Behaviour and higher levels of Employee Engagement.

The hypothesis's mediation study shows that Organizational Climate, a component of OCB, directly affects EE. Full mediation is shown by the indirect impact's insignificant value, as suggested by the direct effect value of 0.340 and its significant p-value. The direct impact value (0.162) and its p-value of 0.05 regarding the association between Organizational Climate (OC) and EE are highly significant, supporting the hypothesis.

5. Discussion

This study aims to investigate the relationship between employee engagement and organizational citizenship behaviour. The results show that there is a significant correlation between these two variables. This association might result from the fact that workers who demonstrate excellent organizational citizenship behaviour frequently participate in important organizational functions and decision-making processes. As to Jex and Britt (2014), employee engagement denotes a strong inclination to actively participate in the business, whereby individuals are able to relate to its principles and are prepared to commit their physical and mental energies to accomplishing its goals. An organization's culture of citizenship usually encourages these kinds of actions. In a similar vein, research by Rich et. al., (2010) also demonstrates a strong correlation between employee engagement and organizational citizenship behaviour.

Farooq et. al., (2014), emphasize how crucial it is to create a pleasant organizational climate using efficient HRM

techniques in order to raise employee engagement, which in turn improves the performance of the company. Their results are consistent with those of this research, which shows that organizational climate plays a significant mediating role in the relationship between employee engagement and corporate citizenship behaviour. The study also finds a strong and direct relationship between organizations climate and employee engagement.

6. Conclusion

In conclusion, organizations hoping to develop a highly engaged and productive workforce cannot emphasize how important it is to create a positive corporate climate. Empirical studies consistently indicate that the organizational climate plays a crucial role in determining the correlation between employee engagement and corporate citizenship conduct. Organizations can foster an environment where employees have a strong sense of purpose and alignment with the company's objectives by giving priority to aspects like trust, teamwork, and shared values. This can encourage proactive actions that improve organizational performance. Additionally, a positive workplace culture encourages employee dedication and job satisfaction in addition to open communication and teamwork, which eventually results in improved teamwork, enhanced innovation, and higher retention rates. Not only do these settings draw the best talent, but they also help people grow and contribute significantly. Therefore, spending money to create a positive workplace culture is not only a strategic necessity for sustaining a competitive edge in the fast-paced business environment of today but also a means of encouraging the well-being of employees.

In the future, it is imperative for firms to acknowledge the fundamental connection between employee engagement and organizational citizenship behaviour. They should also integrate corporate responsibility programs into their attempts to improve employee engagement. This all-encompassing strategy can create an environment that is favourable to employee engagement and corporate citizenship behaviour, especially when combined with investments in efficient HRM procedures and a culture of open communication and appreciation. By doing this, companies may enhance worker performance and, in the long run, add to their overall viability and success. Thus, in today's fast-paced business world, building a favourable organizational climate must be given top priority if long-term success is to be achieved.

5.1 Implication to practice

Building a favourable corporate climate should be an organization's top priority if it wants to develop a more engaged and productive staff. The results of numerous studies highlight how important organizational atmosphere is in moderating the connection between corporate citizenship behaviour and employee engagement (Farooq et. al., 2014). Organizations can promote increased employee engagement by cultivating a work environment that prioritizes trust, collaboration, and shared values (Jex & Britt, 2014). Proactive behaviours

that support organizational performance are more likely to be displayed by staff members who have a feeling of purpose and alignment with the organization's objectives.

Employees are more likely to feel like they belong and that the organization's goals are aligned in such a setting. This alignment acts as a stimulant for proactive actions that improve organizational results. Workers who believe their job is encouraging and growth-oriented are more likely to put in extra effort and display OCB, which includes helping coworkers, volunteering for projects outside of their job description, and coming up with creative ideas to improve procedures.

Additionally, a positive workplace culture encourages open lines of communication and gives staff members the confidence to express their thoughts without worrying about repercussions. In addition to strengthening trust, this openness promotes teamwork and group problem-solving. Employee commitment and job satisfaction rise as a result of feeling appreciated and respected.

Organizations that place a high priority on fostering a good environment benefit in many ways, such as increased innovation, better teamwork, and higher retention rates. Furthermore, these kinds of settings draw top individuals looking for somewhere to work where they can flourish and make a significant contribution. In the end, making investments to foster a pleasant workplace culture is not only beneficial to workers' well-being but also a strategic necessity for gaining a sustained competitive edge in the fast-paced business environment of today. Organizations also need to understand how employee engagement and organizational citizenship behaviour are related to one another. Studies regularly show that these two variables are highly correlated (Rich et. al., 2010). This implies that programs targeted at encouraging corporate responsibility should be included in attempts to increase employee engagement. In addition to fostering a sense of ownership, encouraging employees to actively participate in organizational functions and decision-making processes also improves their commitment to the goals of the company.

Organizations can establish an atmosphere that supports employee engagement and organizational citizenship behaviour by investing in methods to improve organizational climate, such as putting into practice efficient HRM practices and cultivating a culture of open communication and appreciation. In the end, this all-encompassing strategy improves employee performance while also supporting the organization's general viability and success.

5.2 Limitation of the study

There were various limitations to this study that should be taken into account. First, the study was only conducted in Ghana's Greater Accra Region, which would limit the findings' applicability to other areas or nations with distinct organizational or cultural dynamics. Second, the study might have missed industry-specific subtleties in other sectors because it only looked at the banking, manufacturing, and hospitality sectors. Third, self-reported questionnaires were used for data collection,

which can create bias because of participants' subjective opinions and possible social desirability answers. Last but not least, the study's cross-sectional methodology makes it impossible to demonstrate a causal link between organizational climate, employee engagement, and citizenship behaviour. By extending the geographic and industrial reach, using longitudinal designs, and including a variety of data gathering techniques, future research could overcome these constraints.

CRediT authorship contribution statement

Michael Kwame Mickson, Erika Mamle Osae and Hilda Appiah contributed to the conception and design of the study, literature review, and interpretation. John Bosco Tieyiri helped in drafting of the manuscript and preparation of the final version. All Authors have read the manuscript and have agreed to submit it in its current form

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Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Conflict of Interest

The authors of this article disclose to have no conflicting interests in this study.

Appendix A. Supporting information

The authors further disclose that supplementary data associated with this article can be found in the online version at doi:xxxxxxxxxxxxxxxxxx.

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