

**INTERACTION ROLE OF WORK ENGAGEMENT AND ETHIC ON THE
RELATIONSHIP BETWEEN PERSONAL RESOURCES AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG MANAGERS IN
STATE CORPORATIONS IN KENYA**

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DECLARATION

Declaration by Candidate

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DEDICATION

“For we know in part and we prophesy in part, but when perfection comes, the imperfect disappears. When I was a child, I talked like a child; I thought like a child, I reasoned like a child. When I became a man, I put childish ways behind me. Now we see but a poor reflection as in a mirror; then we shall see face to face. Now, I know in part; then I shall know fully, even as I am fully known. And now these three remain: faith, hope and love. But the greatest of these is love”. I Corinthians 13:9-13

I dedicate this thesis to my family; wife and children .We endured together with faith, hope and anticipation; above all, we kept the love throughout the long tough highly engaging journey characteristic of total commitment and sacrifice.

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ABSTRACT

Organizational citizenship behaviour, Work engagement and positive Work ethic have gained prominence as emerging work behaviours that improve individual and organizational performance. However, debate is raging on the factors that drive the behaviours. Researchers have focused on organizational causes ignoring individual employees' characteristics. Besides, these work phenomena are rarely discussed in the African context and Kenya in particular. This study examined three psychological and emotional skills as determinants of Work engagement and Organizational citizenship behaviour. A new approach of the effect of Work engagement and Work ethic on Organizational citizenship behaviour was also explored. The study was informed by Self-determination; Broaden-and-built and Social exchange theories. A cross-sectional survey design was used. Thirty eight State Corporations were selected using stratified and systematic sampling procedure. Approximately 14,363 middle-level Managers constituted the target population from which 389 respondents were proportionately sampled and issued with self-administered questionnaires to obtain data. The data was analyzed using descriptive and inferential statistical tools. Exploratory Factor analysis was utilized to validate and construct indices. The reliability of data was ascertained by setting Cronbach Alpha values limits at ≥ 0.50 . Variable correlation was derived using Pearson product moment correlation. Hierarchical regression was used to examine relationships and interaction among the study variables and to test the hypotheses at $\alpha = 0.01$. The findings from hierarchical regression indicate the elements of Personal resources except Optimism positively and significantly correlate and predict Organizational citizenship behaviour and Work engagement. Organizational-based self-esteem prediction was significant at $\beta = 0.162 (p < 0.01)$; Self-efficacy at $\beta = 0.115 (p < 0.01)$; Work engagement and Work ethic were also statistically significant at $\beta = 0.16 (p < 0.01)$ and $\beta = 0.25 (p = 0.254)$ respectively. Work engagement partially mediated the relationship between Personal resources and Organizational citizenship behaviours; however, the mediation process was not moderated by Work ethic. This study demonstrated that employees' positive psychological and emotional skills drive positive work behaviour. Organizations should identify, cultivate and uphold employees' positive psychological and emotional skills to enhance positive work behaviour at the work place so as to improve individual and organizational performance. Further studies on same variables among non-managerial employees is recommended. A longitudinal qualitative design may yield more insight on positive work behaviour regardless of the target group. Optimism and Work ethic remain important concepts worth further investigation for deeper understanding of work place behaviour practices. Moderated mediation and related models are new approaches worth being used to understand complex phenomena prevalent in social science; this has been made possible with the development of user friendly data analysis tools such as PROCESS *Macro*.

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LIST OF ABBREVIATIONS

COR:	Conservation of Resources Theory
DV:	Dependent Variable
IV:	Independent Variable
JD-R Model:	Job Demand Resource Model
KMO:	Kaiser-Meyer-Olkin
MWEP:	Multi-dimensional Work Ethic Profile
OCB:	Organizational Citizen Behaviour
OPT:	Optimism
OSE:	Organizational-Based Self-esteem
PWE:	Protestant Work Ethic
SCAC:	State Corporations Advisory Committee
SDT:	Self Determination Theory
SE:	Self-efficacy
SEOSE:	Self-efficacy and Organizational-based Self-esteem
SEOSEWET:	A product of Personal resources and Work Ethic
SET:	Social Exchange Theory
TUC:	Trade Union Congress
UK:	United Kingdom
UWES:	Utrecht Work Ethic
WEN:	Work Engagement
WET:	Work Ethic

OPERATIONAL DEFINITION OF TERMS

Interaction; is a reciprocal action or influence occurring in relations. It stands for the moderating effect of work ethic on the relationship between work engagement and organizational citizenship behaviour (Schaufeli & Bakker, 2003).

Managers/employees; constituted the middle-level managerial members of staff; they constitute professionals and non-professionals responsible for profit centres or operational effectiveness of a meso-level unit of an organization (Hales, 2007). They act as synthesizers and facilitators, promoting the adaptation and continuous flow of information and participation, so as different organizational activities are linked up for the realization of set goals Lavarda, Canet-Giner, Peris-Bonet (2010). This level of employees constitutes the unit of analysis in this study.

Moderated-Mediation; is an assumption that the mediating process responsible for producing the effect of the treatment on the outcome depends on the value of a moderator variable (Muller, Judd & Yzerbyt, 2005). Thus, the indirect effects of Personal resources on OCB through Work engagement depend on Work ethic.

Optimism; is the tendency to believe that one can generally experience positive outcomes in life which in turn increases his/her propensity to take action and deal with uncertainties in life (Peale, 1956). Such people concentrate on favourable aspects of situations, actions and events with the firm belief of the best possible outcome ahead (Furnham, 1997).

Organizational Citizenship behaviour; this is a positive work performance behaviour demonstrated by one's willingness to voluntarily help others solve work-related problems, generalized compliance such that one can voluntarily carry out work conscientiously, accepting minor frustrations and behaving with courtesy and respect to others. These behaviours though not related to the formal reward systems promote the effective functioning of the organization (Organ, 1988). The researcher also used citizenship behaviour to imply Organizational citizenship behaviour.

Organizational-Based Self-esteem; is a basic evaluation or conclusion an individual holds about himself or herself to be capable, significant and worth as a member of an organization since he/she can competently satisfy needs by participating in roles in the organization as such concludes he/she as important (Pierce, Gardner, Cummings and Dunham (1989).

Personal resources; these are the basic conclusions or evaluations individuals hold about themselves. They include the assumptions individuals hold about their worthiness, functional abilities and capabilities to control and impact upon their environment, these aspects of the individual are often linked to resiliency (Hobfoll, Johnson, Ennis, & Jackson, 2003). These are naturally and formally acquired psychological, cognitive and emotional skills, they include Self-efficacy, Optimism and Organizational-based self-esteem; also regarded as psychological and emotional skills Luthans, (2006) refers them as psychological capital.

Positive Work Behaviour; are arrays of behaviours characterized by working with vigour, dedication and deeply observed in work; showing commitment and

loyalty by putting in extra effort and time voluntarily in pursuit of organizational goals; helping colleagues solve work and none work related problems and adjusting to organizational challenges without complaining.

Self-efficacy; is a personal resource or attribute in which the individual perceives oneself as able to deal with situations and demands in a broad array of contexts (Chen, Gully & Eden, 2001).

Vigour; a dimension of work engagement of being filled with high levels of energy and mental resilience while working; it is the willingness to invest effort in ones work and persistence even in the face of difficulties (Kahn, 1990).

Work absorption; an element of work engagement of being fully concentrated and happily engrossed in ones work, to the extent whereby time passes quickly and one has difficulties with detaching oneself from the work (Schaufeli & Bakker, 2003).

Work dedication; a dimension of work engagement of being strongly involved in ones work and experiencing a sense of significance, enthusiasm, inspirational pride and challenge (Schaufeli & Bakker, 2003).

Work Engagement; refers to positive work behaviour characterized by the dedication, vigour and absorption an employee displays while performing tasks. It's a positive feeling that employees have towards their jobs as demonstrated by the motivation and effort they put in, (Kahn, 1990). It is more than just job satisfaction and commitment.

Work Ethic; a commitment to the value and importance of hard work (Miller, 2002)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This study is motivated by the growing concern by management strategists that organizations would only remain relevant in the current highly competitive business and political environment if they invest on unique resources and capabilities of its employees. Indeed, organizational efficiency and effectiveness largely rest on the uniqueness of the abilities of employees rather than processes and technologies which are easily replicated time and again by competitors (Jassim, 2007; Saha, Jircikova & Bialic-Davendra, 2011).

Some of these capabilities are embedded in the employees work performance behaviour defined by the attributes, conclusions, and perceptions they hold about themselves. One of the most important work performance behaviours emerging in management literature as key to organizational efficiency and effectiveness is organizational citizenship behaviour. The route to competitiveness is possible if an organization can identify, hire and retain employees who are not only highly skilled and motivated but also endowed with positive work performance behaviours such as being ready to go beyond formal job descriptions in task performance (Qureshi, Shahjehan, Zeb, & Saifullah 2011). However, Hewitt (2012) report provides shocking evidence that 6 out of 10 employees globally do not possess desirable work performance behaviours including work engagement and citizenship behaviours.

The concept organizational citizenship behaviour has been defined as an “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organization” (Organ, 1988, p 4). It is going beyond or exhibiting extra-role behaviours beyond the formally set standards in assigned tasks. Individuals are capable of exhibiting none enforceable and unexpected behaviours and actions that objectively promote organizational effectiveness (Organ, 1990). Various empirical studies have shown that these discretionary behaviours strongly contribute to organizational performance (Podsakoff, MacKenzie, Paine & Bacharach, 2000; Podsakoff, Whitting, Podsakoff & Blume, 2009). It therefore makes strategic sense for organizations to focus on identifying and nurturing the antecedents of citizenship behaviours as strategic pursuits towards organizational success.

Organizations have tried all kinds of strategies to improve their effectiveness and efficiency to remain competitive; however, majority focus mainly on operational and processes improvement measures such as improvement of organizational-based human resource systems and practices to motivate staff; others invest in reorganizing operational systems. However, these initiatives have not yielded much positive, desirable outcome. Moreover, most of these strategies are easily copied and replicated by competitors thus cannot be relied upon for competitive advantage.

Alternatively, Managers may need to look into employees’ side of organizations (Markos and Sridevi 2010) by focusing on full employment and deployment of the unique psychosomatic and emotional resources possessed by the employees. This involves having knowledge of the workplace behaviour through understanding the

psychological state of employees and relating them with the performance and the overall productivity of the organization. For example, employees of proactive and benevolent character, willing to invest their discretionary effort for their organization are capabilities that are rare, in-imitable and valuable resource that can greatly improve performance. Schaufeli, (2013) observed that employee's psychological capabilities are important requirements necessary for the success and survival of organizations. Undoubtedly, modern organizations' performance and survival depend on the entire person of the employee, not just the physical and cognitive capabilities (Kahn, 1990).

Organizational citizenship behaviour is an observable characteristic of highly engaged employee (Ariani 2013); they exhibit unique extra-role behaviours which positively impact on individual and organizational effectiveness (Abu Bakar, 2013; Schaufeli & Baker, 2010). The kinds of employees give full discretionary effort at work, seek new challenges, and are highly vigorous and dedicated to their job. Besides, they often offer themselves voluntarily for extra roles that lead to high performance (Baker & Schaufeli 2009). Such work behaviour presents a scenario in which there is congruence between the employees' priorities and organizational goals. Employees endowed with the kind of capabilities are highly regarded by management and customers; they constitute an imperative unique resource to organizations.

Globally, there seems to be no consensus on the dimensions and measures of Organizational citizenship behaviour; however, it is apparent from the literature that the dimensions developed by Organ (1988) are the most popular. These are; altruism, courtesy, conscientiousness, civic virtue, sportsmanship. These elements constitute work related behaviours that are exhibited at different levels by different individuals as

depicted in studies carried out in various countries including Portugal (Neves, Paixa, Alarcao and Gomes, 2013); Indonesia (Sparrow, Chadrakumara and Perera, 2010); Arabia (Ahmed, Rasheed and Jehanzeb, 2012) and South Africa (Mathumbu and Dodd, 2013).

The practice of citizenship behaviours is a demonstration of high levels of employee commitment to work and organization (Youseff, 2000). A global study sponsored by the Scottish government in 2012 showed that committed employees are likely to perform 20% better than the average performer and are 87% less likely to leave their current employer. A study by Ranjbar, Zamani & Amiri (2014) in the United Arab Emirates showed that there is a significant relationship between Organizational citizenship behaviour and productivity. Various studies have linked organizational factors with positive work behaviour including OCB, some of these studies include; (Benjamin 2012; Gilbert, Laschinger, & Leiter, 2010; Mihir, Utpal & Phadke, 2012).

However, Personal resources are discussed as predictors of OCB in this study. The assumption is that the individual persons' characteristics as shaped by individuals' psychological and emotional state and the general perception about work influence his or her practice of citizenship behaviour at the work place. Personal resource is a concept coined by industrial psychologist; they are individual capabilities and characteristics ideal for execution of work. The psychologist recognized Self-efficacy, Optimism and Organizational-based self-esteem as key Personal resources necessary for work performance (Bakker 2008; Xanthopoulu *et al.*, 2009; Tims, Bakker & Xanthopoulu 2011). Generally, Personal resources are positive emotions and positive evaluations of oneself that renders an individual to belief in positive personal and organization future outcomes. Baker (2009) observed that individuals high in Personal resources have high

positive self-regard and more self-concordance. Such individuals are more likely to practice citizenship behaviour at the work place. From the foregoing, there is a link between Personal resources and personality traits.

Ariani (2012) observed that certain personality traits has the potential to yield citizenship behaviour at the work place; this is so considering that personality traits is a dimension of human behaviour likely to direct and organize behaviours in general. This author demonstrated evidence suggesting that Self-efficacy, predicted citizenship behaviours among Indonesian Bank employees. Whereas Hobfall, (1989) observed that Self-efficacy is a positive personal evaluation linked to resiliency and individuals sense of ability to successfully control and have impact on one's environment including work itself. Singh & Singh (2009) argued that conscientiousness is a personality trait associated with better work performance because individuals high in conscientiousness are hard workers, efficient, thorough and dependable individuals who deliver with minimum supervision. Besides, conscientious people readily take initiative to solve problems as they arise. Conscientiousness is a dimension of citizenship behaviours; the authors empirically demonstrated it as a personality trait amongst Indian employees that positively and significantly predicted positive work performance behaviours. In a study among faculty members in an Iranian University Shahidi, Shamsnia and Baezat (2015) affirms the five dimensions of organizational citizenship behaviour and showed Self-efficacy predicted citizenship behaviours.

There is empirical evidence linking the other forms of Personal resources with citizenship behaviour; Malik (2013) established a link between Optimism, hope, Self-efficacy and resiliency with citizenship behaviours. Xanthoupoulou (2009) opined that

Optimism is the tendency to believe that one will generally experience good outcome in life now and in future. Optimistic people are better placed to surmount life challenges including work place challenges because of their abilities to cope with situations (Iwanga, Yokpyama & Seiwa (2004). Luthan (2007) thinks they are more adaptive to diverse environments. Junnghoonlee (2012) considers optimistic individuals as endowed with high internal locus of control and self-efficacy such that they find work demands as ordinary surmountable and enjoyable states that would end successfully. Moreover, optimistic individuals are naturally positive and will often reassess situations particularly job demands (obstacles) positively instead of giving up. Furthermore Hopfall (1998) suggested that optimism may contribute to recreation of other Personal resources ideal for work performance.

Whereas Organizational-based self-esteem is a state of mind in which an individual employee believes he can satisfy his needs by participating in roles in an organization. It defines an employees' perception of themselves as worthy and important contributors to the being and success of an organization. It is about self-rated value held in relation with organization. Employees who rate themselves high in OSE believe they are a valuable in an organization; they feel trusted by superiors and colleagues; as such they believe they are an important extension of the organization. Studies show that such employees are better at confronting stressful demands of the job (Pierce & Gardner 2004). Ogunyele, Oke, Olawa, & Osagu, (2014) demonstrated evidence of a relationship between Organizational-based self-esteem and citizenship behaviours. Further, Piccolo and Colquitt (2006) study in an American sample, found a strong link between employees intrinsic motivation, citizenship behaviours and task performance in a transformative leadership environment. This means individuals driven by self-

generating rewards could easily exhibit discretionary behaviours that are rarely associated with external rewards.

Studies on positive work performance behaviours (OCB and Work engagement) is beginning to take root in Africa, a study by Mathumbu *et al.*, (2013) suggested that organizational support enhanced Work engagement and higher Organizational citizenship behaviour among Nurses in a South Africa public hospital. Whereas, Ogunyele, Oke, Olawa, & Osagu (2014) study in Nigeria shows Organizational self-esteem positively relates to citizenship behaviours exhibited by teachers. They argued that teachers who perceive themselves negatively are unlikely to go beyond the call of duty.

While the concept of Work engagement is beginning to attract scholarly interest in Kenya, the concept organizational citizenship behaviour is rarely discussed in academic and practitioner literature. Moreover, discussions on Personal resources as antecedents of citizenship behaviour and work engagement are missing in the literature; indeed, most studies have focused on organizational factors as predictors of work engagement. Mokaya and Kipyegon (2014) study sort to establish the level and the drivers of work engagement among Co-operative bank employees in Kenya. They reported a fairly high work engagement levels that is driven by organizational factors including financial rewards, improved work systems as well as sufficiency in provision of tools of trade. While, Kangure, Wario & Odhiambo (2014) reported a moderate work engagement level among employees of Kenya Ports Authority. They observed that job characteristics were some of the most important predictors of work engagement. Similarly, Mwangi (2014) study on public universities suggested that institutions must go out of their way

to invest in enhancing employee work engagement through policy and practice because both the employer and the employee benefit.

Although the benefits of employees practicing positive work behaviour such as OCB at the work place is currently being discussed widely by management scholars outside of Africa, there is need to approach the discussion from a multidimensional perspective so as to describe the phenomena more deeply and widely. As such, this study sought to demonstrate that Work engagement could be the mechanism through which Personal resources in forms of Self-efficacy, Optimism and Organizational-based self-esteem exerts its influence on citizenship behaviours and Work ethic play a moderating role.

This study focuses on State Corporations in Kenya, this was deliberate; recent studies in Ghana have showed that positive work behaviour is low in the public sector compared to the private sector (Agyemang and Ofei, 2013). Besides, Kangure *et al.*, (2014) found employee work engagement level at Kenya Ports Authority, a state corporation was modest. Whereas Mokaya *et al.*, (2014) study on Co-operative bank of Kenya employees, a private entity, showed moderate to high work engagement level. In these studies, the focus was employees in general; moreover the authors examined organizational factors as predictors of general positive work behaviour including work engagement. In contrast, rather than replicating the predictors and effects of Work engagement, this study looks at the complex nature of work behaviour among managers by examining the role of the individual persons' characteristics namely; self-efficacy, optimism and organizational-based self-esteem (referred to as Personal resources) in explaining Organizational citizenship behaviour, and whether Work engagement and Work ethic plays a role in this phenomena. By studying these variable combined, the

researcher is making important contribution to knowledge and in particular, this is an original contribution to management literature in Kenya.

1.2 Statement of the Research Problem

Recent studies have shown that up to 60% of employees globally rarely exhibit the desired psychological and emotional traits necessary for better performance of work, particularly work engagement (Hewitt, 2012). Majority of employees simply commit their physical, cognitive and emotional self just to the minimum formally expected of them. Boston Consulting (2010) reported that work engagement in America was least among middle-level managers. In response Macleod and Nita, (2009); Truss, Soane, Delbridge, Alfes, Shantz, & Petrov (2014) have strongly advocated for research on citizenship behaviour and work engagement. Indeed studies done mostly in western and eastern countries show that these positive work behaviours are extensively linked to organizational profitability and productivity (Podsakoff *et al.*, 2000; Podsakoff *et al.*, 2009; Zigarmi *et al.*, 2009).

However, a debate is currently raging on what drives positive work behaviour; studies have shown that the desire to exhibit positive work behaviour rests on the individual, because it is a personality trait developed through the process of civilization, formal and informal (Geren, 2011). Nonetheless this is often enhanced by organizational factors. Thomson (2016) observed that there is a link between work behaviour, above all work engagement and work environment. Oduor & Gachunga (2015) observed that employers play an important role in influencing employee engagement as well as overall positive work behaviour.

Kenya suffers from widespread inefficient and ineffective use of material and time resources in public sector (Omollo, 2012). This problem has been attributed to various factors including neglect of the employees by the employer (Sanheri, 2014). However, the malady does not seem to cease even after public sector employees' terms were dramatically improved over the years. SCAC, (2013) reported service delivery in most public institutions including State Corporations remain unsatisfactory and needs to be improved. It is probable that the generally poor state of service delivery among state entities may be attributed to the effects of low-level commitment and low-level work engagement among public sector employees.

Proponents of social exchange and conservation of resources theories suggest that organizations may enhance positive work behaviours by focusing on organizationally driven programs and processes. As such, organizations institute and implement reform initiatives such as performance management and performance contract programs; raised salaries, improve working conditions and opened up training opportunities among other initiatives. Executives adopt the strategies with the expectation that employees will reciprocate and improve team spirit, at the same time find true positive psychological and emotional meaningfulness of work. But positive work behaviour (citizenship practices and work engagement) remain low and modest in the public sector compared to the private sector (Agyemang *et al.*, 2013; Kangure, 2014).

Notwithstanding the fact that organizational determinants of positive work performance behaviours are well documented in Kenya, from personal experience it is generally

believed that employees in public sector rarely meet expectations in exhibiting positive personal work behaviour at the work place. The answer could be found in identifying and cultivating affective, cognitive, behavioural and motivational characteristics of employees to enhance positive work behaviour. This study therefore sought to demonstrate that the individual employee characteristics being their psychological and emotional capabilities could be the neglected alternative towards positive work behaviour. Consequently, this study tested a model that incorporates Personal resources, Work engagement and ethic as possible determinants of Organizational citizenship behaviour among middle-level management employees of State Corporations in Kenya.

1.3 General Objective

The study explored the interaction effect of Work engagement and ethic in the relationship between Personal resources and Organizational citizenship behaviour.

1.3.1 Specific Objectives

- 1 a) To establish the effect of Self-efficacy on Organizational citizenship behaviour.
 - b) To examine the effect of Optimism on Organizational citizenship behaviour.
 - c) To determine the effect of Organizational-based self-esteem on organizational citizenship behaviour.
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- 2 a) To establish the effect of Self-efficacy on Work engagement.
 - b) To examine the effect of Optimism on Work engagement.
 - c) To determine the effect of Organizational-based self-esteem on Work engagement.

- 3 To assess the mediating effect of Work engagement on the relationship between Personal resources and Organizational citizenship behaviour.
- 4 To evaluate the moderating effect of work ethic on the mediated relationship between Personal resources and Organizational citizenship behaviour through Work engagement.
5. To establish the extent to which Personal resources, Work engagement and Work ethic can influence Organizational citizenship behaviour.

1.4 Research Hypotheses

Based on the above objectives, the following null hypotheses were formulated and tested.

H_{O1a} There is no significant relationship between Self-efficacy and Organizational citizenship behaviour.

H_{O1b} There is no significant effect of Optimism on Organizational citizenship behaviour.

H_{O1c} There is no significant effect of Organizational-based self-esteem on the Organizational citizenship behaviour.

H_{O2a} There is no significant effect of Self-efficacy on Work engagement.

H_{O2b} There is no significant effect of Optimism on the levels of Work engagement.

H_{O2c} There is no significant effect of Organizational-based self-esteem on Work engagement.

H₀₃. Work Engagement does not mediate the relationship between Personal resources and Organizational citizenship behaviour.

H₀₄ Work ethic does not moderate the mediated relationship of Personal resources and Organizational citizenship behaviour through Work engagement.

H₀₅ There is no significant relationship between Personal resources, Work engagement, Work ethic, and Organizational citizenship behaviour.

1.5 Justification and Significance of the Study

Managers of public organizations like their counterparts in private sector actively seek to steer their organizations to efficiently and effectively attain set goals and objectives. Citizenship behaviour and work engagement are indicators of positive work behaviour; they are important pointers of occupational well-being for both employees and organizations. For strategic intent, organizations would desire to promote positive work behaviour because of its critical contribution to organizational performance. Scholars should therefore demonstrate interest in these concepts, principally to generate empirical evidence that will supplement managers' knowledge that enhances their skill and competence thus improve organizational performance. Indeed, Bakker & Schaufeli (2008) advocated for positive work behaviour research, to identify, develop, apply and effectively manage positive human resource strengths and psychological capabilities or conditions that would enhance performance.

In this regard, therefore, Abu Bakar (2013) suggested that work behaviours can be better understood when studied with due consideration of the cultural context. Hence, for a

proper understanding of citizenship behaviour and work engagement, there is need to study the concepts in the Kenya context. After all most empirical studies on positive work behaviour are western and eastern oriented.

By studying psychological and emotional predictors as outcomes of positive organizational behaviour, this study contributes to the development of new ideas in strategic management as well as human resource theory and practice. These new ideas are useful in fostering the understanding of the individual employees' well-being and their capacity to maximize their functioning by engaging in tasks and exhibiting positive work behaviours for better public service and productivity in Kenya. Besides, the researcher anticipates that this study would stimulate further empirical investigations on the emerging phenomena of citizenship behaviour and work engagement practices as a new frontier towards individual and organizational performance in our country and continent as a whole.

The direct beneficiary of this study is the government of Kenya through the policy makers in the State Corporations who were the participants of the study. Indeed, it important to note that a number of the participating institutions showed great interest in the study and formally requested to be provided with the findings upon completion. The researcher also expects employees of these corporations to benefit since efforts likely to be made by their employers touching on their Personal resources would enhance their citizenship and work engagement practices which eventually improve individual and organizational performance. In addition, this study should be able to stimulate scholarly

interest in the emerging field of positive organizational behaviour in which this study will serve as a reference point.

1.6 Scope of the Study

The study conceptualized citizenship behaviour from organizational and psychological theories to explain work behaviour of a category of managerial employees. The theories and concepts of citizenship behaviour and work engagement were adopted to explain gaps in positive work behaviour among these members of staff. These antecedents of employee work behaviour are many and varied. Broadly, they range from organizational to individual employee factors. Some of the individual employee factors are influenced by organizational factors. This study focused on the individual employee characteristics that are either naturally acquired or developed over time.

The study was limited to managerial employees whose tasks and responsibilities involve close interaction with the lower level employees. In such close interface of workers, elements of work behaviour, for that matter Organizational citizenship behaviour, Work engagement and Work ethic is clearly manifested. It is at this level that employees' are able to clearly exhibit own Personal resources in this case their self-efficacy, optimism and organizational-based self-esteem, which can be discerned in work related behaviours. The top managers, whose interaction with the lower level employees for all practical purpose, is limited was beyond the scope of this study.

Nevertheless, the geographical covered of the study was not limited given that State corporations in Kenya are fairly well represented in counties in Kenya. There are 126 State corporations in Kenya categorized into sectors and purpose: eight categories were noted, namely: finance; commercial; public universities; training and research; regional development; tertiary education & training; regulatory corporations and service corporations. Representative samples of respondents were derived from a representative sample of 38 state corporations drawn from all these categories. Data was collected in the months of July to October 2015.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter reviews the discussions in the literature related to the study variables. The chapter is organized according to the general themes covered in the study concept of Organizational citizenship behaviour. Specifically, the relationship between Personal resources and OCB is expounded. The discussions on the relationships between Personal resources, Work engagement and OCB, are explored. The scholarly arguments around the concept Work ethic are brought out. The role and the rationale of researching the concepts among middle-level management staff is also captured in this chapter. Similarly, the theoretical underpinning of the study is covered. The chapter concludes with a summary of the discussions in the literature, the research gaps and the conceptual framework that guided the study.

2.1 Concept of Organizational Citizenship behaviour

Organizational citizenship behaviour (OCB) is defined by Organ (1988) as a positive discretionary behaviour not directly recognized by the formal reward systems of an organization even though the behaviours promote the aggregate performance of the organization. OCB is a term coined by Bates & Organ around 1983. However, according to Devin, Zohooria, Peymanizad & Ali (2012) much earlier Chester Bernard in 1938 used the term 'extra role behaviour' a term popularly synonymous with OCB. Generally, employees' work performance behaviours that go beyond job requirements and are outside the reward systems are regarded as citizenship behaviour (Podaskoff *et al*, 2000).

The construct has five dimensions; altruism (helpfulness), conscientiousness, sportsmanship, courtesy and civic virtue. *Altruism* refers to behaviour exhibited by employees by voluntarily providing solutions to work related problems. *Conscientiousness* is demonstrated by employees who out of their own initiative and sense of duty engage in tasks and thoroughly execute them beyond the minimum. *Sportsmanship* behaviour is demonstrated by individual employees' ability to tolerate work-related inconveniences presented by others without complains and remaining positive in the face of challenging work situations. *Courtesy* is characterized by acts of giving advance notices, reminders, and communicating appropriate information to avoid inconveniences and facilitate productive use of time. And *civic virtue* is demonstrated through commitment, loyalty and open show of interest on organization (Organ, 1988).

Citizenship behaviour practices can be characterized into three broad themes; first is *Obedience* which refers to the employees' compliance with the set structures and processes. Secondly, *Loyalty* referring to that sense of widening ones' welfare to include the interest and values of others and the organization. Third is *Participation*, implying information and ideas are shared in discussions among employees in a vibrant manner (Graham 1991). The discretionary nature of these behaviours was stressed by Macey & Schneider (2008); it is the central theme of OCB. Earlier, Van Dyne, Graham & Dienesch (1994) had observed that OCB was a global concept that includes all positive organizationally relevant behaviours of individual members of an organization. These behaviours are increasingly valued in today's business climate in which jobs are loosely defined. Certainly, it is nearly impossible for organizations to anticipate all possible activities so as to reduce task roles into specific job descriptions, therefore undirected discretionary effort is highly desirable in job performance, largely managerial tasks.

Positive organizational behaviour, in this case OCB is a widely studied area by both industrial psychology and management scholars across the world. Rich *et al.*, (2010) study on firefighter workers in USA observed that OCB does not directly contribute to the employee's specific task as technical or intellectual abilities does, instead it fosters a social and psychological environment conducive to the accomplishment of tasks assigned. Similarly, Piccolo & Colquitt (2006) study of 283 individuals in USA linked transformative leadership, job characteristics and motivation to citizenship behaviours. The study findings showed a strong correlation between all aspects of transformative leadership and OCB and that core job characteristics explains extra-role behaviour of individuals. In addition, Organ & Paille (2009) studied OCB in a French context using the five dimensions they concluded that the main components were sportsmanship, civil virtue and helping behaviour. Similarly, Neves, Paixa, Alarcao and Gomes (2014) used the five dimensions originated by Organ to validate a questionnaire instrument in a Portuguese sample; there was no major departure from the global conceptualization of the construct from their findings.

Work behaviour in Arab and Muslim world is also receiving deserving scholarly attention, Ahmed, Raheed, Jahenzeb, (2012) sought to establish the common predictors of OCB among South Arabian employees. Human resource practices and development, distributive and procedural justice, rewards and recognition, job characteristics, job satisfaction and commitment and perceived organizational support featured prominently. Besides, Shahidi, Shamsnia and Baezat,(2015) study among university employees in Iran showed that all dimensions of organizational citizenship behaviour had significant relationship with employees Self-efficacy. In addition, a study among

Iranian university academics Ranjbar, Zamani, and Amiri (2014) established a significant relationship between OCB, organizational productivity and Islamic work ethic. They recommended that any strategy promoting citizenship behaviour will boost organizational productivity. This is in line with this study in which Personal resources is perceived as one such strategy ideal to spur citizenship behaviour practices at the work place.

Similar studies have also been undertaken among Asian scholars, for example a study by Wang (2009) among Taiwanese supermarket employees established that there is a strong relationship between organizational support and service-oriented organizational citizenship behaviour. The implication is that employees will turn out work related positive behaviours when they perceived fair practices across the organization as predicted by the social exchange theory. Furthermore, Chadrakumara & Sparrow, (2010) study involving 416 manufacturing sector employees in Sri Lanka showed locus of control among others predict citizenship behaviour. This study dwells substantially on work values and work ethic as predictors of citizenship behaviour.

The concept of citizenship behaviour is a neglected area of study in Africa; indeed very little academic work has been undertaken in the continent; except for a few studies in South Africa and Nigeria, the rest of Africa is silent on citizenship behaviour. Nevertheless, Mathumbu *et al.*, (2013) examined the relationship between perceived organizational support, work engagement and Organizational Citizenship behaviour among nurses in one of the hospitals in South Africa. Their findings showed that work engagement and citizenship behaviours are predicted by many variables other than organizational factors alone. This study also showed high work engagement predicted

higher level of citizenship practices. As discussed previously, leadership plays an important role in predicting citizenship behaviour, Brubaker, Bocarnea, Patterson, & Winston, (2015) tested a moderated mediation model linking servant leadership with exchange ideology and two dimensions of citizenship behaviours among Rwandan employees in none-governmental setting. The general findings indicated that leadership effectiveness and exchange ideology predict citizenship behaviours.

While Ogunleye, Oke, Olawa & Osagu (2014) investigated the relationship between Organizational-based self-esteem and citizenship behaviours among teachers in Nigeria. Their findings showed Organizational-based self-esteem predicted citizenship behaviours. The implication of their study is that, employees who sense their organization takes them seriously as important contributors to the organization's performance; perceive they are trusted by superiors and colleagues; or belief they are important because they are efficient, helpful and cooperative are more likely to practice citizenship behaviours at their work place (Pierce & Gardner, 2004).

Apparently, little research work has been done in Kenya on the emerging and increasingly popular phenomena of positive work behaviour incorporating citizenship behaviour and work engagement. However, few studies on work engagement have recently emerged including works by Mokaya and Kipyegon (2014); Mwangi (2014) and Oduor (2015). These studies showed Work Engagement as an important attribute of employees, it ought to be promoted as positive work place behaviour to improve efficiency and effectiveness.

In summary, with due consideration of the conceptualization of OCB and Work engagement based on social exchange and self-determination theories, it is logical to conclude that individual employees can invest their emotional, physical and cognitive energies in their jobs. Such investment is exhibited in their work behaviours by being deeply involved with their organizations' values and leadership, voluntarily applying themselves beyond formal job requirements, exhibiting extra-role behaviour that lead to both individual as well as organizational benefits. Indeed previous researchers have stressed the need to identify determinants of individual variations in citizenship behaviours in relation to individual characteristics and work values (Moon, Kamdar, Mayer, & Takeuchi, 2008; Borman, Penner, Allen, and Motowidlo, 2001 and Podsakoff, Mackenzie, Paine & Bachrach 2000). This forms the basis of this study in which OCB is discussed as a dependent variable likely to be predicted by individual characteristic otherwise referred in this study as Personal Resource.

2.2 Concept of Personal resources

Generally, a resource is a characteristic from which a benefit is derived (Fredrickson, 2001); there are both tangible and intangible resources (Hobfoll, 1989). The resources discussed in this study are the individual capabilities and characteristics ideal for execution of assigned tasks (intangible resources). These resources are regarded as the basic conclusions or evaluations individual holds about themselves, including their worthiness, functional abilities and capabilities within their jurisdiction. A distinction exists between Personal resources and financial or economic resources, usually our financial resources assist us to manage our physiological issues. Hobfoll (1989) implied that our psychological and emotional challenges including those that are work related

require the other forms of Personal resources as theorized by in the Conservation of resources theory.

This study focuses on Personal resources essential in work performance rather than cognitive abilities; these are the psychological and emotional skills. Industrial psychologists have identified Optimism, Self-efficacy and organizational self-esteem as key Personal resources necessary in work performance (Bakker 2008; Xanthopoulou *et al.*, 2009; Tims, Bakker & Xanthopoulou 2011). While contributing to COR theory Hobfoll *et al.*, (2003) suggested personal resource as key drivers of work engagement. They conceptualised Personal resources as positive self-evaluations linked to resiliency and individuals' sense of ability to successfully control and have an impact on their environment. Essentially, Personal resources refer to both cognitive and emotional state of the task performer.

Personal resources which refer to both positive emotional and intellectual conditions are many. Other scholars refer them as psychological capital pointing out efficacy, Optimism, and resiliency and hope (Luthans *et al.*, 2006). However, self-efficacy, organizational-based self-esteem and Optimism are discussed in this study. According to Judge, Vianen & De Pater (2004) positive self-evaluation relate with goal setting, performance, job and life satisfaction as well as other desirable organizational and personal outcomes. Bakker (2009) suggested that an individual high in Personal resources has more positive self-regard and more self-concordance. Such individuals are more likely to exhibit organizational citizen behaviour as well as more motivated to pursue personal and organizational goals by way of engagement, which trigger higher individual and organizational performance.

Traditionally, job resources has widely been demonstrated empirically as instrumental for employees to be more engaged in their work (Oduor, 2015), indeed the supply of job resources activates employees' Personal resources and change in environmental situations may also influence Personal resources (Luthans, Avey, Avolio, Norman & Combs, 2006). It is therefore necessary to study individual resources so as managers could design work processes that facilitates recognition, tapping and enhancement of Personal resources from employees. After all Personal resources unlike personality traits are not stable or fixed but dynamic and open to change and development (Xanthopoulou *et al*, 2009).

The link between Personal resources and positive work behaviour is grounded in the self-determination theory (Ryan and Deci, 2000) and broaden-and build theory (Fredrickson 2004). Self-determination theory research has consistently demonstrated that individuals who are "engaged" in what they are doing also experience greater physical and psychological well-being than those who are not motivated or lack personal control (Ryan & Deci, 2000). Meyer & Gagne (2008) drawing from SDT argued that intrinsic motivators are possible resources that facilitate positive work behaviours and these behaviours are sustained as long as the job provides opportunities the employees value as having intrinsic rewards.

Intrinsic work orientations such as according employees opportunities for intellectual fulfillment, creative self-expression and the pleasure associated to mastery of assigned tasks may yield high work engagement level (Demerouti, Baker and Fried (2012). Arguing from self-determination theory perspective, Bono & Judge (2003) equated self-

engagement with engagement with work; they suggested that employees who find their work is consistent with their personal values are likely to exhibit positive work behaviours such as being highly engaged in their work. Macey *et al.*, (2008) introduced the concept of “fit” to describe congruence between individual attribute and work environment. When the individual values “fit” organizational values, the result is positive work behaviours being exhibited by employees. This “fit” factor was corroborated by Shuck, Rocco & Albornoz (2010). Gupta, Acharya & Gupta (2015) demonstrated evidence that work engagement mediates the relationship between supervisory support and service and employee performance. The logic being, there is congruence in the personal values of the academicians and the organizations’ goals.

Arguing from the point of view of Job demand-resource model, Bakker (2008) opines that Personal resources such as Self-efficacy and feed-back from the leadership are central when employees are faced with high job demands that lead to stress and burnouts. Employees choose to engage and exhibit citizenship behaviour of varying degrees in response to work situations and levels of resources their organization places at their disposal (Rich *et al.*, 2012). For example, when leaders trust their subordinates and organizations design their jobs such that they are accorded some degree of autonomy, feedback mechanism and socially supported, in response the employees will definitely repay in kind by being loyal and dedicated to their work while exhibiting positive work behaviours including practicing citizenship behaviour.

Drawing from social exchange theory Alfes *et al.*, (2013) observed that when workers perceive they are trusted and valued as demonstrated by actions of their employer, they voluntarily engage in their work by investing themselves intellectually, physically, psychologically and emotionally. And by so doing, they experience positive emotions

which assist them to meaningfully get connected to others and voluntarily be more loyal, obedient and participative.

In summary, Demerouti & Bakker (2014) argued that enthusiastic employees excel in their work because they maintain the balance between the energy they give by investing their psychological and emotional resources and the psychological and emotional energy they receive from the jobs they perform, colleagues they interact with and the organization they work for.

2.2.1 Self-efficacy and Organizational Citizenship Behaviour

Self-efficacy is the individual persons' beliefs that one's capabilities are able to control the environmental events that affect his or her life (Bandura, 1989). The researcher argued that Self-efficacy beliefs contribute to motivation by influencing the challenges people pursue, the effort they put in and the resiliency to withstand challenges. Besides, Self-efficacy is not a personal trait which is fixed, but it is a virtue that can be developed through learning. This author further observed that through mastery experience one is able to create a strong sense of efficacy; and experiences of successes go a long way in building one's personal efficacy. However, experiences of failure undermine largely when it precedes establishment of a firm sense of efficacy.

Further, research has shown that by succeeding out of failure courtesy of perseverance one builds Self-efficacy (Bandura, 1994). Also, through modeling one can develop efficacy; i.e. by observing persons of similar social setting succeeding, one can be motivated to put similar effort to succeed likewise. The determination to be like one's

model may push an individual to pursue ways and means to acquire the competences that made the role models succeed. In the process they themselves are sufficiently equipped to manage environmental demands thus raise their perceived Self-efficacy.

Social persuasion is also considered as a way to strengthen ones' belief of own ability to deal with environmental challenges (Bandura, 1994). People who are continually reminded that they possess the capacity to succeed are more likely to put more effort and sustain the determination leading to success despite challenges coming their way. This was earlier confirmed by Shamir *et al.*, (1993) who established that transformative leaders enhance their subordinates' Self-efficacy through continued expression of their expectations and assurance and reassurance of their ability to meet them. As such, practice of positive feedback in communication increases employee confidence and Self-efficacy. Moreover, Salanova *et al.*, (2011) study on nurses in a Portuguese hospital showed that Self-efficacy relate significantly with tenets of transformative leadership traits such as inspirational motivation and idealised stimulation. Interestingly, they could not establish a relationship between Self-efficacy and citizenship behaviour.

In furtherance to self-determination theory, Ryan and Deci (2000) pointed out three inherent psychological needs necessary for personal growth and wellbeing namely; Autonomy, Relatedness and Competence. They argued that work provides human beings the opportunity to demonstrate their competence (Self-efficacy) and to develop working relationships with others and to decide how they handle challenges. To achieve this, an employee is likely to exhibit positive work behaviour including working with vigour and dedication. In addition, Tims *et al.*, (2011) in a study involving Dutch consultancy

employees established that Self-efficacy significantly relate with work engagement. Similarly studies by Salanova *et al.*, (2006) showed that employees who have Self-efficacy experience higher levels of flow over time, whereas Llorens, Schaufeli, Bakker & Salanova (2007) found students high in Self-efficacy reported higher levels of vigour, dedication and absorption in their tasks.

Similar positive relationship between Self-efficacy and OCB has been reported; a study by Beauregard (2012) involving 223 public sector employees in UK, showed heightened Self-efficacy among men elicited more participation in citizenship behaviour than women. Interestingly, women were found to exhibit more citizenship behaviour despite the level of confidence possessed regarding their ability to perform a task successfully. Also Rahman, Shahrazad, Sulaiman & Nasir (2014) study on 339 religious teachers in Indonesia reported a significant relationship between Self-efficacy and OCB. Whereas a case study involving faculty staff in an Iranian University by Shahidi, Shamsnia, & Baezat, (2015) showed there is significant relationship between all the elements of OCB and Self-efficacy. In their findings, they concluded that a faculty member who believed in his own abilities also described himself as willing to give a helping and would find attendance to programmed meetings unavoidable.

Attempts have been made to discuss Self-efficacy in Kenya; Kay (2014) observed that although Self-efficacy significantly relates to work engagement, it is depleted by experiences of emotional exhaustion among high school teachers. From the foregoing, it is apparent there is an established theoretical and empirical link between Self-efficacy and positive work behaviour. This link was tested by way of hypothesis (H_{01a}) to confirm its applicability in the Kenyan context.

2.2.2 Optimism and Organizational Citizenship Behaviour

Optimism sub culture is defined by (Green, Medlin, and Whitten, 2004) as work unit cultural values aimed at encouraging innovation, while giving attention to results as opposed to activities and remaining focused on outcomes through teamwork. Xanthopoulou *et al.*, (2009) defined Optimism as a positive emotional disposition characterised by the tendency to believe that one will generally experience good outcomes in life presently and in future. Seligmen (1998) associated positive events with personal permanent and pervasive causes and negative events with external, temporary and situation-specific. Accordingly, optimistic persons have attributes that are characteristically opposite of the pessimistic. According to this author a pessimistic persons' success is undermined by their negative character which increases their potential towards failure.

Optimistic people have better ability to confront challenges in life because they adopt active coping strategies (Iwanaga, Yokpyama, & Seiwa, 2004). They are more adaptive to work environments than the pessimist (Luthans, 2007). Junghoonlee (2012) demonstrated that employees who regard themselves optimistic and confident (having high internal locus of control and Self-efficacy) are unlikely to see their jobs and work environment as demanding, instead they are likely to interpret such situations as ordinary surmountable and enjoyable challenges that eventually lead to success. Xanthopoulou *et al.*, (2009) regards Optimism as one of the important functional elements in achieving goals; it protects one from threats and the associated physiological and psychological costs associated with work and work settings. It is also instrumental in stimulating personal growth and development.

Moreover, optimistic workers tend to focus more on job resources and less on job demands. Indeed the job demand-resource model associated with Demerouti (2001) suggests that job demands which include physical, social and organizational aspects of the job bring about physical and psychological costs such as energy depleting emotional stress and physical strain. These demands cause exhaustion and fatigue which end up being the main predictors of negative work behaviours (Bakker, Demerouti, Taris, Schaufeli, & Schreurs, 2003b). However, individuals endowed with sufficient personal resource like Optimism and Self-efficacy can easily surmount the challenges presented by these demands and remain positive and productive. Studies have shown that optimistic individuals tend to sustain positive feelings despite hardships compared with the pessimist who despair and in fact expect the worse when faced with high levels of job demands. Seligman (1998) argued that optimistic people tend to attribute positive events in terms of personal, permanent, and pervasive causes and negative events as externally driven, situational and therefore temporal.

Optimistic people steer their energy towards attaining their objectives and because they are naturally positive, they always reassess situations positively whenever faced with obstacles instead of resigning to fate. Such individuals also have a clearer perspective about their future, therefore they more confident and assertive about their ability to exert effort when confronted by challenges and opportunity (Avey, Wersing & Luthans, 2008); as such they are more likely to exhibit positive work behaviours.

As discussed before, personal characteristics are regarded as resources that enable an individual influence and control the events in his environment. From the perspective of conservation of resources theory, Hopfall (1998) suggested Optimism may contribute to resource caravan (recreated chain of resources) which serves as a continued assurance of positive outcomes including behaviours related to work performance. The author's argument concurs with Thoits (1994) who thought Optimism as one of the important psychological resources necessary for managing and adopting other resources essential to achievement of favorable outcomes, including positive work behaviours.

Optimism among other resources is an aspect of positivity, according to Fredrickson (2001, 2003), positivity broadens one's ability to resolve problems, develop adaptive mechanism and even built an inventory of resources that buffers gained psychological and emotional resources. It also helps in reversing the destructive impact of negativity. As such, it makes a lot of sense to link Optimism with positive work behaviours. Under normal circumstances individuals would naturally like to be associated with positive outcome, therefore the desire to act positive and expect positive outcome under normal circumstances is human. Besides, Optimism among other Personal resources discussed in this study are malleable to change and development unlike personal traits which are stable and relatively fixed (Xanthapoulou, *et al.*, 2009). Indeed people can learn realistic and flexible Optimism by having leniency for the past, appreciating the present and seeking opportunity for the future (Youssef *et al.*, 2007). As such, it is necessary to study effects of Optimism on work behaviours so that managers can identify and nurture the virtue among employees so as to shape work behaviour at the work place. It is hereby proposed that Optimism may influence Organizational Citizenship behaviour as the basis of testing the null hypothesis (H_{01b}).

2.2.3 Organizational-based self-esteem and Organizational Citizenship behaviour

Organizational-based self-esteem (OSE) is a positive emotion and consciousness an employee possesses towards his or her organization. It is that state of mind in which one believes he or she can satisfy his or her needs by participating in roles within the organization (Xanthopoulou *et al.*, 2009). Accordingly, OSE defines the level to which workers perceive themselves as important, meaningful and worthwhile in their organization. Basically, Organizational-based self-esteem represents the value employees perceive to possess within their organizational set up. It reveals the self-rated value an individual holds in relation to the organization (Dyne, Vandewalle, Kostova, Latham & Cummings (2000). Employees who rate themselves highly in OSE feel valuable in an organization (Alam 2009), they regard themselves as people who matter within the organization, often taken seriously because they are important. They consider themselves trusted by their superiors and colleagues because they have faith in them. Consequently, they believe they can make a difference within the organization thus contributing to its success.

The role of Organizational-based self-esteem in managing job demands is demonstrated by Pierce & Gardner (2004), according to their study, OSE offsets the effects of organizationally determined stress. These are the demanding conditions at the work place such as organizational changes or role ambiguity which easily bring depression, physical strain and job dissatisfaction. The implication is that an employee high in OSE believes that despite the difficult moments associated with his work, his participation and role in the organization remains important in attaining his needs. Such employee will persevere and continue to perform citizenship behaviour and be fully engaged in work.

In a study of public university staff in Pakistan, Qureshi, Shahjehan, Zeb & Saifullah (2011) concluded that OSE is a significant predictor of OCB among permanent employees but not among contracted employees. This implies that contracted employees do not perceive themselves important, probably because the organization can dismiss them any moment, as such they cannot see the reason to exhibit extra role behaviour. Ogunyele, Oke, Olawa, & Osagu, (2014) studied 150 secondary school teachers in Nigeria and found a positive significant relationship between OSE and OCB, with gender playing no role in predicting citizenship behaviour. It meant that teachers with negative perception about themselves in relations to their work were unlikely to exhibit work behaviours that go beyond the call of duty. The foregoing studies, there seem to be a firm link between OSBE and OCB, these serves as the basis of testing the null hypothesis (H_{01c}).

2.3 Concept of Work Engagement

The construct work engagement is new in the literature, it has featured for just over two decades (Markos *et al.*, 2010); however, its' usage and research is gaining immense prominence. According to (Schaufeli, 2013), the term is believed to have been coined by a consultancy firm Gallup in the 1990, though many scholars believe William Kahn is among the first scholars to discuss work engagement theory (Alfes *et al.* 2013, Harter *et al.*, 2002; Rich *et al.*, 2010).

The term 'engagement' is used to specifically describe an individual worker's involvement in various tasks Kahn (1990). Accordingly, individuals can be personally engaged in their work, investing positive emotional and cognitive energy in tasks on the

basis of three psychological conditions. *Psychological meaningfulness*; associated with work elements that created incentives or disincentives to engage or disengage. *Psychological safety*; referring to elements of social systems that created more or less secure, predictable and consistent social situations in which to engage in and *Psychological availability*; which relates to individual distractions that preoccupied people to various degrees leaving them with more or fewer resources with which to engage in role performance.

Kahn (1990) argued that employees choose to be engaged because they know they are capable of contributing something meaningful to the organization; and that since they perceive themselves as an active part of an organization, they feel safe and know they will be rewarded for doing so. His model suggests that work engagement is a way in which people simultaneously express their preferred selves and completely satisfy their role requirements. The author further suggests that the decision to engage is a choice an employee makes and no organization can force or enforce it; though it can enhance it because it is a work practice which an organization benefits in overall. Perhaps this may explain why the concept is of late receiving much attention (Rurkkhum & Bartlet, 2012).

Other scholars have attempted to defined work engagement but all revolve around Kahns' three condition model. Rothbard (2001) defined engagement as psychological presence that involves '*attention*' and '*absorption*'. The author conceptualized '*attention*' as a cognitive availability and the amount of time one spends thinking about one's role; and '*absorption*' as being engrossed in one's role including the intensity of

one's focus on a role. Similarly, Schaufeli (2002b) thought work engagement is a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption. Engaged employees are physically involved in their tasks, cognitively alert, and ardently connected to others in ways that demonstrate their thoughts, feelings and values. Besides, they are high in energy and identification with work (Gruman *et al*, 2011).

From the foregoing, it is apparent that Work engagement involves emotional and intellectual commitment to one's organization ; varies with people; depends on the job processes and procedures as well as the quality of life and opportunities the organization provides (Supriya, Deepika & Ajeya, 2014). These authors described work engagement practices as three observable behaviours exhibited by an employee; *Say behaviour*; he or she voluntarily advocates verbally and favourably for the organization to co-workers, potential employees and customers; *Stay behaviour*; having an intense desire to remain in the organization despite opportunities elsewhere and *Strive behaviour*; exerting extra time, effort as well as initiative to contribute to the success of the organization.

In addition, Shuck *et al.*, (2010) refers Work engagement as an individual persons' cognitive, emotional and behavioral state in relation to ones' organizational and personal outcome. The cognitive factor is the thinking or the perception employees have about their job and the organization; the emotional factor is the feelings of the employees and the behavioral factor is the outcome and the behavioural outcome will depend on the cognitive and emotional factors. Moreover, Macey *et al.*, (2008) suggested that the

cognitive and emotional factors that give rise to behavioral factors are driven by the conditions under which people work and the outcome improves organizational effectiveness. They concluded that Work engagement is desirable because it serves organizational purpose. Indeed many studies have demonstrated empirical evidence suggesting that engaged employees not only contribute to organizational performance but they are more loyal and less likely to voluntarily leave the organization (Takawira, Coetzee & Schreuder, 2014).

Critics of the concept have dismissed work engagement as nothing new other than the same constructs known in management theory and practice such as job satisfaction and involvement. However, according to Baron (2013) job satisfaction is not enough for the simple reason that a satisfied employee may derive satisfaction for reason unrelated to work performance. He or she can commit just to the minimum to keep the job. Work engagement is more than just satisfaction, principally it is about passion, commitment, and the willingness to invest oneself and expend ones' discretionary effort to help the employer succeed. Under ordinary circumstances a manager who fully embraces work engagement practices would only retain satisfied employees who are fully engaged.

Therefore, job satisfaction does not guarantee employee practice of working with passion, commitment and ability to invest discretionary effort for an organization to achieve its objectives. Organizational effectiveness depends on more than simply maintaining a stable workforce of satisfied employees, for organizations to exceedingly succeed employees must perform assigned duties dependably and be willing to engage in activities that go beyond role requirements (Baron, 2013).

It is apparent from the literature that there is no consensus in the definition of the concept; however, there seem to be a consensus on how to measure it. The Utrecht Work Engagement Scale or UWES (Schaufeli & Bakker, 2003) is popular and widely used by academics around the world. UWES uses Schaufeli's definition which is built around the three dimensions; vigour, dedication and absorption. Work engagement is measured at individual level though organizational factors influence the level of engagement of an employee (Naido *et al*, 2014). However, the definition adopted for work engagement for this study is that based on its dimensions.

Vigour is defined by Shirom (2003) as an individuals' feeling of possession of physical strength, emotional energy and cognitive liveliness to perform. It is the eagerness to expend effort and energy in one's work and to be buoyant and perpetual when faced with difficulties. Bakker (2008) defined dedication as being strongly involved in one's work and experiencing a sense of significance, devotion, enthusiasm and challenge. Whereas absorption is the state of being fully concentrated and happily engrossed in work so as time passes quickly and one finds it difficult to detach oneself from it (Bakker, 2008).

In summary, it's apparent there is sufficient foundational knowledge in the literature on the construct of engagement at work. Though there still no definite definition, work engagement can be defined as a positive psychological state that drives one to invest themselves actively in their roles and organization. Such a practice can be driven by both organizational and personal factors. The study examined personal factors; being the

psychological and emotional characteristics of managerial employee that may determine their predisposition to exhibit high Work engagement practices at the work place to answer hypothesis Ho₂. In addition, work engagement in its own right as work place behaviour could be the driving force through which other positive work behaviours including citizenship behaviour are exhibited. As such, this study examined the mediation role of work engagement in the relationship between Personal resources and OCB being the subject of testing hypothesis Ho₃.

2.3.1 Work Engagement and Personal Resources

The driving forces behind citizenship behaviour practices at the work place are three; pro social values, organizational concerns and impression management motive (Rioux & Penner, 2001). They argue that pro social motive hinges on the desire to help others, be altruistic and to receive social acceptance. Organizational concerns refer to the intrinsic pride in and care for the organization, whereas impression management motive is the employees desire to create and maintain a positive image devoid of negative perceptions from the management. From the perspective of social exchange theory, the basic thrust that motivates an individual towards positive action or behaviour is the reward he or she derives. It can therefore be rightly assumed that employees practice work engagement because it results in favorable outcomes that met their psychological and emotions needs and expectations (Finkelstein & Penner, 2004).

As shown previously, work engagement and citizenship behaviour are products of a distinct positive affective-motivational state that may build enduring Personal resources. Echoing Fredrickson (2001), Bakker (2011) suggested that an engaged employee often

experiences positive emotions such as gratitude, joy and enthusiasm. He argued that Personal resources broaden a person's thought-action repertoire, resulting in Personal resources being recreated. For example, engaged workers experience better health, this implies they are often available to focus and dedicate their energy and skill to their work, more so they are available to others for help and extra work. Further, Bakker & Xanthopoulou, (2009) argued that engaged employees by virtue of their fairly good attitude towards people (a personal resource) are able to transfer their positive work behaviour to co-workers.

This is important considering that performance in most organizations is as a result of collaborative effort. They regarded as cooperative, trusted and seen as important within the organization, consequently their Organizational-based self-esteem is high. Harter *et al.*, (2002) observed that engaged employees were more open to work opportunities and more confident and optimistic. Xanthopoulou *et al.*, (2009) in their five day daily study of restaurant employees in Greece established that, employees tend to be more engaged on the days when there were many job resources (supervisor coaching and team atmosphere). Additionally, job resources contributed to Personal resources (Optimism, Self-efficacy and self-esteem). This chain of psychological work situations in turn contributed to daily employee engagement and may lead to citizenship behaviour practises.

In a study by Junghoonlee (2012) employees in a positive affective state may build Personal resources. This is the reason why they not only feel good about themselves but also have the ability to mobilize support from fellow employees, receive feedback and create opportunities at work. Engaged employees will strive to actively intervene in an environment in an effort to ensure that they successfully attain their goals; as such they

will continuously recreate Personal resources. This argument is supported by empirical studies by Salanova *et al.*, (2010) that showed Personal resources and work engagement relate in a reciprocal manner and since work engagement relate with OCB, the three variables can cause and reinforces each other over time through the concept of *gain spirals* as explained by the broaden-and-build theory of positive emotions associated with Barbara Fredrickson.

From the foregoing, there are demonstrated empirical evidence linking work engagement practices with individual persons' difference, as such; this study tested the null hypotheses that Self-efficacy, Optimism and Organizational-based self-esteem does not predict work engagement (H_{O2a} , H_{O2b} & H_{O2c}).

2.3.2 Work Engagement and Organizational Citizenship Behaviour

Previous studies have demonstrated that OCB is a positive outcome of Work engagement (Soane, Truss, Alfes & Shantz, 2012) they argued that engaged employees have a positive effect and ready to exhibit positive work behaviours because they are motivated. Rana (2013) and Rich *et al* (2010) affirmed the positive relationship between these two constructs. Studies have shown that engaged employees not only deliver superior work performance, they also voluntarily apply themselves beyond formal duty requirements thereby create competitive advantage to their organizations (Markos *et al.*, 2010). This implies that engaged employees exhibit extra role performance while demonstrating their commitment and passion for their jobs.

In a study of Thai employees Rurkkhum *et al.*, (2012) found a positive relationship between employee engagement and organizational citizen behaviour (OCB). Indeed

some of the dimensions of OCB are similar to that of employee engagement. The most co-related dimension was picked by (Dicke, 2010), '*taking initiative individually*' is characteristic of OCB dimension '*going an extra-mile*'. Macleod *et al.*, (2009) citing a Scottish government report of 2007 on work engagement observed that there is a strong link between OCB and employee engagement. Their study indicated that by seeking employee work engagement one focuses on securing commitment and involvement which are outside the normal employment contracts. They concluded that, engaged individuals go '*an extra mile*' voluntarily.

Similarly, Ahmed, Rasheed and Jehanzeb, (2012) reviewed literature for a banking institution on predictors of Organizational citizenship behaviour and Work engagement. It is apparent from their report that the relationship between OCB and work engagement is well established in the literature across many jurisdictions. Whereas, in a comparative study of private and public sector employees in Ghana, Agyemeng and Ofei,(2013) demonstrated a link between work engagement and organizational commitment, a key element of citizenship behaviour. They suggested that organizations would increase levels of work engagement and organizational commitment by providing employees with the necessary resources to perform their roles.

However, a review of literature shows a number of criticisms against the relationship between employee Work engagement and Organizational citizen behaviour, for example Sak, (2006) observed that employee engagement is a formal role of an employee to perform; a form of a job requirement and may be an element of an employee's job description. Nevertheless, this line of thought was refuted by Dick (2010) suggesting that by going an extra-mile an engaged employee is acting voluntarily and nothing to do

with formal role performance. These contrasts stimulate the need to further examine the indirect role of work engagement in the quest to deeply understand citizenship behaviour.

2.3.3 Mediation role of Work Engagement

From the foregoing, there is an established body of knowledge on the direct relationship between Work engagement and OCB and as previously discussed a firm relationship between Personal resources and OCB is also well established in the literature. However, the central theme of this thesis was to explore citizenship behaviour indirectly through self-directed work engagement practices of employees.

Researchers have recommend studying complex phenomena ought to address mediating effects of variables in other to derive complete and strong facts about the phenomena(Rosenberg,1965,1968).Similarly, Bennet (2000);Frazier *et al.*, (2004); Chaplain,(2007) postulated that a study that fails to consider possibility of a mediator in the variable relationships may miss dept in explaining the outcome. Moreover, Suliman, (2012) asserts that by exploring the mediating effect of variables in the relationship, the nature of the relationship and the extent of the connection of two variables in the presence of a mediator get revealed.

The indirect role of the employee in Work engagement is well established in the literature as shown previously but from a general perspective, Guest (1997) suggests that employee perceptions of the employers role though HRM practices lead to outcomes that are attitudinal in nature; which in turn lead to behavioral outcomes including OCB. In addition, Kehoe & Wright (2010) established that affective organisational commitment (similar to work engagement) partially mediated the

relationship between perceived HRM and OCB. Besides, Alfes *et al.*, (2013) claims there is evidence supporting the notion that work engagement mediates the relationship between human resource management practices and positive outcomes for both individuals and Organisations citing Demerouti, Nachreiner, Bakker and Schaufeli (2001). However, Alfes *et al.*, (2013) went ahead and confirmed the claim in their study in a service sector in the UK, they argued that work engagement is the mechanism which accounts for the relationship between HRM practices and individual behaviour, besides individuals with a positive perception of their organizations' HRM practices are more likely to be engaged with their jobs and, therefore, have a higher propensity to exhibit citizenship behaviour at the same unwilling to change employment.

Similarly, Gupta *et al* (2015) ascertained the mediating role of work engagement in the relationship between supervisory support and service employee performance in an Indian higher education system. They argued that employees provided with supervisory support tend to work with vigour, dedication and are deeply absorbed while performing their duties consequently their deliverables are appreciated by the customers which in this case is a measure of employee performance.

The versatile nature of work engagement as a mediator was further confirmed by Rich *et al.*, (2010) in an American set up. Indeed, they established that work engagement as conceptualised by Kahn, (1990) plays a powerful mediational role in explaining employees work performance and practices of citizenship behaviour. In particular, they demonstrated evidence that work engagement mediates the relationship between value

congruence and OCB, positive organizational support and OCB and core self-evaluation and OCB.

Further, Purba and Efendi (2015) in Indonesia examined the mediation role of work engagement in the relationship between goal congruence and job satisfaction. Their findings showed work engagement actually mediates the effect of goal congruence and job satisfaction. In other words, work engagement serves as the mechanism through which the employee and organization goals are in congruence to drive job satisfaction. While Vidic & Hernaus (2015) examined the interaction between job satisfaction, work engagement and employee loyalty (an aspect of citizenship behaviour). Their mediation analysis confirmed work engagement plays a mediation role in the relationship between job satisfaction and employee loyalty. They recommended research on other related constructs to understand the mechanism underlying work place behaviour.

The above two studies demonstrates the versatile nature of work engagement as a mechanism through which positive work behaviours are exhibited. And as discussed previously, engagement is a positive psychological condition that drives employees to invest themselves actively in their roles and organization. Engaged employees are more likely to perform their tasks better and give limitless attention to their organization as demonstrated by their higher level extra role behaviour practices. Therefore, there is need to further confirm whether the relationship between Personal resources and citizenship behaviour is as a result work engagement in the Kenyan context the subject of hypothesis (H₀₃).

2.4 The Concept of Work Ethic

As discussed previously, OCB and Work engagement are positive work performance behaviour practices that come out as a result of a combination of individual and organizational factors; their practices may depend on the prevailing work ethic. In other words, the belief systems within and beyond the work place about work may influence individual citizenship behaviour and work engagement practices. Work ethic is conceptualized in this study as a positive workplace philosophy that emphasizes hard work, commitment and dedication, and avoidance of wealth accumulation through unethical methods. Such work ethic is indeed valued by organizations since employees holding strongly to positive ideals help organizations a great deal to realize its goals. Indeed, the present world work place dynamics demand positive attitudes towards work (Noe, Hollenbeck, Gerhart and Wright, 1999) a strong positive attitude towards work may lead to better performance at both individual as well as organizational levels. These sentiments are shared by (Yunus, Rahim, Shabuddin and Mazlan, 2011).

Work ethic has attracted attention of social scientist since way back in the human relations movement marked by works of Elton Mayo and the famous Hawthorn studies (1927-1932). MacGregors's works of 1960s enhanced the understanding of the concept by developing the X and Y theories. A review of literature shows that many scholars trace the concept work ethic to Max Weber's writings on capitalism in the early 20th century. Weber argued that the rise of capitalism was partially as a result of what Slabbeth (2011) calls 'the puritan value of asceticism' as well as a belief in a calling from God.

Max Weber while glorifying capitalism highlighted the value of work commitment and raised questions as to why some people place greater importance and value to their work to the extent that they appear more conscientious to it than others (Van Ness & Buff, 2010). In the context of this study, the question as to why some employees exhibit high levels of extra-role performance behaviour and are highly engaged in their work while others are not is being sought. This question points at the antecedents of positive work performance behaviour and is likely to find answers in the concept of work ethic.

The concept of work ethic used widely in current and later research has deep roots in Judeo-Christian beliefs Slabbeth *et al.*, (2011); indeed until 2001, discussions on work ethic revolve around the Protestant Work Ethic. However, even up to now most interpretations give reference to “protestant work ethic” when describing work ethic. Apparently even the Islamic work ethic which is gaining currency in most research work in Middle East and part of Asia (Ali & Al-Owaihham, 2008) borrowed elements from protestant work ethic.

The relationship between Personal resources, OCB and Work engagement is apparently established in the literature. However, there is need to link this relationship with the prevailing work ethic an employee works to explain the phenomena citizenship behaviour deeply. Arguing from the Protestant work ethic perspective Geren, (2011) posits that the need to achieve is a personality factor developed right from child bearing practices that emphasizes independence training to develop high achievement motivation. In other words work ethic can be nurtured, developed and ingrained from childhood to be part and parcel of the personality of the individual. For example, an

engaged employee is driven by the desire to achieve, this relates well with the aspect of hard work in Protestant work ethic which emphasizes industriousness and prescribes a taboo on idleness.

Besides, elements of protestant ethic relate to citizenship behaviours, they include employees pride and commitment, loyalty, dependable attendance and punctuality. Slabbeth,(2011) highlighted the ability to sacrifice long hours at work at the expense of leisure as an element of work ethic demonstrating commitment related to civil virtue. Furthermore, Furlam (1990) observed that people who belief in PWE were associated with high internal locus control, conservative attitudes and beliefs as well as a remarkably high need for achievement (the goal of being highly engaged). This captures the aspects of Personal resources discussed previously; as such there is a probable link between Personal resources and work ethic.

The Multidimensional Work Ethic Profile (MWEP) scale by Miller, *et al.* (2002) points at seven facets of work ethic, namely; *hard work*; refer to the attitudes and beliefs regarding the intrinsic value of hard work. *Leisure*; refers to the importance the individual places on none work activities. *Waste of time*; considers the perception about the negativity of wasting time. *Ethics/morality (others refer to religiosity)*; are concerns about behaviour and standards, the rules of right and wrong, the belief in just and moral existence. *Centrality of work*; concerns the importance individuals place opportunity to work. *Self-reliance*; concerns the degree of independence from other people. And finally, *delay of gratification*; which concerns the ability to postpone need gratification (Van Ness *et al.*, 2010). Though these dimensions are widely used, researchers have

been using them to test its suitability to individual cultures (Ozatalay & Chanzanagh 2013).

The concept “Protestant Work Ethic” has however attracted heavy criticism for being exclusive by name (protestant). In response, Miller *et al.*, (2002) developed the Multidimensional Work Ethic Profile (MWEPE). Although most researchers agree that there is no universal work ethic, instead each culture need to develop its own contextualized conceptualization of the construct Du Gay & Pryke (2002).

From the foregoing, work ethic is the attitudes and the significance or the latitude to which people place or hold on assigned tasks; basically it is about the purpose of work. Individuals will exhibit diverse levels of commitment, involvement and engagement in tasks assigned depending on their childhood teachings about the purpose of work. An individual persons’ preference to engage in productive work or just idle around or commit in leisure activities may be rooted in ones’ work ethic cultivated over time through parenting and socialization. Work place practices are also important in shaping the attitudes of employees; for example *could it be morally right for one to receive a wage which he never worked for?* The decision to assist others sort out a work place problem without complaining of inconvenience is a demonstration of citizenship behaviours, but unless such is ingrained in the individuals’ mind out of seeing others doing it or having learned through socialization, citizenship practices will hardly be exhibited.

A number of researchers have adopted Millers’ (MWEPE framework) in conceptualizing work ethic. Apparently their conceptualization of hard work closely relates to work

engagement; for example, an engaged worker believes in hard work Miller *et al* (2002) which Kahn (1992) calls it working with vigour. Investing oneself in job role with dedication mirrors the centrality of work and useful usage of time in MWEF framework (Miller, 2002). Using MWEF scale, Czerw and Grabowski (2015) studied work attitudes by linking work ethic as predictors of work Engagement among Polish Employees using. They reported positive correlation between the various dimensions of work ethic with work engagement. For example, centrality of work correlated with and significantly predicted work engagement. Other dimensions reported to relate with work engagement include anti-leisure attitude, the value for hard work and delay for gratification. They concluded that work engagement is largely determined by the individuals' psychological traits rather than organizational and demographic factors, besides the traits constitute specific attitudes towards work nurtured early in human life from the family, religious institutions and school.

Taking the cue from the Protestants, the Muslim developed their own work ethic scale, the Islamic Work Ethic (IWE) with roots in the writings of Prophet Mohammed and the teachings in the Quran. According to Ali *et al.*, (2008) work is viewed in Islam not as an end in itself but as a means to foster personal growth and social relations. This argument is closely related to the African collective approach to work and the modern business pursuit for teamwork and cohesion. The Buddhist glorifies teamwork, view laziness as the cause of the downfall of man and nations, and poverty as the prime cause of unethical behaviour (Geren, 2011).

In related studies, Sadozai, Marri and Zannam (2013) examined the moderating role of Islamic work ethics in the relationship between the organizational commitment and

turnover intentions among employees in the public sector of Pakistan. Their findings showed a positive relationship between Islamic work ethic and organizational commitment and recommended that by enhancing these factors an organization can reduce turnover intentions of employees. Similarly, Yousef (2000) demonstrated the link between work ethic and organizational commitment, job satisfaction (Yousef, 2001).

Work ethic is rarely discussed in the African academic literature; much of the written works is attributed to consultancies; however, in a comparative study of South African and Chinese work ethic, Slabbeth *et al.*, (2011) discussed hard work. Overall, the study concluded that the Chinese work ethic bears all the hallmarks of a desirable work ethic. The study showed that the idea of hard work in South Africa was of lesser value compared to the Chinese. Whereas the Chinese were firm believers of hard work because they delight in results which gives them gratification, the South Africans view working hard as a burden. The study concluded that the Chinese not only take personal pride in investing in hard work but they are proud to work hard for the purpose of collective achievement for the nation. In order word the elements of citizenship behaviour namely, loyalty, civic virtue and loyalty is played out in the Chinese work ethic. Moreover, this also reflects the key tenets of an engaged worker (Khan, 1992). Interestingly, according the Slabbeths' study an average Chinese chooses to work hard because of the fear and embarrassment associated with failure. This suggests that working hard could be more of an internally determined decision rather than external pressure.

However, Gallup report (2013) indicated 85% of workers in Africa belief in hard work because it brings success. The report suggests African workers high regard for hard work

is attributed to the quest for survival. Indeed, to meet even the most basic needs, one must work hard in this continent. The globally respected research consortium concluded that Africa's best attitude towards work perhaps explains the current rapid economic growth experienced in the continent, though such conclusions need to be collaborated country by country. Certainly, Kenyans are not lazy; however, their attitude towards public service and resources is certainly not positive but stereotype (*mali ya uma*) mentality. There is need for research to understand the driving for total involvement on personal tasks rather than formally assigned jobs.

From the foregoing, the level of work engagement and the amount of organizational citizenship behaviour employees may exhibit is most likely to be influenced by the employees' beliefs and attitudes towards hard work, use of time, leisure and the overall importance of work. Indeed, the basic assumption confirmed by researchers across disciplines is that, there exist a relationship between work ethic and the individual work performance (Slabbeth *et al.*, 2011). A number of studies reviewed have demonstrated evidence that Personal resources, work engagement and OCB are all linked to work performance. Therefore this study explores the link between psychological persuasions shaped by work ethic to explain positive work behaviours. This forms the basis of testing the null hypothesis that work ethic does not moderate the indirect effect of work engagement in the relationship between Personal resources and OCB (H₀₄).

2.5 Echelons of Management Notion

Organizations are generally structured into three broad organizational structures; lower level operatives (in Kenya they are referred to as union staff), middle-level staff and the

top management. However, it is not always clear as to how a middle-level manager is and what does a middle-level manager do. This section discusses role and scope of work of middle-level managers.

2.5.1 Role of Middle-level Managers

In the last few decades (between 1980s and 1990s) organizations made enthusiastic effort to flatten organizational tiers leading to massive layoffs of middle-level managers (Vouzas, Burgonyne & Livian (1997); however, middle-level managers remain a sizeable number and a very critical cadre of employees in most modern organizations. Studies undertaken in 2004 in UK on Standard Occupational Classification, managers and senior officials constituted 11% of the workforce in 90% of organizations with managerial employees (Kersley *et al.*, 2006).

There is no definite definition of who a middle manager is, however, simply from the word; it connotes officers serving between the operative and the top management employees. This group include professionals such as accountants, engineers and doctors who for example in UK constituted 12% of organizations' workforce according to Kersley *et al* (2006). The study findings showed slightly below 50% of this group supervise other staff. In a labour force survey carried in European Union in 2002, TUC (2005) reported that 3.5% of Germans engaged in employment referred themselves as managers or officials.

Further, Hales (2006, 2007) observed that middle-level managers constitute individuals responsible for profit centres or operational effectiveness of a meso-level unit of an organization. Their roles include providing direction; coordination and control of the

operations of a unit so as to link strategy and operation thereby transmit and implement policy and regulation. Besides, they also deploy and secure resources within a unit and play the liaison role of linking the organization with external parties. From the above outline, it is apparent middle-level managers would include both generalists and specialists tasked with responsibility of communicating downwards and upwards. Likert (1961) referred them as organizational “linking pins”. Accordingly, middle management is the point organizational activities integrate. The linking task is a complex process of negotiation and exchange (Waston 1994). Therefore, competence, commitment and dedication are expected of this cadre of employees.

MmcGurk (2013) observed that, despite the strong pressure and desire of late 20th century and early 21st century to eliminate this cadre of employees, they remain relevant to organizations to date. Their influence in determining organizational outcomes remains central in organizational effectiveness principally in this era where organizations are getting flatter and more decentralization is being embraced. Middle-level managers play a balanced role of organizational stability and strategic change and at the same time they are expected to navigate between the use of formal managerial control and informal influencing strategies (Huy, 2002; Balegun, 2003) to promote effective and efficient use of resources at the work place.

Middle-level managers are leaders whose role comes out clearly from the definition of leadership by Shackleton (1995). Accordingly leadership is the process in which individuals influence other group members towards the attainment of group or organizational goals. Mollick *et al.*, (2011) in a longitudinal study lasting 12 years examined the role of middle managers in gaming business they concluded that middle-

level managers were the cadre of employees who make the difference in firm performance. Despite this critical role, middle-level managers are a neglected disengaged workforce who often is targeted whenever organizations restructure McGurk (2013). Reports indicate up to 20% of middle managers in the USA were phased out between 1988 and 1994 Foyd *et al.*, (1994). A similar trend occurred in Europe among organizations implementing the business project re-engineering (BPR) in the 1990s. Subsequently, organisational structures went flatter and more middle-level managers were sent home (Jackson & Humble, 1994). Other studies also indicate that over the years this cadre of employees have played a peripheral role in strategy process, their role was reduced to just providing informational input and implementing strategy processes (Floywd *et al*, 1992). As a result, Dopson & Stewart (1990) found them a frustrated, disillusioned lot, caught in the middle of a hierarchy; impotent and with no real hope for career progression.

Linda *et al.*, (2002) viewed middle-level managers as lost in the recurring reorganisations and pressure to over- work and '*presenteeism*'. Sims, (2003) and HCI (2010) thought their superiors do not regard them as much; instead they view them as none proactive frustrated lot. Some of them think they are simply lost. Accenture (2007) view them as unrecognized lot who have eventually become cold obstacles to strategic change. Perhaps the reason why Boston Consulting Group (2010) reported that decline in work engagement among employees during the financial crisis was most dramatic among middle-level managers in United States of America, McGurk (2013) attributes these to some resistance which is genuine. He argued that middle-level managers often find themselves the target and at the same time agents of change.

Certainly, there seem to be a genuine problem with this cadre of employees worth studying.

2.6 Theoretical background of Positive Work Behaviours

This section presents the theoretical grounding of this research by expounding on a number of theories that explains the variables under study. The main theories that informed the study are; Self-determination theory, Broaden-and-build theory, Social exchange theory and Conservation of resources theory.

2.6.1 Self Determination Theory

The key determinants of positive work performance behaviours are explained by Self Determination Theory (SDT). The theory is concerned with the motivation behind the choices people make with no external influence and interference. It focuses on the degree to which individuals' behaviour is self-motivated and self-determined (Ryan and Deci 1985). It identifies two forms of motivation that drive individuals to act or behave in a particular manner; intrinsic and extrinsic motivation. Intrinsic motivation refers to the state where one performs an activity or behaves in a particular manner for its own sake; because of one's own interest and enjoyment. It is internal and authentic driven behaviour.

Intrinsic motivation concerns the process through which a person acquires self-directed motivation for initiating certain behaviours and maintaining them over time. SDT holds that developing a sense of autonomy and competence are critical to the process of internalization and integration in order for an individual to self-regulate and sustain certain behaviour. According to Gagne & Deci (2005), intrinsic motivation may be

influenced by both the work environment and individual differences that foster feelings of competence, autonomy and relatedness.

The theory suggests that work related activities are not always enjoyable; however, individuals must come to value the activities and personally endorse their value or importance to decide and behave in a particular way (Rich, Lepine & Crawford, 2010). This assumption informs the study in the sense that employees exhibit citizenship practices at their work places depending on the value they attach on their work. Competence is an important ingredient directing behaviour according to the theory, as such employees endowed with high levels of competence are more likely to exhibit high levels of Self-efficacy and Organizational-based self-esteem to the extent of practicing citizenship behaviour at the work place.

In addition the theory further informs the study in that the decision to exhibit positive work behaviour is personal and at the same time determined by organizational factors. First and foremost, human resource management practices, such as training enable employees to acquire sufficient skills and competences which becomes a source of Self-efficacy and Organizational-based self-esteem. Other organizational factors instrumental in enhancing Personal resources include; appropriate management and leadership practices, designing jobs and placing individuals in job whose characteristics allow for autonomy and the willingness to act voluntarily and exhibit citizenship behaviour and work engagement. Similarly transformative leadership ideals go a long way to influence employee's intrinsic motivation leading to organizational self-esteem (Picollo *et al.*, 2006). Since transformative leadership ideals recognise individual contribution to the organization, employees get to perceive their own value to the

organization and decide to voluntarily engage and exhibit extra role behaviour (Rurkkhum, 2010).

Extrinsic motivation is performing an activity for instrumental purpose (Ryan & Deci 2005). This motivation is driven by the desire to gain rewards or to avoid punishment; it is a form of motivation driven by selfish interests such as the need to boost ones' ego or avoid feeling of guilt and to obtain some personal goal. Indeed, over time there has been a general belief that benefits, expectations of promotion and better pay as well as other similar factors shape behaviour because of their economic or instrumental value (Blader *et al*, 2009). However, research evidence shows that positive work behaviour associated with higher levels of performance, persistence; initiative and creativity come as a result of intrinsic motivation (Ryan *et al*, 2000). Therefore, intrinsic motivation promoted by both work context and individual differences foster feelings of competence, autonomy and relatedness (Gagne & Deci, 2005), which drive the employees to behave positively by exhibiting citizenship behaviour and being highly engaged in their work.

2.6.2 Broaden-and-build Theory

The theory attributed to Barbara Fredrickson (2001) points out three elements of positive emotions and how it influences an individuals' behaviour. It suggests that joy, interest, contentment and love as elements of positive emotions. Fredrickson (2004) argued that joy ignites the urge to play, push the limits and to be creative intellectually, socially and behaviour-wise. Additionally, interest fires one to explore and take in new information, experiences, knowledge and skill; consequently one expands himself or herself in the process. Whereas contentment creates the urge to sit back and savour the current status of life; it integrates these circumstances into new views of self and of one's environment Fredrickson, (2004). In addition, positive emotions, transform individuals into being more creative, knowledgeable, resilient, socially integrated and healthy.

The principle relevance of the theory in this study is that, positive emotions are capable of promoting creative actions, ideas and social bonds which in turn builds individuals' Personal resources including intellectual, social and psychological resources (Fredrickson & Joiner 2002). Therefore psychological resources including Self-efficacy, organizational self-esteem and Optimism discussed in this study are a byproduct of positive emotions. According to Fredrickson (2004), these resources function as reserves useful when the essence of survival is being threatened by realities of life including work challenges. In other words, the theory suggests that, armed with these resources an individual is capable of performing better and easily adjust to situations including hardships and experience a better general well-being.

The theory further suggests that individuals experiencing positive affect are flexible, creative, integrative and open to information and efficient (Frederickson, 2004).They

demonstrate an increased preference for variety and an acceptance of a broader array of behavioral options including being engaged in work and exhibiting citizenship behaviours. They see the “big picture” rather than being limited by narrow interests because of their broadened thinking (Fredrickson & Branigan, 2004). An individual conscious of the “bigger picture” has a different view of challenges arising from the work place; as such, despite challenges, they still exhibit citizenship behaviours and work with vigour and dedication while deeply absorbed in their work. Researchers including Schaufeli, Salanova, Gonzalez-Roma & Bakker, (2002); Schaufeli and Bakker, (2004) have described the construct engagement as a positive, fulfilling, work-related state of mind. An engaged employee tends to have a state of mind that is positive and more often experiences and exhibits positive emotions.

Relating to Optimism, an aspect of Personal resources, the theory suggests that positive emotions derived from either personal, physical, social or psychological resources make people feel good in the present. And arising from their influence on broadened reasoning, positive emotions also increase the possibility that they will feel good in future, this explains the optimistic nature of their perspectives.

Using broaden-and-build theory Youssef and Luthans (2007) argued that positive emotions contribute to the accumulation of Personal resources necessary to tackle situations as they come. They argued that psychological resources capacities not only impact positively on work performance but also play a big role in containing the destructive impact of negativity. Positivity builds and develops psychological resources which subsequently enhance job performance (Wright, 2005). People endowed with

large and a variety of positive emotions have the capability to broaden and build more Optimism and resiliency on their tasks.

Bakker *et al*, (2008) advocated for positive emotions to build Personal resources ranging from physical, intellectual, social and psychological resources. Arguing from the broaden-and-build theory perspective, Cropanzano and Wright, (2001) demonstrated empirical evidence suggesting that happy people are likely to be more open to opportunities at work, more helpful to others (citizenship behaviour). They are more optimistic in their perspectives and exhibit more confidence in their tasks (Self-efficacy). This resonates well with this study whereby Personal resources and Work Ethic is linked with positive work outcomes or behaviour (Work Engagement and Citizenship behaviour). According to Robinson (2006) organizations can achieve high employee engagement by creating conducive work environment where positive emotions such as involvement and pride are encouraged. In other words organizations have a role in building and sustaining the level of Self-efficacy and organizational-based self-esteem of its employees by involving and making them feel proud of their jobs. Whenever individuals feel positive emotions, they are capable of thinking in a more flexible, open-minded way and are more likely to perceive themselves as in control and capable of coping more effectively with job demands at the same time being less defensive when problems arise at their work place (Fredrickson,2004).

2.6.3 Social Exchange Theory

The popular social exchange theory associated to George Casper Homans (1910-1989) also grounds this study. This theory is regarded as one of the most influential conceptual paradigms that explain workplace behaviour and social science phenomena in general.

According to Cropanzano *et al.* (2005) its roots are traced to writings dating back to Malinowski, (1922) and Mauss, (1925). The basic principle of SET is that social phenomena involve a series of interactions that generate obligations.

Blau (1964); Walster, Walster, & Berscheid (1978) observed that individuals will continue to participate in social situations as long as they perceive the participation will accrue beneficial outcomes. Accordingly, people are in relationships (economic, political or social) for gain and people leave relationships upon realizing that they no longer gain or when the costs of staying in it outweigh the gains. These elements of the theory were summarized earlier by Thibaut & Kelley (1959) & Homans (1961) in an equation implying that perceived profit equals rewards minus costs; suggesting that positive work behaviour are the benefits employers reap from treating its employees well.

The second component of SET relevant to this study is the principle of distributive justice and equity. It asserts that human beings actively seek fair outcomes, distributive justice and equity. According to Maslach *et al.*, (2001) fairness and justice is the work condition predicting work engagement. In addition, Saks (2006) posits that employees with high regard to procedural justice are more likely to exhibit higher work engagement. Subsequently, employees having higher perception of justice in their organization would most likely feel gratified to be fair in performing their roles by practicing citizenship behaviour and higher levels of work engagement. Furthermore they are more likely to develop important Personal resources such as organizational-

based self-esteem. This is in line with previous studies indicating that Personal resources are developed.

Indeed, Rhoades Eisenberger & Armeli (2001) noted that employees high in perceived organizational support are more likely to exhibit positive work behaviours to assist the organization achieve its objectives as part of the reciprocity norm of SET. However, this principle also suggests that when an action fails to produce expected rewards or causes unexpected punishment an individual will feel cheated and can easily engage in punitive retaliatory actions suggesting refusing to be fully engaged in work or shunning away from citizenship practices at the work place. This also hinders their development of Personal resources important for work performance. Thus, the spirit of reciprocity a key merit of social exchange theory, projects the existence of a social exchange relationship between an individual and an organization which accrue mutual benefits. Personal resources, Citizenship behaviour and high levels of work engagement are the benefits organizations derive from employees for treating them well (Cropanzano and Mitchell, 2005).

2.6.4 Conservation of Resources Theory

The theory attributed to Hobfoll (1989) categorized resources into four types; objects, conditions, personal characteristics and energies. The theorist proposes that people seek to obtain and retain these resources but they are stressed when their resources are threatened or when they fail to gain additional resources after investing physical, monetary, intellectual or emotional effort. It further assumes that individuals must bring in resources to avoid loss and that persons with more resources are less likely to lose

resources. However people with limited access to strong resource pool are more likely to experience resource loss (Xanthopoulou *et al.*, 2007).

Furthermore, highly resourced individuals seek opportunities to risk resources to gain more resources (Hobfoll, 2002). Strong resource pools lead to a greater likelihood that individuals will seek opportunities to risk resources to gain more resources. Xanthopoulou *et al.*, (2007) argued that resource gain became important on the context of resource loss or absence, this implies that Personal resources and job resources, in this case the job conditions are important when employees are faced with high job demands such as workload, emotional demands, physical and mental exhaustion. Because the resources gained enable them come out of such situations which subsequently help them to accomplish tasks with ease.

The relevance of this theory is apparent in a longitudinal study by Xanthopoulou *et al* (2009) which established that Personal resources and job resources play a reciprocal role to assist an individual to adopt to work environment and behave in a particular manner. The study showed that individuals predisposed to quality coaching; leadership and feedback (more job resources) tend to exhibit more Personal resources including Self-efficacy, Optimism and organizational self-esteem. Therefore, individuals' positive in work behaviours practice citizenship behaviour and engaged themselves highly in their work as a way of protecting the psychological and emotional skills gained (Personal resources) because these skills help them enhance their confidence and competence in performance of their jobs. In a sense, conservation of resources theory, social exchange theory and broaden-and-build theory converge to explain why employees exhibit

positive work behaviours such as practicing citizenship behaviour and being highly engaged in their work.

2.6.5 Job Demands-Resource Model

The study is also informed by the tenets of the job demands-resource model by Demerouti, Bakker, Schaufeli, & Nachreimer (2001) as read with Frederickson's broaden-and-build theory (2001). The model posits that job demands exerts physical and mental demands and time pressure that lead to exhaustion. The high job demands exhausts workers' mental and physical resources thereby leading to depletion of energy (Demerouti *et al.*, 2007; 2011) consequently, the worker is likely to behave negatively.

The model informs this study through the broaden-and build theory that Personal resources build out of positive emotions including Optimism and Self-efficacy become useful in times of difficulty (job demands) because these psychological resources are characterised by creativity, adaptability and resilience. Positivity may convert the negative experience and work behaviours associated with job demands to positive experiences and behaviours. Besides, positivity presupposes having an optimistic perspective that all situations will change for the better in the near future. In summary, the theories underpinning this study are derived from individual persons' motivation as well as organizationally driven motivation to behave positively. The implication and relevance of these theories are summarized in Appendix I.

2.7 Summary of Literature Review, Research gap and Conceptual Framework

This section provides a summary of literature reviewed; highlighting the knowledge gaps sort to be filled by this study and the conceptual framework derived is also discussed.

2.7.1 Summary of Literature Review and the Research gap

From the literature reviewed, it is apparent OCB, Work engagement and Work ethic are dynamic positive work behaviours, organizations strive to instil and promote positive work culture through various initiatives. The empirical studies as well as practice have demonstrated evidence of a strong positive correlation between positive psychological and emotional skills and individual and organizational performance. Indeed, theories underpinning these studies suggest that it is possible to churn out desirable behaviours by deliberately influencing the psychological and emotional conditions of workers through organizational processes and practices.

Despite the high level of knowledge on positive work behaviour shown in many empirical studies in the rest of the world, very little has been generated in Africa. And even the few studies done in Africa on the antecedents of work engagement and citizenship practices have dwelled substantially on the organizational factors. However, work behaviour is a product of a complex combination of many factors both contextual and personal. Many recent studies have pinpointed an array of personal differences as drivers of positive work behaviours (Youssef & Luthans, 2007; Xanthopoulou *et al.*, 2008). Despite this, none of these studies have linked the two work behaviours and personal characteristics by way of a mediation process. Moreover, the researcher

appreciates the reality that studying a phenomena as complex as work behaviour requires the integration of an array of variables. The study therefore sought to test a model integrating Self-efficacy, Optimism, Organizational-based self-esteem and work ethic to explain organizational citizenship behaviour. Therefore by integrating four important organizational behaviour variables, this study will make a contribution towards building theory in the recently emerging field of positive organizational behaviour (Youssef *et al.*, 2007). Appendix I show the research gap this study sought to fill.

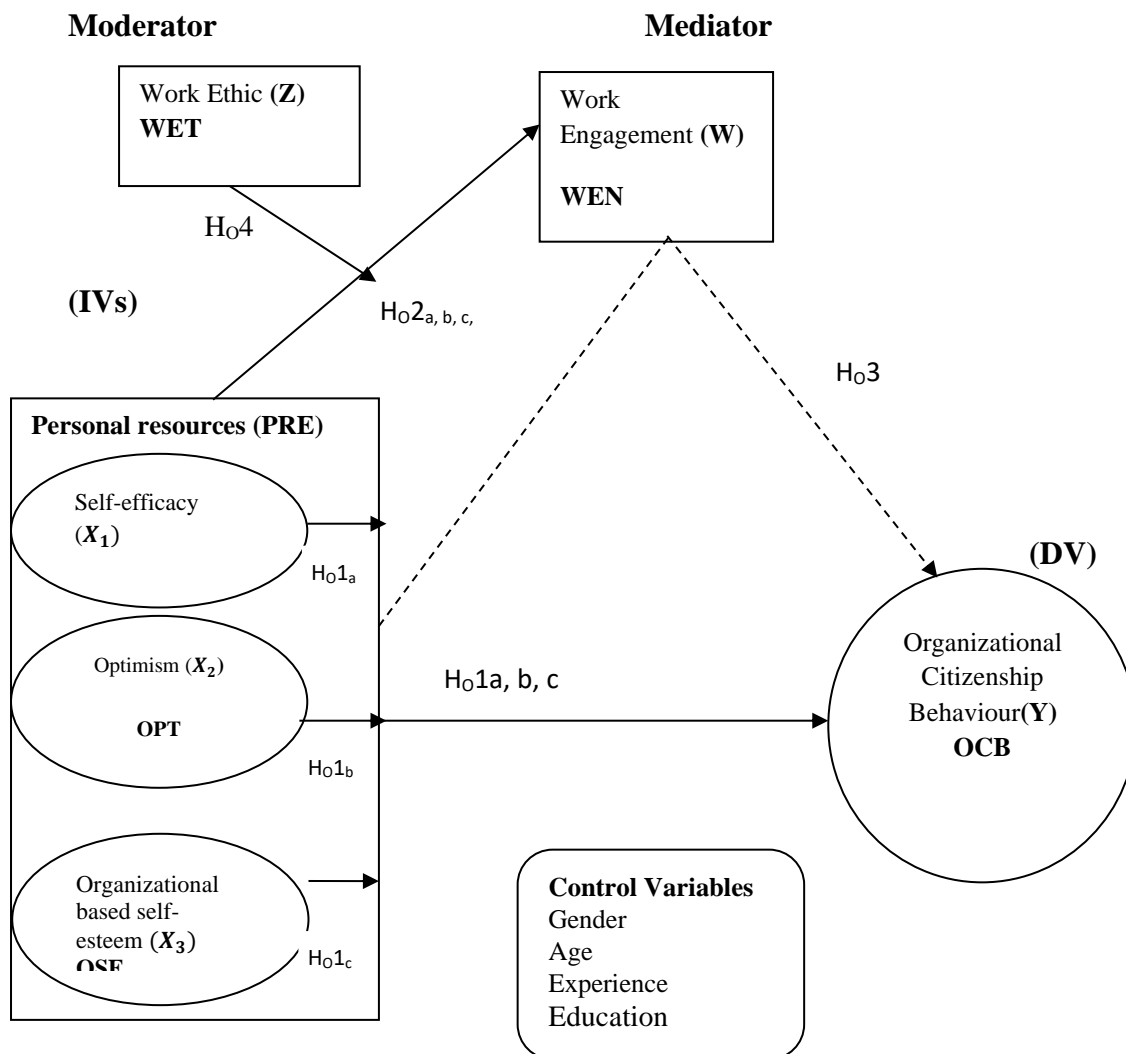
2.7.2 Conceptual Framework

The conceptual framework in figure 2.1 outlines the possible courses of action and relationships of the study variables. The purpose of this study was to explore the interaction effect of Work engagement and Work ethic in the relationship between Personal resources and OCB. The study sought to uncover the individual forces behind differences in work performance behaviours of managers in which Personal resources was the independent variable predicting OCB with Work engagement as the mediator or the mechanism through which Personal resources influence Organizational citizenship behaviour and Work ethic moderated this indirect relationship.

This relationship was informed by both theory and empirical studies underpinning the study. According to Baron and Kenny (1986) a variable can serve as a mediator or a moderator in the study of any given phenomena. According to Xanthopoulou *et al.*, (2007) Personal resources constitute positive self-evaluations which may explain variations in both work engagement and citizenship behaviour. The concept constitutes Self-efficacy, Optimism and organizational-based self-esteem treated as the independent variables. These individual employee characteristics are expected to influence

citizenship behaviour whose indicators are; altruism, conscientiousness, sportsmanship, courtesy and civic virtue usually exhibited at the work place.

Soane *et al.*, (2012) observed that work engagement is a positive outcome of citizenship behaviour; however, this study examined whether work engagement whose indicators are vigour, dedication and absorption could be the mechanism through which Self-efficacy, Optimism and Organizational-based self-esteem influence Citizenship practices at the work place. This study further sought whether Work Ethic moderates the relationship between Personal resources and OCB through work engagement. Hypotheses were tested to determine the direction and significance of the proposed relationships shown below.



X = Personal resources (PRE)

Y = Organizational Citizenship behaviour (OCB)

W = Work Engagement (WEN)

Z = Work Ethic (WET)

IV=Independent Variable; DV=Dependent Variable; MEDV=Mediating Variable

MODV=Moderating Variable.

H₀=Null hypothesis.

-----> Indirect effect

—————> Direct effect

Figure 2.1 Conceptual Framework

Source; Author, (2015)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter gives a description of the methodology applied in the research; it outlines and discusses the research techniques adopted in the study. The chapter is arranged in sections; each section gives details of the methods and procedures applied. The details include; the research design adopted and the rationale for using it; the context of the research is explained. The target population including the sample design and the process of arriving at the sample size is described. The chapter also delineates the data collection methods and processes employed as well as the types and nature of data collected in addition to the instruments used. Included in this chapter is a description of the data analysis methods adopted, the data preparations procedures such as data coding and validation of instruments. In addition, the assumptions of multiple regression and the models to be tested are outlined. The chapter concludes with a preview of the ethical issues considered during the data collection processes.

3.1 Research Philosophy

The study is an inquiry on social phenomena; the research philosophy popularly used is the positivist view whose central doctrine is verification of meaning through statistical measurements. In this case, data were collected using established survey instrument that yielded statistical data that were then analysed to derived meaning. Positivists see reality on the basis of a cause-and-effect relationship (Blanche *et al*, 2006).

3.2 Research Design

As a quantitative study, cross-sectional survey design was used. According to Shaughnessy, Zechmeister and Zechmeister (2003), cross sectional survey techniques allows for drawing of multiple samples from the population of interest at a single point in time. The design is ideal in examining multiple variable relationships and to infer predictability. This is possible through focusing on variables that can be interrelated, and by conducting detailed measures of relationships of the variables and testing them to refine theories.

A survey according to Garson (2006) is a research method involving gathering data from respondents thought to be representative of some population by use of an instrument composed of structured or open-ended questions at a single point in time or over a short period. Survey is a research technique that has dominated social science data collection methods because of its efficiency in terms of population coverage and costs. Further, the design is ideal for this study given that the variables under review keep changing in time and contexts. Besides, the design is prominently featuring in the related empirical studies reviewed.

3.3 Study Area

The study participants were drawn from State Corporations spread across the country, Kenya. This implies that the area of coverage was determined by the randomly sampled State Corporations operating across counties and sectors of the economy in the country. The Kenya government over the years have strived to ensure that public service and development agencies are spread in all regions to serve its citizens without

discrimination. Appendix II shows the primary sampling frame indicating the study area was quite inclusive in area coverage across the country.

3.4 Target Population

The target population constitutes the entire aggregate of cases that meet specified criteria for the purpose of a research project. The population of interest in this study was employees who at the time of this study were in management in State corporations in Kenya. Although the actual population of the managers in State Corporations in Kenya is not documented, related empirical studies have demonstrated evidence that their population can be estimated on the basis of the total work force in a given organization. A study by Kangure *et al.*, (2014) indicated State Corporations across the country employ about 119,689 employees; the workforce population is corroborated by the State Corporations Advisory Committee report (2013). However, the target population being middle-level managers was estimated based on a survey carried out in United Kingdom, by Kersley, Alpin, Forth, Bryson, Bewley, Dix, & Oxenbridge, (2006) ,they established that middle-level managers in majority of organizations in UK constituted 12% of the work force. By juxtapose, it was estimated that 14,363 employees constituted the target population in this study. These are employees in managerial positions responsible for functional areas, departments or units of State corporations in this sample.

The researchers' interest in this target population was informed by a number of reasons. First, middle-level managers' work behaviour is central for realization of the vision because they play a strategic role of linking the vision of the organization at the top with those who implement the vision at the bottom (Mollick *et al*, 2011; Balegun, 2003).

This level of employees ought to exhibit the highest level of positive work behaviour for the success or survival of the organization. Unfortunately, global studies have shown that this cadre of employees exhibited the least motivation towards positive work behaviours, particularly work engagement in recent times (Boston Consulting Group, 2010).

Secondly, State Corporations are semi-autonomous public service organs they play a strategic role in the development of the nation, including turning profits to the State as well as giving desirable service to the citizens (SCAC, 2013). By studying managers under these units of the State, an opinion applicable across the larger public service can be formed. Besides, it is generally thought that few employees in public institutions exhibit the desired positive work behaviours. For example, Agyemang & Ofei (2013) indicated that positive work behaviour including OCB and work engagement is low in public service compared to the private sector.

3.5 Sampling Design and Procedure

The sample in this study constituted that set of respondents and study units selected from the larger population of middle-level managers among State Corporations for the purpose of the survey.

3.5.1 Sample Size

The sample size is the number of subjects in a sample. In quantitative research the larger the samples size the more representative it is likely to be. Cohen (1987) come up with techniques and tables that assist to determine the number of subjects to obtain data from that would lead to the likelihood of rejecting the null hypothesis (avoiding type II error);

they include the power analysis and significance level. Often, the significance level is set at 0.05, this is the probability of rejecting a true null hypothesis (making type I error).

In this study, the formula by Yamane (1973) which takes into account the significance level of 0.05 was used; the formula yielded a fairly more representative sample size of 389. The sample size arrived at is consistent with the sample guidelines recommended by Green (1991) in Field (2009); the later suggested a sample size >200 in which a researcher aims to detect a medium predictive power of a model as sufficiently large. Nonetheless the sample size was computed as shown below;

$$n = \frac{N}{1 + N(e^2)} = \frac{14,363}{1 + 14,363(0.05^2)} = \mathbf{389}.$$

Where;

The confidence level =95%, P = 0.05, n = the sample size, N = the population size, e = the acceptance sampling error.

With the help of the Human Resource managers and Head of Units/Departments of the State Corporations systematically selected, 389 managers were proportionately chosen using the above stated formula. The questionnaires were then randomly distributed to between three and ten managers as per allocated proportion. This was within the limits suggested by (Ntoumani, 2001).

3.5.2 Sampling Method

Systematic sampling design was used to select the primary sample; according to Polit, Beck & Hungler (2001) a systematic sample is a probability sampling procedure obtained by selecting a study participant such that every nth (in this case third person in

the sampling frame (list) was chosen. According to the State Corporations Advisory Committee website (2015), there are 126 state organizations classified as State Corporations, State Agencies or Authorities stratified into eight sectors list in Appendix II. The State Corporations were assigned random numbers according to the eight stratas. Every third unit was selected from the numbers listed to represent the Corporations; 30% of the Corporations were selected from each stratum (sector). Carson suggested a sample $\geq 10\%$ where $N < 1000$, consequently 38 State Corporations selected as the primary sample was deemed sufficient.

In addition, proportionate sampling was used to select respondents to ensure that all the 38 Corporations were proportionately represented. Universities were found to have many employees in middle-level management; in such institutions at least ten questionnaires were administered. While in small Corporations at least three questionnaires were administered Ntoumains (2001); Field, (2009). This was justified in that Baer & Frese, (2003) suggested between three and five respondents are representative enough for each study unit.

3.6 Data Collection Methods, Procedures and Instruments

The study relied on primary data obtained by way of self-administered structured questionnaires. Structured questionnaires was considered the most appropriate collecting data method for such a study given the large sample, it much easier at analysis (Cooper & Schindler, 2001). Although primary data was the main source of information, secondary data was obtained from empirical studies from reputable journals informed the background of the study. Documents obtained from the State Corporations Advisory Committee were also used to select the primary sample of 38 State Corporations. The

list served as a guide to the researchers to locate the respondents. Each of the corporations was allocated number of respondents proportionate to the total number of employees derived using on the formula by Yamane (1973).

Questionnaires were administered with assistance of managers based in branch and regional offices of the selected State Corporations. In some situations, the field managers referred the researcher to their head offices, to obtain authority. Generally, cooperation from field managers was high in State Corporations the researcher involved their head offices. The documents served to the respondents constituted the actual questionnaire, authority letter from the University, authority letter from the State Corporation and another letter stating the purpose of the study. Attached also was a brief guide on how to fill the questionnaire.

In some cases the unit managers took responsibility of issuing the documents to fellow managers, to be collected on agreed dates; while in others, the researcher issued the documents with a self- addressed envelope with a stamp. Such questionnaires were mailed back to the researcher; however, some were unfortunately time barred because they were returned way back after data has been analysed. Generally, the questionnaires were returned after a period between two weeks and one month. The questionnaire was divided into two, A and B; part A captured the respondents demographic variables and part B captured the opinions of the respondents on all the four study variables including sub-variables in a Likert scale as explained below.

3.6.1 Measurement of Variables

The indicators of the dependent, independent, mediator and moderator variables were measured as the variables were operationalized in the questionnaires. The dependent variable “Organizational citizenship behaviour” was measured using the instrument developed by Podsakoff and group in 1990. The indicators were derived from the definition by Organ (1988). Namely; *Altruism* (helpfulness); *Conscientiousness*; *Sportsmanship*; *Courtesy* and *Civil virtue*. The dimensions were measured using a 5 point Likert scale, ranging from (1) Completely disagree to (5) Completely agree. Example; “I willingly give my time to help others who have work-related problems.” The instrument chosen captured all the five dimensions of OCB which were of interest to the researcher, therefore individual subscale was not measured.

The Independent variable “Personal resources” was conceptualised as a psychological and emotional skills necessary for successful execution of work. The construct is categorized into three variables and each variable was assessed and scored independently on a 5 point Likert scale. *Self-efficacy* was measured using a 10-item generalized Self-efficacy scale by Schwarzer & Jerusalem (1995), sample statements include “I can always manage to solve difficult problems if I try hard enough”. The statement was rated on a scale ranging from (1) for “Strongly disagree” to (5) for “Strongly agree”. The variable *Optimism* was measured using Life Orientation Test-revised by Scheier, Carver & Bridges,(1994),it is a 6-item scale comprising statements assessing the respondents’ tendency to expect good outcome in life. Example, “I usually expect the best”.

The score items range from (1) for “Strongly disagree” to (5) for “Strongly agree”. *Organizational-based self-esteem* was measured using the 10-item scale instrument developed by Pierce, Gardner, Cummings & Dunham (1989). This instrument gauged the confidence the manager possesses as to whether he or she makes valuable contribution to his or her organization. Example “I am taken seriously here”. The statements were rated on a scale ranging from (1) for “Strongly Disagree” to (5) for “Strongly Agree”.

Work engagement was conceptualised as playing a mediating role in the relationship between Personal resources and OCB. Work engagement is exhibited by three indicative work behaviours namely working with vigour, dedication and absorption (Schaufeli & Bakker, 2008). This was measured using a 9-item version of the Utrecht work engagement scale (UWES) Schaufeli *et al.*, (2006). The scale is scored on a 5 point Likert scale ranging from (1) for “Strongly disagree” to (5) “Strongly agree. Statements capturing work engagement include, “At work I feel bursting with energy”, “My job inspires me” and “I am feeling happy when I am working intensely”.

In addition, Work ethic was hypothesized as a moderator in this study, the construct is described using six indicators traditionally derived from the popular Protestant Work Ethic (PWE), Namely; *Hard work*; *Leisure*; *Wasted time* (Centrality of work), *Morality/ethics*; *Self-reliance* and *Delay of gratification*. The respondents’ work ethic captured by their rating of the six indicators was assumed to generally influence and explain their work behaviours. Miller *et al* (2002) developed a 21-item Multi-

dimensional Work Ethic Profile (MWEPE) tool to measure work ethic which was scored on a 5 point Likert scale ranging from (1) for “Strongly disagree” to (5) “Strongly agree”.

3.6.2 Data Cleaning, Coding, Missing Data and Outliers

Prior to undertaking statistical analysis, data were checked for possible errors. Hair *et al* (2010) asserts data cleaning involves coding, addressing missing data and identifying outliers likely to disproportionately affect the results and which do not meet the underlying statistical assumptions. From the initial stages, action aimed at forestalling the problem of missing data was addressed; respondents were requested to provide answers to all the questions asked. A spot check was conducted on worked on questionnaires at the point of collection. Besides, in a number of cases the organizations involved in the study designated officers to cross check the questionnaires for completeness before collection. A few collected incomplete questionnaires were discarded altogether.

The variables under study were then coded for distinctive identity; the codes were as follows; SEOSE= Personal resources; SE= Self-efficacy; OPT= Optimism; OSE= Organizational-based Self-Esteem; WEN= Work Engagement; WET=Work Ethic; OCB= Organizational Citizenship behaviour. SEOSEWET represented the product (interaction) of Personal resources and Work ethic. All these variables were continuous except gender. Some of the statement under Optimism and Work ethic were reverse coded for items with negative values. A total of 68 items was captured. The coded data were entered meticulously to ensure that all data values are captured and none is missed.

In addition the data were again checked for any missing values using SPSS *Explore* command; the data set had no missing values.

Besides, the problem of outliers was addressed, outliers are observations with unique characteristics distinctly different from others that can bias the mean and inflate the standard deviation (Field, 2009). Outliers were checked by running descriptive statistics and checking on the standard deviation. The deviations from the mean were between plus or minus 1.3, thus there were no outliers. Nonetheless considering the large sample size, the effects of outliers were minimized (Gall *et al.*, 2003).

3.6.3 Pre-test

To identify ambiguities of the items and improve possible vagueness in questions, the research instruments were first pre-tested as recommended by Kothari (2004). The pre-test involved 50 conveniently sampled respondents drawn from one State Corporation with operations in Busia, Kakamega and Uasin Gishu counties. The pilot study was well received; a few ambiguities on the instruments were identified and rectified. The instruments' reliability was ascertained by deriving the Cronbach Alpha values reported in Chapter four.

3.7 Validity and Reliability Tests

Test of validity of the research instruments aimed at ascertaining the extent to which the instrument measures what it was set to measure (Field, 2009), to achieve this objective various strategies were considered. First, to increase external validity, simple random sampling technique was used in selecting respondents. Secondly, the dimensions and

elements of constructs measured were carefully delineated based on established past research obtained from reliable sources. Thirdly, exploratory factor analysis was used to crosscheck whether the defined structures are in tandem with underlying theories (Cooper & Schindler, 2001). Factor analysis which is a method for identifying clusters of related items on a scale (factors) was handy in construct validity; factors were generated and indices constructed for the preconceived variables. Besides, the instruments were interrogated by experts being the University supervisors for content validity so as to ascertain their consistency and relevance to the research objectives and the overall theme of the study before being tested in the field.

Further, the reliability of the instruments is critical in determining the credibility of data collected; the instruments were therefore tested for reliability. Field (2009) posits that reliability of an instrument is ascertained when the questionnaire used consistently reflect the construct that it is measuring despite change in point in time. To attain high reliability, the following was undertaken. First, items that have been tested for reliability was drawn from the literature were adopted with some amendments (Manimala, 1999). Secondly, the questionnaire was examined and pretested with 50 conveniently sampled respondents prior to actual data collection where errors in the instrument were adjusted. Again, by performing exploratory factor analysis reliability is further enhanced since redundant items and those that weakened reliability were identified and removed as suggested by Hair et al., (2010).

Reliability was then tested using Cronbach alpha coefficient; this was deemed appropriate given that variables were measured using multi-item scales, therefore there was need to assess the internal consistency as advocated by Cooper & Schindler, (2001).

Table 3.1 shows the internal consistency of items making up constructs as used by other researchers.

Table 3. 1 Instruments Reliability Past studies

<i>Constructs</i>	<i>Instrument developed and validated by</i>	<i>No. Items</i>	<i>Later Validated by</i>	<i>Cronbach Alpha Value</i>	<i>Scale used</i>
Work Engagement	UWES Schafueli <i>et al.</i> , (2006)	9	Shafueli <i>et al.</i> , (2006).	0.93.	5 point likert
Organizational Citizenship	Podsakaff (1990)	8	Podsakaff (1990)	0.87	5 point Likert
Personal resources <i>Self-efficacy</i>	Schwarzer & Jerusalem, (1995)	10	Xanthopulou <i>et al.</i> , (2009)	0.89	5 point likert
<i>Organizational-based Self-esteem</i>	Pierce, Hardner & Dunham, (1989)	10		0.87	
<i>Optimism</i>	Carver & Bridge,(1994)	6		0.66	
Work ethic	Miller,(2002)	21	N/A	0.81	5 point Likert
Total		63			

Compiled by Researcher, 2015

The Cronbach Alpha value threshold was set at 0.50 since the internal consistency of variables using questionnaire-type scales with Cronbach Alpha values (> 0.50) are considered sufficient (Hair *et al.*, 2010). The reliability test turned Cronbach Alpha values between 0.60 and 0.90 as tabulated above.

3.8 Factor Analysis and Indices Construction

Factor analysis is a statistical procedure used to identify variables or factors that explain pattern of correlations within a set of observed variables. Field, (2009) suggests that factor analysis facilitates reduction of a data set of interrelated variables to a smaller set of factors; by so doing, parsimony is achieved in that the maximum amount of common variance in a correlation matrix is explained by the smallest number of explanatory constructs. There is sufficient evidence in the literature rationalizing use of factor analysis in social science, mostly in the assessment of personality characteristics. Factor analysis facilitates ascertainment of the content and constructs validity of the data (Tabachnick & Fidell, 2007). Basically, with factor analysis one is able to identify the latent dimensions or constructs constituting the variables under study.

Factor analysis was deemed viable for this study given that the data set met the required assumptions. Data were normally distributed, data are in metric form and the sample size was adequate (Costello & Osborne, 2005), besides this study is exploratory in design, exploring the structure of data is necessary. Principle Component method was used as factor extraction method, the method was deemed ideal because it considers the total variance and derives factors that contain small proportions of unique contribution of variable items to a factor. Orthogonal rotation (Varimax) method was used in factor rotation since it loads smaller number variables onto each other giving raise to clusters of factors that are easily interpreted (Field,2009). Consequently, the researcher is able to retain a few numbers of variables that explain a substantial portion of the entire set of variables (Hair, 2010).

The important elements of factor analysis derived for decision making include; Bartetts test of Sphericity where a significant result at 0.05 confirmed sufficiency of correlation

existing among variables for factor analysis. KMO (Kaiser-Meyer-Olkin) values inform decisions on which factors to exclude in the subsequent analysis. Imminent researchers have suggested that extracted factors whose loadings are >0.70 ought to be retained (Kaiser, 1960). Although Field (2009) suggests factors with loadings > 0.6 are sufficient for retention as long as the sample is > 250 . Similarly, Hair (2010) suggests variables (items) whose factor loadings are < 0.50 should be dropped. These suggestions were adopted in the study, statements with loadings less than 0.60 were dropped. In addition, the total percentage variance explained threshold was set at 50% (Tabanick, *et al.*, 2007). From visual inspection, the data matrix appear to be sufficiently interrelated, moreover adequate diverse form of correlation was apparent among them (Hair, 2010). These were confirmed as shown and discussed in Chapter 4.

Further, to ascertain the reliability and validity of data, the data was transformed to create summated scales. The principle objective was to identify components that sufficiently constitute the concepts. The process involved summing up the variables (items) whose loadings met the set threshold and dividing by the number of items. The constructed scales were then subjected to a reliability test by deriving their Cronbach Alpha values. Hair, (2010) suggests constructs whose Cronbach Alpha values are above 0.50 are ideal for further multivariate analysis. The scales were further assessed for their discriminant and convergent validity; those scales that have low correlation confirm their distinctiveness and those with high correlation imply they represent one concept.

3.9 Data Preparation, Analysis Methods and Presentation

This section outlines the steps and the rationale of the data analysis techniques applied in the study. The data assembled were first scrutinized and cleared of errors. A

preliminary analysis was conducted as recommended by Tabachnick & Fidell (2007) in which descriptive statistics including frequency distribution, percentages, means and standard deviations were derived. The distribution nature of data was checked using Skewedness and Kurtosis threshold being +2.4 or -2.4 (Mood, Graybill & Boes, 1974).

The instruments validity was ascertained using a number of techniques including factor analysis. Reliability tests were carried out and Cronbach Alpha values derived to determine the internal consistency of variables. Correlation was checked using product moment correction. Direct and indirect effects were examined using linear regression and hierarchical multiple regression in which inferential statistics including coefficient of determination (R^2) and ANOVA was used to test hypotheses. A special new tool *PROCESS Macro* was used to test mediation and moderated mediation, hypotheses H_{03} and H_{04} respectively.

3.10 Factor Analysis Rationale and Assumptions

Exploratory factor analysis was used principally to reduce data for subsequent analysis. This procedure provided the means for creating a single composite variable out of the many variables that were conveniently used in multiple regression analysis. Munro (1997) observed that the number of variables relative to the number of subjects is kept within reasonable bounds to augment reliability and interpretation and the analysis is simplified. The procedure was possible since the data met the assumption of factor analysis enumerated as; first, data were in interval level as they were Likert-type self-report data; secondly, some degree of normality was observed particularly with the dependent variable; thirdly the sample size was adequate at 389 given that a sample of

between 100 and 200 is recommended (Munro, 1997). Principal component analysis was the method applied; orthogonal rotation was used to establish the number of factors observed in terms of eigenvalues or rotated factor loadings. Subsequently the factors were named and their reliability was again tested.

3.11 Test of Assumptions of Multiple Regression

As discussed above, to investigate the interaction of the underlying components of the independent variables with Work engagement, Work ethic and OCB, several regressions were run. Tabachnick *et al.*, (2007) described regression analysis as a technique that allows for assessment of the relationship between one dependent variable and several independent variables as set out in the objectives and the hypotheses. To achieve this goal, the researcher used linear regression to examine the direct effects to test Ho₁ and Ho₂. While the indirect effects were assessed using hierarchical regression to test hypotheses 3, 4 and 5.

Prior to testing the regression models and as part of the preliminary analysis, at least six assumptions of multiple regression were tested; apparently the assumptions tested are the same requirements to successfully run a PROCESS *Macro* procedure. Besides, these are considered as the most commonly used assumptions for the type of study (Hair *et al.*, 2010). First, all variables were quantitative or continuous; as such they were measured at interval levels except for gender. Second, the sample adequacy was sufficient at 325, all without missing values. To run a factor analysis for example, the same adequacy ought to be at least 300 (Tabachnick & Fidell.2007). Third, researchers

suggest that statistical inference becomes less robust as distributions depart from normality (Mellahi & Budhwar 2010).

Normality of data was assessed by examining each scale in terms of skewedness and kurtosis, scale outside plus or minus 2.4 was regarded as not normally distributed (Mood, Graybill & Boes, 1974). Besides, a visual check on the p-p plots and the histograms together with Komogorov-Smirnov test statistic was also used. Though, Tabachnick & Fidell, (2007) suggest that samples (> 200) are unlikely to be affected by the skewedness of the data. Similarly, Hair *et al*, (2010) observed that samples more than 200 tend to present significant departures from normality but hastens to add that this does not have significant an impact on the results.

Fourth, multicollinearity was checked using Pearson Product Moment correlation, the objective was to assess whether the independent variables maybe too highly correlated (above $r=0.9$). A further check on Variance Inflation Factor (VIF) as recommended by Cooper & Schindler (2006) was done. Fifth, linearity of relationships of the independent variable and the dependent variables was checked using bi-variate scatter plots; plots presenting an oval shape along a straight line confirm linearity of variables. Sixth, the independence of errors was also checked, according to Field (2009) for any two observations the residuals should be independent; the study used Durbin-Watson test to check on correlation between errors. Lastly, since data was sampled from different groups of participants, to know whether the samples came from a population with the same variance, the test for homogeneity of variance is necessary. If the sample came from a similar population, the variance would be same throughout the data. Homogeneity of variance was checked using Levene's test, the rule of the thumb was

that variances based on the mean would not be different if the test statistic is insignificant.

3.12 Models and Testing of Hypotheses

To test the five hypotheses proposed, several models were derived so as to facilitate testing. Linear and multiple regression equations were developed and utilised to test the hypothesized effects. The details are given in the subsequent subsections.

3.12.1 Direct Effects

To achieve objectives 1 and 2 being direct relationships, three linear regression models were tested for purpose of hypotheses H_{O1} and H_{O2} . The test statistics computed and derived for comparison and to confer judgment on the hypotheses include; R showing the magnitude of correlation between the DV and the IV; the coefficients of determination (R^2); how well the model fits the data (ANOVA); the regression coefficient (Beta coefficient) and the (p-values) were generated. The significance level (p-value) for each of the variables should be less than 0.05 to demonstrate that the variable is making a statistically significant contribution to the prediction of the dependent variable (Field, 2009). Hypothesis H_{O1} and H_{O2} were tested and decision made on the basis of the significant change in F statistic.

In addition, objective five was pursued by testing the null hypothesis H_{O5} by running a hierarchical type of multiple regression using enter method. This was possible after crafting regression equations constituting the models to be tested. The control variables were first entered as model I followed by the Independent variables and the other independent variables (conceptually designated as mediator and moderator variables in

this study) were entered respectively. The purpose was to evaluate the individual contribution of each variable in the model.

3.12.2 Mediation Effects

Studies in behavioral science commonly dwell on variable relationships above all the notion that an independent variable explains variability in a dependent variable; however, Preacher and Hayes (2008) observed that claiming two variables are causally related is not sufficient. They argued that it is of scientific interest to demonstrate how or by what means a causal effect occurs. A mediator explains why there is a causal relationship between variables. This means that the independent variable causes the mediator and the mediator in turn causes the dependent variable (Wu *et al.*, 2008).

In this study, it would be more informative to interrogate by what means Personal resources exerts its influence on Organizational citizenship behaviour. This lays the basis for testing the mediation hypothesis, whose procedure was pioneered by Baron and Kenny, (1986). Muller *et al.*, (2005); Preacher *et al.*, (2007) and Preacher & Hayes (2008) acknowledge this procedure. The procedure involves running three regression models thus;

Model I; the predictor variable must significantly predict the outcome variable. Model II; the predictor variable must significantly predict the mediator. Model III; the mediator must then significantly predict the outcome variable in the presence of IV. And for decision rule, the IV must predict the DV less strongly in model III than in model I to confirm a mediated effect.

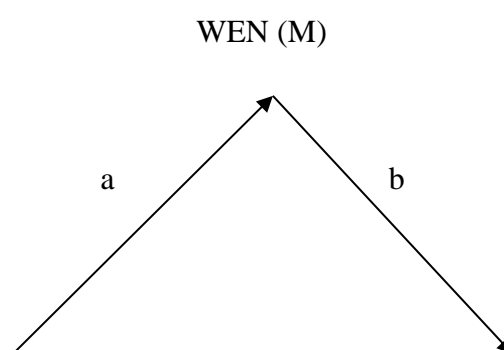
The study hypothesized that Work engagement is not responsible for the causal effect of Personal resources on citizenship behaviour among managers. Mediation was tested using PROCESS *macro* which provides for a bootstrap procedure to correct for biases and testing for significance at 95% confidence interval. Following the guideline stated above, the following processes were undertaken;

Step I; the relationship between Personal resources and OCB was tested and checked for significance; this was a prerequisite to testing the subsequent models (Model 1 and 2).

Step II; The relationship between Personal resources and Work engagement by setting the later as the outcome variable in the regression equation was tested. The objective was to ascertain the significant relationship between Personal resources and Work engagement to proceed.

Step III; The relationship between Work engagement and OCB while controlling for Personal resources which involves including both the independent variable and the mediating variable in the regression equation was assessed.

Though traditional procedure of testing mediation has been that of Baron and Kenny (1986) in this study the PROCESS *Macro* procedure by Hayes (2013) was used, in which particular model 4 (Figure 3.1) was adopted. As shown, the indirect effect of Personal resources (X) on Organizational citizenship behaviour (Y) through Work engagement (M) is expressed as the product of *a* and *b*.; while the direct effect of X on Y is represented by *c*'.



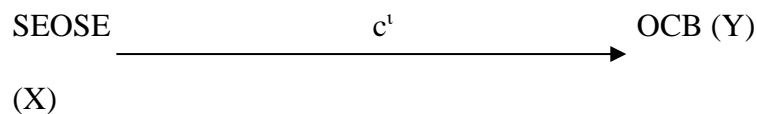


Figure 3.1: Mediation conceptual model (Model 4)

Source: Hayes (2013)

The mediation process in the hypothesized models, I & II shown in the previously was examined by deriving the follow model equations;

Model 1; $M = i_1 + aX + eM$ (3.1 Direct effect)

Model 2; $Y = i_2 + c^1X + bM + eY$ (3.2 Indirect effect)

Key;

X : Represents Independent variable Personal resources

Y: Represents Organizational Citizenship behaviour.

M : Represents mediating variable Work engagement.

$i_1 - i_2$; Represents the Y and M intercepts (Constant)

a : Represents the slope coefficients denoting the effect of Personal resources on Work engagement

b : Represents the slope coefficients denoting effect of Work engagement on OCB

c¹ ; Represents the slope coefficients denoting the indirect effect of Personal resources on OCB

eM ; Represents error on the predicted Work engagement

eY ; Represents error on the predicted OCB

As stated above, the null hypothesis was that Work engagement does not mediate the relationship between Personal resources and OCB. Accordingly, if the effects of the Personal resources become less significant in model III compared to model I, this is

evidence of mediation. To confirm mediation, a Sobel (1982) test result is generated automatically by PROCES, if it turns a significance result then there is a mediated effect.

3.12.3 Moderated Mediation Effects

A variable can influence another variable by either moderating or mediating; the two processes can also occur simultaneously (Baron & Kenny, 1986). The two are theories of refining and understanding a causal relationship. Wegener and Fabrigar (2000) in Wu and Zumbo (2008) contemplated three types of common causal hypotheses; direct causal effect, mediated causal effect, and moderated causal effect. By testing the three hypotheses a researcher would achieve an enhanced deep and more refined understanding of a causal relationship between the independent variable and dependent variable.

Theoretically, the causal effect of the IV on the DV is linked to the mediator, and this link depends on the moderator. Moderated mediation model is primarily a mediational hypothesis (Wu *et al.*, 2008), it simply implies that the moderator plays a secondary role in mediation process discussed above. In this case, it implies that the mechanism that Personal resources exerts its influence on OCB through Work engagement depend on Work ethic. Preacher *et al.*, (2007) postulated that moderated mediation occurs when the strength of an indirect effect rests on the level of another variable, in this case, the mediation relations occurs contingent on the level of Work ethic.

The process of testing Moderated-Mediation hypothesis has roots in the works of James & Brett (1984) but has since been developed and popularized by Baron & Kenny (1986); Langfred, (2004); Muller *et al.*, (2005); Preacher *et al.*, (2007); Edwards & Lambert,

(2007) and Hayes, (2013). However testing of moderated mediation models is well captured in substantive literature including Martel, Nikolas, Jernigan, Friderici, and Nigg (2012), Wang, Stroebe, and Dovidio (2012), and Zhou, Hirst, and Shipton (2012).

When testing moderated mediation, the assumptions of multiple regression stated previously prevail. McClelland & Judd, (1993) suggested that in testing moderation hypothesis the significance levels ought to be lightened to $p < 0.10$, since interaction effects are often difficult to detect and frequently suffer from low power; this observation was taken into consideration when testing moderated mediation hypothesis.

Moderated mediation hypothesis was tested after ascertaining that the mediating process was responsible for producing the effect of the independent variable on the dependent variable i.e. $X \rightarrow M \rightarrow Y$ (Preacher *et al.*, 2007). Putting it into context, Work engagement was first ascertained to be responsible for the effect of Personal resources on OCB. This implies that if there was no evidence of an effect of any of the paths linking the causal system (mediation process), the proposed moderation effect of the fourth variable would have collapsed (Hayes, 2014). Mediation process of Work engagement using Model 7 shown in Figure 3.2 was confirmed as statistically significant. The rationale of adopting this model is well established in substantive literature, examples include Hayes (2013); Belogolovsky, Bamberger & Bararach (2012); Huang, Zhang & Broniarczyk (2012) as well as Kim & Labro (2011).

Moderated mediation model was tested using PROCESS *macro*. Decision on Ho₄ was tested based on the significance or insignificance of the effect of the moderator on the mediator (a_2) and the effect of the interaction on the mediator (a_3) in model II (see figure 3.1 equation 3.6) subject to 95% bootstrap confidence interval. This process is summarised in the two (2) equations shown below as read alongside the conceptual model (Figure 3.1) and the analytical model (Figure 4.1). Where M is estimated as a linear function of X , with the effect of X on M modeled as linearly related to W , and Y estimated as a linear function of both M and X (Hayes, 2015).

Model I (Prove mediation as first condition).

$$Y = {}_iY + c_1X + b_1M + \varepsilon_y \dots \dots \dots (3.5)$$

Where;

Y = Represents dependent variable OCB

${}_iY$ = Represents the Y intercept

c_1 = Represents the effect of the Independent variable Personal resources on the dependent variable OCB.

X = Represents independent variable Personal resources

b_1 = Represents the effect of the mediator work engagement on the dependent variable OCB

M = Represents the mediator variable Work Engagement.

ε_y = Represents the error term.

Model II (Moderated mediation)

$$M = {}_im + a_1X + a_2W + a_3XW + \varepsilon_m \dots \dots \dots (3.6)$$

Where;

M = Represents the mediator variable (Work engagement)

iM = Represents Mediator intercept

a_1 = Represents the effect of the independent variable (Personal resource) on the mediator (work engagement).

a_2 = Represents the effect of the moderator (Work ethic) on the mediator (Work engagement).

W = Represents the moderating variable (Work ethic).

a_3 = Represents the effect of the interaction of the independent variable (Personal resources) and the moderator work ethic on the mediator (work engagement).

XW = Represents the product or interaction of the independent variable (Personal resources) and the moderating variable (work ethic).

ε_w = Represents the error term.

The criteria for accepting or rejecting moderated mediation hypothesis using PROCESS *Macro* is the 95% confidence interval; if the confidence interval generated on the basis of 0.05 includes zero, then a decision of no relationship is arrived and the null hypothesis is accepted (Hayes, 2015). The researcher hypothesized that the strength of the indirect effect of Personal resources on OCB through Work engagement does not change as a result of the fourth variable Work ethic. This conceptualization is captured in Figure 3.1 which is model No. 7 of Hayes (2013) series of moderated mediation models.

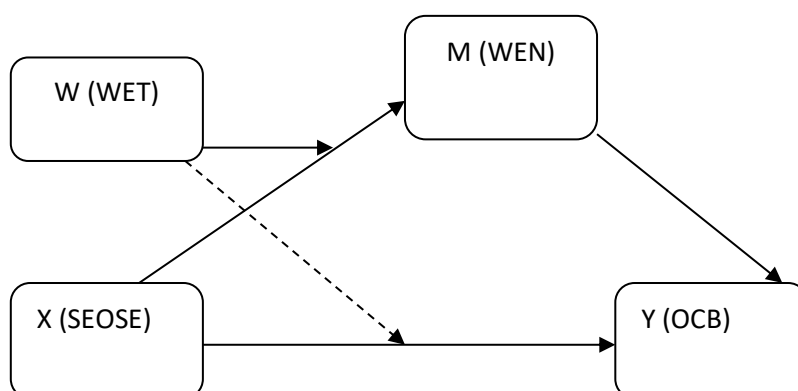


Figure 3.2 Conceptual Model of the Moderated Mediation Hypothesis (Model 7)

Source: Hayes (2015)

3.13 Control Variables

It was anticipated that some other variables associated with the variables under study could easily alter the results of the research because one could be the underlying agent causing a change in the response variable. To establish true causal relationships, the suspected confounding variables were controlled. The confounding variable may influence to some extent the pattern of the relationship of the study variables by reducing or increasing the size of that relationship (Rosenthal, 1991). The researcher suspected variables under demographic background could easily confound the associations of the study variables; thus gender, age, level of education, and tenure were controlled. In all the models, the control variables were first entered as the first predictors then followed by the designated variable.

3.14 Limitations of the Study

The study had limitations which could be corrected in future research. First, the sample was drawn from State Corporation's middle-level managerial staff only. This could affect the generalizability of these findings to larger working populations which constitutes both managerial and none managerial workers, besides the mainstream civil service and the private sector was not included in this study. Secondly, the use of single-source respondents in cross-sectional designs often cause common method biases since the respondents providing the measure of the predictor and criterion are the same persons. Consequently, the relationship between variables could be inflated (Nunnally

& Bernstein 1978; Rindfleisch 2008). However, to reduce the problem of common method biases, Podsakoff, (2003) suggested questionnaires ought to be concise and in simple language to minimize difficulty for respondents in answering them accurately. Conway & Lance (2010) advocated for self-report survey in such a study whose limitations can be addressed by having evidence of constructs validity. Questionnaires used in the study have been validated in past researches. Generally, self-report is an inherent weakness in estimating an individuals' behaviour, although it is still regarded as more accurate. Nevertheless, the ethical considerations observed in the study remedy the common method biases as suggested by Podsakoff, (2003).

Lastly, cross-sectional survey designs have validity limitations. Cozby, (2009) observed that non-experimental research suffers two significant threats to validity. First, is the influence of extraneous variables (these are variables not considered in the research design); they are likely to be responsible for the observed relationships in the data. Secondly, measures taken at the same point of time are not sufficiently ideal to infer direction of causality. These weaknesses can be mitigated by undertaking a cross-sectional longitudinal study. Despite these limitations, this study will certainly serve as a reference point in related future researches in Kenya.

3.15 Ethical Considerations of the Study

This research adhered to the Ethics Guideline Procedures outlined by Moi University to reduce the impact of the limitations discussed above. Formal approval from all the relevant authorities was sort before the data was collected. The major ethical considerations observed include; protecting the identity and confidentiality of the participants (including in the publication of any results). The respondents were assured

of their anonymity and that the survey was completely voluntary, besides participants were advised to disregard any questions that they wished not to answer. Towards this objective, the participants were provided with a debriefing sheet with the details including an explanation of the purposes of the survey and research project. Another important ethical undertaking observed was seeking permission and support of the authorities in charge of the Corporations of which a number of them requested to be given a report upon completion of the study. Finally, the identities of the participants were kept and will be kept confidential throughout the study and thereafter.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.0 Introduction

This chapter is about the presentation and interpretation the findings of the research conducted to examine the effects of Personal resources on Organizational citizenship behaviour through an interaction of Work engagement and Work ethic among managers

in State Corporations in Kenya. Each section carries the important elements of the findings, which include; the response rate and the demographic characteristics of the respondents. Factor analysis and reliability tests carried on the data; the descriptive statistics results. Other details included in the chapter are; results and discussion of test of the assumptions of regression; the results and interpretation of the variables correlation, direct and indirect relationships analysis. The chapter concludes with a summation of the results.

4.1 Response Rate

A total of 389 questionnaires were administered to the respondents, 325 of the returned cases were found to be ideal for analysis. This constituted a response rate of 83.3% which was perceived to be sufficient to demonstrate the robustness of the study. The large sample and the response rate are deemed sufficient to resolve outlier problems as suggested by Gall, Gall & Borg (2003).

4.2 Demographic Profile of the Respondents

The demographic information sought from the respondents included; their gender, age, educational level and tenure. All these were deemed relevant in establishing the extent to which personal profile may influence Organizational citizenship behaviour. Table 4.1 shows majority of the respondents involved in the study were male (232) representing 71.4%. There were 93 female respondents representing 28.6% .This implies the gender disparity in management staff in State Corporations was slightly below the one third official ratios in Kenya. Majority of the respondents (76.6%) were in the age bracket of

31-50. This serves as a true testimony that the data was obtained from the correct sample since most people get into middle managerial positions at such ages of maturity.

Table 4.1 Respondents Demographic Characteristics

	Response	Frequency	Percent
Gender	Male	232	71.4
	Female	93	28.6
	Total	325	100.0
Age bracket	21-30	25	7.7
	31-40	109	33.5
	41-50	140	43.1
	51 and above	51	15.7
	Total	325	100.0
Highest level of education	Diploma	55	16.9
	Bachelor's degree	127	39.1
	Master's degree	124	38.2
	PhD	11	3.4
	Others	8	2.5
	Total	325	100.0
Years served in his/her organization	1-5 years	75	23.1
	6-10years	68	20.9
	above 10 years	182	56.0
	Total	325	100.0

Source: Survey data (2015)

In addition, majority of the respondents (>80%) had at least a degree, this also demonstrates that people who serve organizations in positions of authority in State Corporations have well educated people. Besides, they are in a good position to discern and interpret the questionnaires instrument sufficiently. Tenure was captured as years of experience, the respondents with tenure over 6 years constituted the majority (76.9%). Middle-level managers are relatively senior employees; most organizations tie experience and resourcefulness with the length of exposure and experience. This also demonstrates the data was obtained from a true sample. Moreover the respondents were in a position to sufficiently evaluate themselves in terms of their relationship with their current employer.

4.3 Descriptive Statistics of Study Variables

The descriptive statistics involved in this study include; assessing the data in terms of their averages and dispersion, the mean gave a value showing the average response, while the standard deviation gave an indication of the average distance from the mean. A low standard deviation would mean that most observations cluster around the mean. The skewedness and Kurtosis of the six variables were also derived to see whether data were normally distributed the decision line was plus or minus 2.4 as suggested by Mood, Greybil & Boes (1974). Cronbach Alpha values gave the reliability of the instrument assessing the variables before transformation.

In a normal distribution, the values of skewedness and kurtosis ought to be 0; however, when the distribution values are above or below 0 then it is deemed to indicate a deviation from normal. As shown in the subsequent tables, the data appear not normal except for the dependent variable. Nonetheless, Hair *et al.*, (2010) observed that large samples often present such scenarios. Similarly, (Field, 2009) adds that skewedness and Kurtosis does not affect the normality of data whose sample size is large enough >200 . Therefore the data was deemed appropriate for further analysis. The subsequent subsections presents the average ratings measured in a Likert scale of 1 to 5.

4.3.1 Descriptive Statistics on Self-efficacy

Self-efficacy was conceptualized as an individual persons' perception regarding his ability to deal with situations and demands in a broad array of contexts (Chen Gully & Eden, 2001), this was operationalized in the questionnaire containing 10 items. The statements were computed to determine the mean score for each item as shown in Table

4.2. Majority of employees usually thought of a solution when in trouble (M=4.31), they always managed to solve their difficult problems after trying hard (M=4.26). Largely, they are capable of coping with trouble as they come (M=4.17), this may explain why they generally succeed when they try (M=4.11). Majority of the respondents also appear very confident that they can get the success they deserve in life (M=4.10). In addition, many often have several solutions to problems whenever they come by (M=4.10). They often remained calm when faced with difficulties because of their superior coping abilities (M=3.98).

Table 4.2 Descriptive Statistics on Self-efficacy

Items	Mean	Std. Dev.	Skewness	Kurtosis	Cronbach Alpha if Item Deleted
Can always manage to solve difficult problems if he/she try's hard enough	4.26	.840	-1.69	4.20	.880
Is confident that he/she can get the success he/she deserves in life	4.10	.850	-1.15	1.85	.881
Finds it easy to stick to things aimed to attain goals	3.96	.910	-.950	.970	.882
When she/he try's he/she generally succeeds	4.11	.830	-1.10	1.94	.879
Is confident that he/she can deal efficiently with unexpected events	3.92	.840	-.800	.970	.876
Knows how to handle unforeseen situations, thanks to his/her resourcefulness'	3.82	.920	-.550	.080	.877
Always remains calm when facing difficulties because he/she can rely on own coping abilities	3.98	.940	-1.04	1.11	.887
When confronted with a problem he/she can always find several solutions	4.10	.800	-1.07	2.070	.875
He/she usually thinks of a solution when in trouble	4.31	.760	-1.56	4.277	.875
Is capable of coping with most of his/her problems	4.17	.840	-1.33	2.544	.879
Composite Value	4.07	0.60	-1.40	4.80	.890

Source: Survey data (2015)

Other statements rated moderately high was that it was easy for the respondents to stick to things aimed at attaining their goals (M=3.96), the confidence that one can deal efficiently with unexpected events (M=3.92), and Knowledge of handling unforeseen

situations because of one's resourcefulness ($M=3.82$). Therefore majority of the Managers belief in their own skills to organize and execute courses of action to accomplish set goals as demonstrated by the high composite rating of ($M=4.07$). From the findings the composite value of skewedness was -1.40 and the kurtosis was 4.80 , an indication that the distribution was not normal, since most of the statements used to explain Self-efficacy were positive. The Cronbach Alpha coefficient of Self-efficacy ($\alpha=.890$) confirming there was internal consistency of the variable.

4.3.2 Descriptive Statistics on Optimism

Optimism was conceptualised as the tendency to belief that one can generally experience positive outcomes in life which increases ones propensity to take action and deal with uncertainties in life (Pearl, 1956). The statements representing the variable were computed to determine the mean score for each item as shown in Table 4.3. Most of the respondents always expect the best (4.44); majority (4.37) were optimistic about their future. This indicate that the managers rated highly what they expected, they were highly optimistic about their future and expected more good things to happen to them. However, statement that things would go wrong was rated lower (2.96); also rated lower was the expectation that hardly ever things would go their own way (2.33). Besides, less than half rarely counted on good things happening to them (2.26). Worst rated was the perception that more bad things would happen to them as compared to good things (1.71). Generally, this finding indicates that most managers were less pessimistic.

As to whether the distribution of scores was normal, the composite value of Skewedness was -0.003 and the kurtosis was 1.88; this indicated that the distribution was normal. The Cronbach Alpha coefficient of Optimism ($\alpha=.293$) indicating a weak internal consistency of the variable. This could be as a result of the number of items on negative and positive answers. Indeed, Costello *et al.*, (2005) suggests, a factor with as little as three items tends to be generally weak and unstable.

Table 4.3 Descriptive Statistics on Optimism

Items	Mean	Std. Deviation	Skewness	Kurtosis	Cronbach Alpha if Item Deleted
The respondent usually expects the best	4.44	.857	-2.105	5.192	.351
The respondent believes if something can go wrong for him/her, it will	2.96	1.120	-.067	-.578	.145
The respondent is always optimistic about his/her future	4.37	.881	-1.774	3.546	.366
The respondent hardly ever expects things to go his/her own way	2.33	1.234	.590	-.709	.018
The respondent rarely counts on good things happening to him/her	2.26	1.274	.701	-.699	.062
Overall, the respondent expects more good things to happen to him/her than bad things	1.71	.886	1.290	1.525	.403
Composite value	3.44	.535	-.003	1.883	.293

Source; Survey data, 2015

4.3.3 Descriptive Statistics on Organizational-based Self-Esteem

Organizational-based self-esteem (OSE) was assessed using a questionnaire with 10 statements as shown in Table 4.4. Most of the respondents ($M=4.54$) believed they were available at their workplace and were helpful in their organization ($M=4.53$). The feeling

that they were efficient in their work was popular (4.45). The perception that they were cooperative in the organization was equally high (M=4.44). So to the perception they could make a difference at their workplace (M=4.42).

There was an equally strong perception that other people had faith on them at their workplace (M=4.32). The perception that others trusted them at their work place was high (M=4.23), so to the feeling of importance in the organization (M=4.20). The feeling that they can be counted in the organization was also high (M=4.08) and many felt they are taken seriously in the organization (M=3.99). These results indicate the managers rated their organizational self-esteem highly. This implies that majority of the managers had a positive evaluation of themselves as important, worthy and valuable members of their respective organizations as the composite rating of 4.30 were very high. Further, the findings the composite value of skewedness was -1.67 and the kurtosis was 6.67. Again the distribution was not normal, since most ratings were positively inclined. The Cronbach Alpha coefficient of OSE ($\alpha=.907$) confirming there was internal consistency of the variable.

Table 4.4 Descriptive Statistics on Organizational-based Self-esteem

Items	Mean	SD	Skewedness	Kurtosis	Cronbach Alpha if Item Deleted
The respondent is taken seriously in the organization	3.99	.913	-1.152	1.718	.908
Is trusted at his/her work place	4.23	.796	-1.356	2.882	.898
Feels important in the organization	4.20	.820	-1.263	2.456	.894
Can make a difference at his/her workplace	4.42	.656	-1.361	4.026	.898
Is available at his/her workplace	4.54	.631	-1.917	7.336	.896
Believes he/she is helpful in the organization	4.53	.626	-1.668	5.449	.898
Thinks he/she counts in the organization	4.08	.845	-.796	.658	.901
Feels he/she is cooperative in the organization	4.44	.699	-1.680	4.914	.894
Believes people have faith in him/her at workplace	4.32	.762	-1.278	2.549	.893
Believes he/she is efficient in hi/her work	4.45	.644	-1.379	4.154	.898
Composite Value	4.32	.55	-1.67	6.67	.907

Source; Survey data, 2015

4.3.4 Descriptive Statistics on Work Engagement

The statements representing work engagement were 9 as shown in Table 4.5. Majority of them were proud of the work they do (M=4.42) and often find time moving pretty fast when they are working (M=4.29). They were quite enthusiastic about their job (M=4.26). They really enjoyed and happy working intensely (M=4.23). The perception that their

jobs inspired them was high (M=4.19) such that they always looked forward to working every morning (M=4.14). While at work they felt very strong and work vigorous (M=3.97) at the same time they get totally engrossed in their work (M=3.95). The perception of busting with energy each time was moderately high (M=3.84).

Table 4.5 Descriptive Statistics on Work Engagement

<i>Items</i>	<i>Mean</i>	<i>SD</i>	<i>Skew.</i>	<i>Kurtosis</i>	Cronbach Alpha if Item Deleted
Feels busting with energy at work	3.84	.830	-.530	.360	.904
Feels strong and vigorous at work	3.97	.810	-.780	1.15	.899
Looks forward to going to work every morning	4.14	.890	-1.11	1.32	.897
Believes his/her job inspires him/her	4.19	.910	-1.21	1.43	.890
Is enthusiastic about his/her job	4.26	.870	-1.31	1.84	.889
Is proud of work he/she does	4.42	.780	-1.53	2.92	.894
Feels happy when working intensely	4.23	.940	-1.32	1.62	.898
Is often engrossed in his or her work	3.95	.940	-.980	1.08	.898
Thinks time often fly's when working	4.29	.870	-1.34	1.83	.901
Composite Value	4.14	0.66	-1.22	2.24	.907

Source: Survey data (2015)

The composite rating for Work engagement was high at 4.14. Indicating that the Managers rated themselves highly in Work engagement, demonstrating their high perception that they work with vigour, dedication and once at work they express their total commitment by being deeply engrossed in work such that time moves unnoticed.

From the results the composite value of skewedness was -1.22 and the kurtosis was 2.24. This indicated that the distribution was not normal, since the managers rating on Work engagement were inclined positively. The Cronbach Alpha coefficient of

work engagement ($\alpha=.907$) confirming there was internal consistency of the variable.

4.3.5 Descriptive Statistics on Work Ethic

Work ethic was assessed using a 21 item instrument clustered into constructs namely, self-reliance, morality/ethics, leisure, and hard work. Centrality of work, wasted time and delay of gratification also constituted indicator of work ethic as shown in Table 4.6. Morality and ethics was the most highly rated aspect of work ethic, majority of the respondents thought one should always do what is right and just ($M=4.63$). A similar rating that one should not pass judgement until one has heard all the facts ($M=4.63$). Equally popular is the perception that one should always take responsibility for ones' actions ($M=4.47$).

Regarding effective and efficient use of time and working hard, majority of the respondents believed time should not be wasted but should be used efficiently ($M=4.54$). Similarly popular was the strong perception that staying busy at work and not wasting time is important ($M=4.41$). Also rated high was the contentment to spend most of the day working ($M=4.38$). Many of the respondents would schedule their day in advance to avoid wasting time ($M=4.20$). Besides the efficient use of time, majority of the respondents thought nothing was impossible if one works hard enough ($M=4.32$), a strong regard for hard work. There was also a strong perception that working hard was key to being successful ($M=4.31$) and that working hard would lead to success ($M=4.30$).

Table 4.6 Descriptive Statistics on Work Ethic.

The respondent	Mean	Std. Dev.	Skewness	Kurtosis	Cronbach Alpha if Item Del.
Believes to be truly successful a person should be self-reliant	3.99	1.13	-1.18	.640	.841
Believes self-reliance's is key to being successful	3.99	1.04	-1.12	.800	.839
Believes people would be better off if they depended on themselves	3.76	1.15	-.760	-.280	.846
Thinks one should always take responsibility for ones' actions	4.47	.770	-1.89	4.56	.847
Thinks one should always do what is right and just	4.63	.620	-2.17	7.09	.847
Thinks one should not pass judgment until one has heard all the facts	4.63	.680	-2.50	8.17	.845
Believes life would be more meaningful if she/her had more leisure time	3.24	1.22	-.230	-.850	.850
Would prefer a job that allowed him/her to have more leisure time	3.00	1.19	.040	-.940	.852
Feels better the more time he/she spends in leisure activity	2.98	1.25	.030	-1.04	.855
Believes nothing is impossible if one works hard enough	4.32	.860	-1.56	2.83	.845
Believes working hard is key to being successful	4.31	.850	-1.32	1.57	.844
Believes if one works hard enough he/she is likely to make a good life for oneself	4.30	.8700	-1.47	2.59	.842
Feels uneasy when there is little work to do	3.91	.964	-.812	.500	.846
Feels contended when he/she spends the day working	4.38	.713	-1.486	3.996	.844
Thinks even if financially able he/she would stop working	4.13	1.024	-1.435	1.805	.849
Believes it's important to stay busy at work and not waste time	4.41	.747	-1.455	2.839	.846
Believes time should not be wasted but should be used efficiently	4.54	.654	-1.518	3.057	.845
Schedules his/her day in advance to avoid wasting time	4.20	.744	-.697	.239	.848
Can buy something only when he/she can afford	3.80	1.022	-.666	-.236	.847
Gets more fulfilment from items he/she had to wait for	3.85	.994	-.730	.087	.848
Thinks that things that you have to wait for are the most worthwhile	3.88	1.026	-.769	.045	.846
Composite value	4.03	.480	-.770	2.52	0.852

N= 325

Source: Survey data (2015)

The matter of self-reliance was rated moderately high in the study, the perception that to be truly successful a person should be self-reliant (M=3.99) and that self-reliance is key to being successful (M=3.99). The perception that people would be better off if they depended on themselves was moderately high (M=3.76). There was a moderate

perception that life would be more meaningful if she/her had more leisure time (M=3.24). On matters gratification, it was apparent the managers would rather delay indulgence given the perception that things that one has to wait for were the most worthwhile was moderately high (M=3.88) and the rating on the fulfilment from items that they had to wait for was also moderately high (M=3.85) besides, they would buy things only when they can afford (M=3.80). Comparatively matters of leisure was rated lower to demonstrate a strong bias on centrality of work, for example the perception that life would be more meaningful if one had more leisure time was not highly rated (M=3.24) and the preference for a job that allowed more leisure time was modest (M=3.00), besides the feeling that more time should be used in leisure activity was also modest (2.98).

This findings indicate the Managers work ethic was principally anchored on issues of right or wrong (morality, ethics), efficient and effective use of time which is closely related to working hard and the centrality of work in their lives. Self-reliance was evidently given premium ratings to underscore the value of being independent to succeed generally. Overall, the composite value for Work ethic was also high at 4.06, this implies, the managers rated themselves high on the positive elements of Work ethic. From the findings the composite value of skewedness was -0.77 and the Kurtosis was 2.52. This indicated that the distribution was also not normal, since the statements used to explain work engagement were inclined positively. The Cronbach Alpha coefficient was ($\alpha=.852$) confirming there was internal consistency of the variable.

4.3.6 Descriptive Statistics on Organizational Citizenship Behaviour

The instrument used to assess OCB had 8 statements computed to determine the mean score for each item as shown in Table 4.7. To demonstrate the managers' commitment to their organization, most of them would offer ideas to improve the functioning of the organization (M=4.34). In addition they would take action to protect the organization from problems (M=4.33). They also demonstrated their commitment towards fellow employees as shown in the high ratings on their willingness to help others with work related problems (M=4.23).

A further commitment and loyalty to organization was shown by the high ratings in their willingness to defend the organization when other employees criticized it (M=4.06). Co-worker commitment was also characteristics of the managers as exhibited by fairly high ratings on their willingness to adjust their time to accommodate other requests for help (M=3.91). At the same time they would voluntarily assist them with their duties (M=3.89) and would even go further to sacrifice their time to help those with work or non-work problems (M=3.7). Overall, these findings indicate that many of the managers exhibited Citizenship behaviour at their work places, more so on matters relating to loyalty and commitment to organization and support for fellow employees, as indicated by the moderately high composite ratings of 3.95. From the findings, the composite value of skewedness was -0.65 and Kurtosis was 0.14. This indicated that the distribution was normal, since the statements used to explain OCB were close to zero. The Cronbach Alpha coefficient of OCB ($\alpha=.826$) confirming there was internal consistency of the variable.

Table 4.7 Descriptive Statistics on Organizational Citizenship Behaviour.

	Mean	Std. Dev.	Skewness	Kurtosis	Cronbach Alpha if Item Deleted
The respondent is willing to help others with work related problems	4.23	.727	-1.49	4.84	.810
Can adjust time to accommodate other employees' requests	3.91	.932	-1.13	1.40	.807
Give up time to help others who have work or non-work problems	3.70	1.023	-.810	.270	.798
Assists others with their duties	3.89	.918	-1.13	1.61	.806
Attends functions that are not required but help the organizational image	3.56	1.046	-.620	-.110	.810
Offers ideas to improve the functioning of the organization	4.34	.713	-1.37	3.40	.804
Takes action to protect the organization from problems	4.33	.716	-1.25	2.81	.803
Defends the organization when other employees criticize it	4.06	.844	-.850	.830	.812
Composite Value	3.97	0.61	-0.65	0.135	0.826

N=325

Source: Survey data (2015)

In summary, the descriptive statistics of the five study variables the Cronbach Alpha values above 0.50. The four variables recorded strong internal consistency with Cronbach Alpha values above set threshold of 0.50 with exception of Optimism.

4.4 Test of Assumptions of Multiple Regression

Testing for the assumption of multiple regression is critical for purposes of running multivariate analysis, when the core assumptions are met the sample estimates can be accurately applied to the population of interest. Hair *et al* (2010) emphasized testing of

some four assumptions as paramount to further statistical techniques. The assumptions tested are discussed in the following subsections and results given in Appendixes IV.

4.4.1 Test for Normality Results

Analysis techniques such as t-test, ANOVA and regression largely depend on the assumption that the data was sampled from a normally distributed population. For instance, to fit a linear model, the dependent variable ought to be normally distributed Lapan, Quartaroli, & Julia (2012). One of the most common ways of ascertaining normality of a data set is running descriptive statistics with normality test as an item. Normally distributed data set is visually represented in a bell-shaped histogram (Graphpad, 2011). The sharpness and flatness of the histogram represents the Skewedness and Kurtosis of the data which explains the normality of data. From the findings, most of the variables were negatively skewed; there were many positive values; however, the distribution was within the recommended threshold demonstrating normality.

In addition, the data was assessed for normality by running Kolmogorov–Smirnov and Shapiro–Wilk test statistics. The tests were significant ($p < .05$) for all the variables. This implies the distribution of the sample was significantly different from a normal distribution as shown on Table 4.8. Field (2009) observed that the dependent variable needs to be normally distributed, and that the predictors need not be normally distributed. However, Hair *et al.* (2010) suggests sample sizes (>200) tend to present significant departures from normality even though the departure may not have a substantive impact on the results. Similarly, Tabachnick & Fidel (2007) suggest that analyses using

reasonably large samples (> 200) are unlikely to be affected by the skewedness of the data. In this sense therefore, Hair *et al* (2010) and Field (2009) suggest normality of data is better checked visually using normal probability plots. Accordingly, for a variable to be regarded normally distributed most of the data points would lie on the theoretical quartile line. Appendix IV shows the dependent variables and other variables data values are randomly distributed along the diagonal line of best fit confirming the data were normally distributed.

Table 4.8 Test for Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Stat.	df	Sig.	Stat.	df	Sig.
OCB	.117	325	.000	.956	325	.000
Work Ethic	.061	325	.006	.967	325	.000
Optimism	.121	325	.000	.943	325	.000
Organizational-based self-esteem	.108	325	.000	.873	325	.000
Self-efficacy	.111	325	.000	.904	325	.000
Work Engagement	.100	325	.000	.914	325	.000

a. Lilliefors Significance Correction

4.4.2 Test for Linearity

Test for linearity for the three independent variables, Self-efficacy, Optimism and Organizational-based self-esteem was conducted to check whether they had a linear relationship with the dependent variable OCB using p-p plots and the scatter plot. This was achieved by plotting the standardized residuals against predicted values, the points spread along the line of best fit as shown on the second figure in Appendix VI. In addition, the scatter plots figures were oval shaped and evenly dispersed. Noted was a positive linear relationship between the study variables as the scatter plots were skewed upward from left to right (the gradient is slightly steep and not flat). The spread of scatter plot points was also a demonstration that the assumption of homoscedasticity was met.

Moreover, correlation Table 4.14 indicates the independent, mediating and moderating variables were all linearly related.

4.4.3 Test for Independence of Errors

The assumption of independent errors requires that the residual terms of any two observations are independent. This was discerned in the regression model summary, the Durbin-Watson test statistic ranged between 1.885 and 2.052, which was within recommended limits of 1 and 3 suggested by Field (2009). This means the models could not suffer from the problems associated with correlated errors.

4.5.4 Test for Multicollinearity

When there is a strong correlation > 0.80 between two or more predictors in a regression model, the regression outcome suffers the adversities of multicollinearity which renders the predictors effect on the dependent variable less reliable (Field, 2009). Correlation Table 4.14 shows the bivariate correlation matrix of all variables. Correlation among the independent variables ranged between 0.118 and 0.462, this confirm absence of multicollinearity. Besides, multicollinearity was also checked in the regression results of each of the tested relationships as shown in the preceding regression tables, the tolerance statistic was low < 1 for all models thus the Variance Inflation Factor (VIF) ranged between 1.014 and 1.627 which is within the threshold. Hair *et al* (2010) suggested VIF of < 10 is sufficient to confirm absence of multicollinearity among the predictors.

4.4.5 Test for Homogeneity of Variance

Levene's test was used to check whether the variances are similar or consistent across variable group. Hair, (2010) observed that the decision line is that if the variances across groups are not different (read similar), the Levene's test result will be insignificant ($p > .05$), but if they are different, then the test will present a significant result ($p < .05$). Table 4.9 shows the variance based on the mean was insignificant across the variables, signifying that the variances were roughly equal; therefore homogeneity assumption was not violated, which means the sample variables were drawn from a true population.

Table 4.9 Test of Homogeneity of Variance

Based on Mean	Levene Statistic	df1	df2	Sig.
Organizational Citizenship behaviour	.684	3	321	.562
Work Ethic	.522	3	321	.667
Optimism	1.059	3	321	.367
Self-efficacy	.163	3	321	.921
Work Engagement	.851	3	321	.467

Source; Research data, 2015

4.5 Factor Analysis and Reliability Tests on Constructed Indices

This section presents results of exploratory factor analysis and reliability tests on the transformed variables. Variable transformation was performed by first running factor analysis to derive viable variables that make factors, carrying out reliability tests on components, and computing the indices that met set Cronbach Alpha threshold of 0.50. Components were extracted using Principle Component Analysis and the rotation method preferred was Orthogonal Varimax. This methodological option is the most common way of deriving the structure of the study variable items and reducing the data, besides construct validity is achieved (Field, 2009).

In addition, components extracted from factor analysis were used to construct indices; these are a combination of several indicators that measure a single construct. This was accomplished using SPSS Transform>compute command to get the summated mean of the items that met the set threshold. The objective of doing this was to eliminate violations of the statistical assumptions underlying multivariate analysis and to improve variable relationships (Hair *et al.*, 2010). Details of the transformation are presented in the subsequent subsections.

The key items reported in the factor analysis include Kaiser–Meyer–Olkin measure of sampling adequacy (KMO) which tell whether the data is appropriate for factor analysis KMO threshold was set at ≥ 0.50 ; Bartlett’s test be significant to indicate that correlation matrix is significantly different from an identity matrix. To improve interpretability of the factors derived, rotation was performed. Field, (2009) observed that rotation facilitates maximum loading of each variable on one of the extracted factors at the same time minimizing the loading on all other factors. As a result variable identity relation to factors is made much lucid; moreover the underlying structure within the data is made clearer. Varimax option of orthogonal rotation method was adopted.

4.5.1 Personal resources Factor Analysis and Reliability Test

The independent variable was assessed using 26 items, Kaiser–Meyer–Olkin measure of sampling adequacy (KMO) =.917 which according to Filed (2009) is very good for factor. Bartlett’s test of Sphericity was significant ($X^2=4080.730$, $DF=325$, $p <.001$) indicating that correction between items was sufficiently large for principle component

analysis. Three components were extracted, all items except 3 had factor loadings greater than 0.50 this was within limits of 0.50 suggested by Hair *et al* (2010), the three under-loaded items were; “I usually expect the best”, “I am always optimistic of my future” and overall “I expect more good things to me than the bad”. Component 1 had eigenvalues of 8.78 which accounted for 33.77% of the total variance. Component 2 eigenvalues was 2.84 which explained 10.93% of the total variance and Component 3 had 1.94 eigenvalues that explained 7.14% variance. Overall the three components accounted for accumulated 51.85% variance as shown in Table 4.10.

Further, reliability test on the three components was performed. Component one which had 10 items turned a Cronbach Alpha value of .826 which was way above the 0.50 threshold suggested by Field (2009). This indicated that the data constituting this component had sufficient internal consistency. This component was computed to derive indices and name Organizational-based self-esteem (OSE) for further analysis. Component two also with ten items yielded Cronbach Alpha values of .890 which was also way beyond the set threshold of 0.50. The items were computed and named Self-efficacy (SE) for further analysis. The third component was Optimism, as previous shown in descriptive statistics, three of the items measuring Optimism were below the set Cronbach Alpha threshold, when the three were deleted the Cronbach Alpha values improved to .604 to reach the set limits. The three items shown on Table 4.10 were therefore computed and named (OPT) for further analysis.

Table 4.10 Summary of Exploratory Factor Analysis for Personal Resource

Items	Rotated factor loading of Personal resources		
	OSE	SE	OPT
The respondent believes people have faith in him/her at workplace	.787		

Feels he/she is cooperative in the organization	.784		
Believes he/she is available at his/her workplace	.765		
Feels important in the organization	.754		
Believes he/she is efficient at work	.722		
He/she is trusted at place of work	.715		
Believes he/she counts in the organization	.697		
Believes he/she is helpful in the organization	.696		
He/she can make a difference at work	.683		
Thinks he/she is taken seriously in the organization	.596		
He/she is confident and can efficiently deal with unexpected events		.745	
When confronted with a problem the respondent can always find several solutions		.741	
He/she usually thinks of a solution when in trouble		.725	
He/she knows how to handle unforeseen situations because of being resourceful		.720	
He/she succeeds generally whenever he/she tries		.681	
He/she finds it easy for the respondent to stick to things he/she aims to attain his/her goals		.674	
He/she is capable of coping with most of his/her problems		.670	
The respondent can always manage to solve difficult problems if he/she tries hard enough		.656	
He/she is confident that he/she can get the success he/she deserves in life		.651	
The respondent can remain calm when facing difficulties because he/she can rely on own coping abilities		.594	
The respondent rarely counts on good things happening to him/her			.733
The respondent hardly ever expects things to go his/her own way			.704
The respondent believes if something can go wrong for him/her, it will			.604
<hr/>			
Kaiser-Meyer-Olkin Measure (KMO)			.917
Bartlett's Test of Sphericity			.000
Eigenvalues	8.78	2.84	1.94
% of Variance (51.85% overall)	33.78	10.93	7.14
Cronbach Alpha	.826	.890	.604

Source: Survey data (2015)

4.5.2 Factor Analysis and Reliability Test on Work engagement

Work engagement as a mediator variable in the relationship between Personal resources and OCB was measured using 9 statements as shown in Table 4.11. The KMO was 0.900 and the Bartlett's Test of Sphericity was significant ($p < .01$) indicating that structures exist within the components. This confirms the data set for Work engagement was appropriate for factor analysis. Principle component analysis and Varimax rotation performed resulted in one component loading on Work engagement; this component

explained by 57.84% of the variance. All the statements had component loading value of above 0.60 and no item was deleted as postulated by Hair *et al.*, (2010).

Table 4.11 Summary of Exploratory Factor Analysis for Work Engagement

Items	Factor Loadings for Work Engagement
The respondent feels busting with energy at work	.653
Feels strong and vigorous at work	.725
Looks forward to going to work every morning	.750
Believes his/her job inspires him/her	.843
Is enthusiastic about his/her job	.851
Is proud of work he/she does	.807
Feels happy when working intensely	.747
Is engrossed in his or her work	.746
Thinks that time fly's when working	.700
Kaiser-Meyer-Olkin Measure (KMO)	.900
Bartlett's Test of Sphericity	.000
Eigen values	5.206
% of Variance	57.842
Cronbach Alpha	.907

Extraction Method: Principal Component Analysis.

a. 1 Component extracted, solution cannot be rotated.

(Source; Survey data, 2015)

Further, reliability test on the nine statements representing Work engagement was performed yielding a Cronbach Alpha value of .907 which was above the 0.50 threshold suggested by Field (2009). This indicated that the data constituting Work engagement had sufficient internal consistency. This component was computed to derive indices and named WEN for further analysis.

4.5.3 Factor Analysis and Reliability Test on Work ethic

Work ethic was measured using 21 items, the items were factor analysed returned a KMO = .819 to signify the sample adequacy for factor analysis; Bartlett's Test of Sphericity was significant at 0.01 as shown in Table 4.12 thus structures exist within the

components. Six components were extracted after rotation which explained 69.98 % of the variance. Three items whose loadings were below set threshold were removed, these were; “People would be better off if they depended on themselves”, “I feel uneasy when there is little work for me to do”, and “Even if I were financially able, I would not stop working”.

The dimensions extracted were tested for reliability. *Centrality of work* with four items with Cronbach Alpha value of .806; *Leisure* with three items had a Cronbach Alpha value of .898; *Independence/Self-reliance* of 2 items had a Cronbach Alpha of .898; *Hard work* with 3 items had a Cronbach Alpha value of .830; *Delay of gratification* with 3 items had Cronbach Alpha value of .838 and lastly *Morality and ethics* with three items had Cronbach Alpha value of .747. These individual components were not computed separately but the 18 retained statements (Table 4.12) were computed to constitute the variable indices and named (WET) for the preceding analysis.

Table 4.12 Summary of Exploratory Factor Analysis results for Work Ethic

	Rotated Factor Loadings					
	Centrali ty	Leisure	Self reliance	Hard work	Grati- fication	Morality
The respondent believes time should not be wasted but should be used efficiently	.821					
Believes it's important to stay busy at work and not waste time	.783					
Schedules his/her day in advance to avoid wasting time	.712					
Feels contended when he/she spends the day working	.621					
Would prefer a job that allowed him/her to have more leisure time		.915				
Feels better the more time he/she spends in leisure activity		.880				
Believes life would be more meaningful if she/her had more leisure time		.859				
Thinks self-reliance is key to being successful			.856			
Believes to be truly successful a person should be self-reliant			.849			
Believes nothing is impossible if one works hard enough				.794		
Deems working hard is key to being successful				.769		
Thinks if one works hard enough he/she is likely to make a good life for oneself				.733		
Gets more fulfilment from items he/she had to wait for					.892	
Believes things one has to wait for are the most worthwhile.					.850	
Buys something only when he/she can afford					.795	
Thinks one should always do what is right and just						.837
Believes one should always take responsibility for ones' actions						.742
Feels one should not pass judgement until one has heard all the facts						.700
Kaiser-Meyer-Olkin Measure (KMO)	.819					
Bartlett's Test of Sphericity	.000					
Eigen values	6.01	2.81	2.05	1.53	1.20	1.09
% of variance (70)	28.63	13.40	9.77	7.28	5.70	5.19
Cronbach Alpha	.806	.883	.898	.833	.838	.747

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

Source; Survey data, (2015)

4.5.4 Factor Analysis and Reliability Test on OCB

The dependent variable Organizational citizenship behaviour was measured using 8

items when factor analysed, the KMO = .812, Bartlett's test of Sphericity was significant

as shown in Table 4.13 ,this means the data were adequate for factor analysis. Two components were extracted; one item whose loading on component was below 0.50 was removed that is “I offer ideas to improve the functioning of the organization”. Component one had eigenvalues of 3.694 which accounted for 46.17% of the total variance. Component two had 1.27 eigenvalues which explained 15.88% of the total variance. Component one denoted *Help* had 4 items with Cronbach Alpha value = .768 and component two had three items denoted *Organization* with Cronbach Alpha value = .834 which was well above the 0.50 threshold. This indicated that statements constituting OCB had sufficient internal consistency; the retained items (Table 4.13) were computed to derive indices and named OCB for further analysis.

Table 4.13 Summary of Exploratory Factor Analysis results for OCB

Items	Rotated Factor Loadings on OCB	
	Help	Organization
The respondent can adjust time to accommodate other employees' requests	.809	
Gives up time to help others who have work or non-work problems	.807	
Assists others with their duties	.762	
Attends functions that are not required but help the organizational image	.531	
Takes action to protect the organization from problems		.877
Offers ideas to improve the functioning of the organization		.814
defends the organization when other employees criticize it		.787
Kaiser-Meyer-Olkin Measure (KMO)	.812	
Bartlett's Test of Sphericity	.000	
Eigen values	3.694	1.270
% of Variance	46.173	15.875
Cronbach Alpha	.768	.834

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: Survey data (2015)

4.6 Product Moment Correlation

The first two objectives were to examine the relationship between Personal resources and Organizational citizenship behaviour as well as the relationship between Personal resources and Work engagement. The variable Personal resources is a composite of three variables which were measured individually, these were; - Self-efficacy, Optimism and Organizational self-esteem. A bivariate correlation using Pearson Product Moment Correlation option was used, this was ideal given that the data are parametric and were measured at interval level, besides the data was deemed normally distributed since they were derived from a large sample of 325 respondents (Field, 2009). Table 4.14 illustrates the correlation results between the study variables.

As indicated, there was a positive and significant correlation between Organization-based self-esteem and OCB ($r=.405$), Self-efficacy and OCB ($r=.366$), Work engagement and OCB ($r=.398$), Work ethic and OCB ($r=.415$). In addition, Work engagement had a significant positive correlation with Organizational-based self-esteem ($r=.628$), Self-efficacy ($r=.407$) and Work ethic ($r=.348$). The managers' Age was the only control variable with a significant though weak positive correlation with OCB ($r=.116$) and Work engagement ($r=.156$).

In addition, the inter-scale correlations among the independent variables was low to moderate; Self-efficacy correlation with Optimism was low and insignificant ($r=.029$), Self-efficacy was moderate and positively significantly related with Organizational-based self-esteem ($r=.469$). This implies the two variables share commonalities and are

likely to predict each other. Correlation between Organizational-based self-esteem and Optimism was insignificant. Consequently, these results demonstrate that the likelihood of multicollinearity in a multiple regression would be minimal. This findings implied Personal resource (psychological and emotional skills) with exception of Optimism had a statistically significant relationship with the managers' work behaviour. Similarly, the manager's Work ethic is affected by their psychological and emotional resources.

Table 4.14 Pearson product moment Correlation Results

	OSE	OCB	WET	WEN	SE	OPT
Org. Self-esteem	1					
OCB	.405**	1				
Work ethic	.347**	.415**	1			
Work engagement	.628**	.398**	.348**	1		
Self-efficacy	.469**	.366**	.433**	.407**	1	
Optimism	-.028	.055	.075	.006	.029	1

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

Source, Survey data, 2015

4.7 Direct Effects Hypothesis Testing

The effects of Personal resources on Organizational citizenship behaviour and Work engagement were examined in pursuit of objective one and two. Within the larger variable Personal resources, the independent variables beneath were examined individually for their linear relationship with the dependent variables OCB and Work engagement. The effect of Self-efficacy, Optimism and Organizational self-esteem on the criterion variables were modelled to test hypotheses Ho₁ and Ho₂.

The subsections below presents the linear regression results testing the direct effects of the independent variables on dependent variables as presented in model summary by the coefficient of determination, ANOVA and t-test.

4.7.1 Testing Hypothesized Effect of Self-efficacy on OCB

The first sub-objective (1a) of the study was to ascertain the effect of Self-efficacy on Organizational citizenship behaviour among managers. A linear regression model was used to explore the relationship between the dependent variable and the predictor. The prediction was carried out based on the effect of the predictor variable Self-efficacy on the managers' Organizational Citizenship controlling for gender, age, education and years of experience. From the model, Table 4.15 illustrates that R^2 changed from .042 in model I to .171 when Self-efficacy was added in model II. This showed that demographic variables account for a mere 4.2 % of variability in OCB and Self-efficacy accounted for 17.1%. The change statistics was used to check whether the change in R^2 was significant using the F ratio. Model II caused adjusted R^2 to change from .030 to .158 which gave rise to F change of 49.82 which was significant at ($p < 0.01$). This indicates that perceived personal control and sense of competence propel the managers to meet the challenges of going beyond task completion, as exhibited in OCB.

Table 4.15 Model Summary of Effect of Self-efficacy on OCB

Model	R	R^2	Adjusted R^2	S.E	Change Statistics
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	R ² Change	F Change	df1	df2	Sig. F Change	Durbin-Watson				
I	.205 ^a	.042	.030	4.20227	.042	3.513	4	320	.008	
II	.414 ^b	.171	.158	3.91427	.129	49.822	1	319	.000	2.095

a. Predictors: (Constant), Experience, Gender, Education, Age

b. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy

c. Dependent Variable: OCB

Source: Survey data (2015)

In addition, an Analysis of variance (ANOVA) was used to examine the goodness of fit of the model to the data. Although model I consisting of demographic variable was significant with F ratio of 3.513, when Self-efficacy was added in model II, the F-ratio improved to 13.203 which was significant at ($p < .01$) as depicted in Table 4.16. This indicates the model II was significantly different from model I in predicting OCB as such the null hypotheses (H_{01a}) suggesting that Self-efficacy has no effect on OCB is not true.

Table 4.16 ANOVA of Effect of Self-efficacy on OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
I	Regression	248.141	4	62.035	3.513	.008 ^b
	Residual	5650.902	320	17.659		
	Total	5899.043	324			
II	Regression	1011.486	5	202.297	13.203	.000 ^c
	Residual	4887.557	319	15.321		
	Total	5899.043	324			

a. Dependent Variable: OCB

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy

Source; Survey data. (2015)

Further, standardized β coefficient for independent variable was generated from the model and subjected to a t-test, to test the hypotheses under study; **t-test** was used as a measure to identify whether the predictor was making a significant contribution to the model. Table 4.17 shows the estimates of β value and gives contribution of each

predictor to the model. The β value for Self-efficacy and age was positive and significant; this signifies a positive relationship with OCB; whereas the β value for years of experience was negative and significant. The **t-test** was significant, $t=7.06$, this meant the effect of Self-efficacy on OCB was seven times more than the effect attributed its standard error ($\epsilon=0.04$), as such the predictor was making a significant contribution to the model. The coefficients results showed that the predicted parameter in relation to the Self-efficacy was significant; ($\beta_1= 0.362$, $p < 0.01$). Age had a positive significant relationship with OCB ($\beta= .204$, $p<0.01$), while experience had a negative effect on OCB, ($\beta=-.183$ ($p<.01$)). The effect was such that a unit increase in Self-efficacy would lead to 0.362 unit increase in OCB. Thus Self-efficacy is a strong determinant of citizenship behaviour among the managers.

Table 4.17 Coefficients of Effect of Self-efficacy on OCB

Model	Unstandardized		Standardized	t	Sig.	Correlations			Collinearity	
	Coefficients		Coefficients			Zero-	Partial	Part	Tol	VIF
	B	S.E	Beta							
1 (Constant)	27.557	1.286		21.429	.000					
Gender	-.123	.523	-.013	-.235	.814	-.045	-.013	-.013	.971	1.030
Age	1.172	.357	.228	3.288	.001	.111	.181	.180	.620	1.613
Education	.158	.266	.033	.595	.552	.059	.033	.033	.981	1.019
Exp.	-1.048	.356	-.203	-2.947	.003	-.070	-.163	-.161	.630	1.587
2 (Constant)	16.733	1.946		8.600	.000					
Gender	.142	.489	.015	.290	.772	-.045	.016	.015	.965	1.036
Age	1.050	.333	.205	3.157	.002	.111	.174	.161	.618	1.617
Edu.	.291	.249	.060	1.172	.242	.059	.065	.060	.976	1.025
Exp.	-.969	.331	-.188	-2.924	.004	-.070	-.162	-.149	.629	1.589
Self-efficacy	.279	.040	.362	7.058	.000	.366	.368	.360	.985	1.015

a. Dependent Variable: OCB

Source; Data, Survey data (2015)

4.7.2 Testing Hypothesized Effect of Optimism on OCB

The second sub-objective (1b) of the study was to examine the effect of Optimism on Organizational citizenship behaviour among managers to answer the second hypothesis. A linear regression model was used to predict Organizational citizenship behaviour. Table 4.18 illustrates that in model I of demographic variables ($R^2 = .042$). In model II R^2 marginally improved to .047 when Optimism was added, this meant Optimism predicted 0.47% of OCB; the improvement was insignificant indicating that the predictor used in the regression model did not sufficiently capture the variation in OCB. Although it caused adjusted R^2 to change from .030 to .032; the F change was not significant. This indicates that Optimism is weak predictor Organizational citizenship behaviour.

Table 4.18 Model Summary of Effect of Optimism on OCB

Model	R	R ²	Adjusted R ²	S.E	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
I	.205 ^a	.042	.030	4.2023	.042	3.513	4	320	.008	
II	.217 ^b	.047	.032	4.1976	.005	1.719	1	319	.191	2.051

a. Predictors: (Constant), Experience, Gender, Education, Age

b. Predictors: (Constant), Experience, Gender, Education, Age, Optimism

c. Dependent Variable: OCB

Source; Survey data, 2015

Further, an Analysis of variance (ANOVA) was used to test whether the regression model could significantly fit in predicting Organizational Citizenship behaviour. Although the F- ratio was slightly significant it decreased from 3.513 in model I to 3.160 in model II as shown in Table 4.19. Therefore there was no difference in model I and II in predicting OCB which means that Optimism is not a better predictor of OCB than the demographic variables in this case age.

Table 4.19 ANOVA on Effect of Optimism on OCB

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	248.141	4	62.035	3.513	.008 ^b
	Residual	5650.902	320	17.659		
	Total	5899.043	324			
2	Regression	278.428	5	55.686	3.160	.008 ^c
	Residual	5620.616	319	17.619		
	Total	5899.043	324			

a. Dependent Variable: OCB

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Optimism

Source; Survey data, 2015

In addition, the standardized β coefficients for Optimism variable was generated from the model and subjected to a t-test, to test the hypotheses H_{01b} . Table 4.20 illustrates the estimates of β value for Optimism controlling for the demographic variables, the coefficients was positive but dismal $\beta = .072$ and insignificant. This implied a unit increase in Optimism would lead to a mere 0.07 unit increase in OCB. Besides, the **t-test** was insignificant, $t=1.31$ as such Optimism did not contribute to the model, the null hypothesis was therefore accepted.

Table 4.20 Coefficients of Effect of Optimism on OCB

Model	Unstandardized		Standardized	t	Sig.	Correlations			Collinearity	
	Coefficients		Coefficients						Statistics	
	B	S.E	Beta			Zero-	Partial	Part	Tol	VIF
1 (Constant)	27.557	1.286		21.429	.000					
Gender	-.123	.523	-.013	-.235	.814	-.045	-.013	-.013	.971	1.030
Age	1.172	.357	.228	3.288	.001	.111	.181	.180	.620	1.613
Education	.158	.266	.033	.595	.552	.059	.033	.033	.981	1.019
Experience	-1.048	.356	-.203	-2.947	.003	-.070	-.163	-.161	.630	1.587
2 (Constant)	26.596	1.479		17.985	.000					
Gender	-.142	.523	-.015	-.271	.787	-.045	-.015	-.015	.970	1.031
Age	1.191	.356	.232	3.342	.001	.111	.184	.183	.619	1.616
Education	.197	.267	.041	.736	.462	.059	.041	.040	.969	1.031
Experience	-1.064	.355	-.206	-2.994	.003	-.070	-.165	-.164	.629	1.589
Optimism	.146	.111	.072	1.311	.191	.055	.073	.072	.984	1.017

a. Dependent Variable: OCB

Source; Survey data, 2015

4.7.3. Testing Hypothesized effect of OSE on OCB

The third sub-objective (1c) was to examine the effect of Organizational-based self-Esteem on Organizational citizenship behaviour among managers to test hypothesis Ho_{1c}. A linear regression model results illustrated in Table 4.21 show that the coefficient of determination (R²) improved from .042 in model I of demographic variables alone to .199 when OSE was added in model II. This meant that OSE accounted for 19.9% variation in OCB. Besides, predictor used in the regression model caused adjusted R² to change from .030 to .186 giving rise to an F ratio of 62.308 which was significant (p<0.01), thus there is a strong relationship between Organizational-based self-esteem and OCB.

Table 4.21 Model Summary effect of OSE on OCB

Model	R	R ²	Adjusted R ²	Std. S.E	Change Statistics				Durbin-Watson	
					R ² Change	F	Change df1	df2		Sig. F Change
I	.205 ^a	.042	.030	4.20227	.042	3.513	4	320	.008	
II	.446 ^b	.199	.186	3.84965	.157	62.308	1	319	.000	2.052

a. Predictors: (Constant), Experience, Gender, Education, Age

b. Predictors: (Constant), Experience, Gender, Education, Age, Organization-based Self-esteem

c. Dependent Variable: OCB

Source; Researcher, 2015

Further, an Analysis of Variance (ANOVA) was used to test whether the regression model could significantly fit in predicting OCB. Table 4.22 shows the F- ratio improved from 3.513 in model I to 15.810 in model II, the change was significant at (p<.01. This means the model fits the data well as such Self-efficacy is better placed in predicting OCB than demographic variables leading to rejection of the null hypotheses stating that Organizational-based self-esteem had no effect on OCB.

Table 4.22 ANOVA on effect of OSE on OCB

<i>Model</i>		<i>Sum of Squares</i>	<i>df</i>	<i>Mean Square</i>	<i>F</i>	<i>Sig.</i>
1	Regression	248.141	4	62.035	3.513	.008 ^b
	Residual	5650.902	320	17.659		
	Total	5899.043	324			
2	Regression	1171.536	5	234.307	15.810	.000 ^c
	Residual	4727.507	319	14.820		
	Total	5899.043	324			

a. Dependent Variable: OCB

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Organizational-based self-esteem

Source; Researcher Data, 2015

To test the hypothesis and establish whether Organizational-based self-esteem makes a significant contribution to the model, the standardized β coefficient for Organizational-based self-esteem variable was generated from the model and subjected to a t-test (Table 4.23). The estimates of β value for Organizational-based self-esteem and Age were positive, while experience had negative values.

Table 4.23 Coefficients of effect of OSE on OCB

Model	Unstandardized		Standardized	t	Sig.	Correlations			Collinearity	
	Coefficients		Coefficients			Zero-	Partial	Part	Tol	VIF
	B	S.E	Beta							
1 (Constant)	27.557	1.286		21.429	.000					
Gender	-.123	.523	-.013	-.235	.814	-.045	-.013	-.013	.971	1.030
Age	1.172	.357	.228	3.288	.001	.111	.181	.180	.620	1.613
Education	.158	.266	.033	.595	.552	.059	.033	.033	.981	1.019
Exper.	-1.048	.356	-.203	-2.947	.003	-.070	-.163	-.161	.630	1.587
2 (Constant)	14.475	2.033		7.119	.000					
Gender	-.058	.480	-.006	-.121	.904	-.045	-.007	-.006	.970	1.030
Age	.934	.328	.182	2.846	.005	.111	.157	.143	.615	1.627
Education	.300	.244	.062	1.228	.220	.059	.069	.062	.976	1.025
Exper.	-.952	.326	-.185	-2.921	.004	-.070	-.161	-.146	.629	1.590
OSE	.334	.042	.398	7.894	.000	.405	.404	.396	.986	1.014

a. Dependent Variable: OCB

Source; Survey data (2015)

The coefficients showed that OCB predicted in relation to Organization Self-esteem was significant at $\beta = 0.398$ ($p < 0.01$), meaning the predictor was making a significant contribution to the model. Besides, the **t-test** was significant, $t=7.90$ meaning the effect of Organizational-based self-esteem on Citizenship behaviour was seven times more than the effect attributed to standard error ($\epsilon=0.04$). Indeed, there is evidence that, for each unit increase in Organizational-based self-esteem, there would be 0.398 units increase in OCB. This implies that the null hypothesis (H_{01c}) stating that there is no significant relationship between Organizational-based self-esteem and OCB was rejected.

4.7.4 Testing Hypothesized Effect of Self-efficacy on Work Engagement

The fourth sub-objective (2a) was to establish the effect of Self-efficacy on Work engagement so as to test hypothesis H_{02a} using a linear regression model. Table 4.24 is an illustration of the models, R^2 changed from .036 in model I to .191 in model II. It shows that the predictor accounted for 19.1% variation in Work engagement.

Table 4.24 Model Summary of Effect of Self-efficacy on Work engagement

Model	R	R ²	Adjusted R ²	Std. S.E	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
I	.189 ^a	.036	.024	5.36367	.036	2.978	4	320	.019	
II	.437 ^b	.191	.179	4.92026	.155	61.275	1	319	.000	1.885

a. Predictors: (Constant), Experience, Gender, Education, Age

b. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy

c. Dependent Variable: Work engagement

Source; Survey data, (2015)

Besides, the predictor in this regression model caused adjusted R^2 to change from .024 to .179 giving rise to F change of 61.275 which was significant at ($p<0.01$). Therefore, the control variables contributed little in the model, leaving Self-efficacy as the

dominant predictor of Work Engagement. Further, an Analysis of variance (ANOVA) was used to test whether the regression model could significantly fit in the data. Table 4.25 shows F- ratio improved from 2.978 in model I to 15.086 in model II which was significant at ($p < .01$) leading to rejection of the null hypothesis H_{02a} that Self-efficacy has no effect on Work engagement.

Table 4.25 ANOVA on Effect of Self-efficacy on Work engagement

Model		Sum of Squares	Df	Mean Square	F	Sig.
I	Regression	342.642	4	85.661	2.978	.019 ^b
	Residual	9206.058	320	28.769		
	Total	9548.701	324			
II	Regression	1826.037	5	365.207	15.086	.000 ^c
	Residual	7722.664	319	24.209		
	Total	9548.701	324			

a. Dependent Variable: WEN

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Self-efficacy

Source: Survey data, (2015)

In addition, the standardized β coefficients for Self-efficacy variable was generated from the model and subjected to a t-test to establish whether it was making a significant contribution and to test hypothesis H_{02a} . Table 4.26 illustrates the estimates of β coefficient value for Self-efficacy was positive, implying it has a positive relationship with Work engagement. Similarly, the coefficients showed that Work engagement predicted in relation to the Self-efficacy was significant;

$$\beta_1 = 0.397 (p < 0.01).$$

Besides, the t-test was significant, $t = 7.81$ meaning the effect of Self-efficacy on Work engagement was seven times more than the effect attributed to standard error ($\epsilon = 0.05$). This meant that the null hypothesis (H_{02a}) stating that there is no

significant relationship between Self-efficacy and Work engagement was rejected. These findings imply that for each unit increase in Self-efficacy, there was 0.397 units increase in the level of Work engagement among the Managers. This implies that managers who belief in their capacity to control events within their environment are more likely to exhibit high levels of work engagement.

Table 4.26 Coefficients of the Effect of Self-efficacy on Work Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1 (Constant)	32.530	1.641		19.819	.000					
Gender	-.407	.668	-.034	-.609	.543	-.063	-.034	-.033	.971	1.030
Age	1.459	.455	.224	3.206	.001	.156	.176	.176	.620	1.613
Educ.	-.267	.340	-.044	-.786	.432	-.023	-.044	-.043	.981	1.019
Exper.	-.773	.454	-.118	-1.702	.090	.019	-.095	-.093	.630	1.587
2 (Constant)	17.442	2.446		7.131	.000					
Gender	-.038	.615	-.003	-.061	.951	-.063	-.003	-.003	.965	1.036
Age	1.288	.418	.197	3.082	.002	.156	.170	.155	.618	1.617
Educ.	-.082	.312	-.013	-.261	.794	-.023	-.015	-.013	.976	1.025
Exper.	-.663	.417	-.101	-1.592	.112	.019	-.089	-.080	.629	1.589
Self-efficacy	.389	.050	.397	7.828	.000	.407	.401	.394	.985	1.015

a. Dependent Variable: Work Engagement

Source: Survey data, (2015)

4.7.5 Testing Hypothesized Effect of Optimism on Work Engagement

The fifth sub-objective was to check the effect of Optimism on Work engagement among the Managers to test hypothesis H_{02b} using a linear regression model. Table 4.27 shows, $R^2 = .036$ in model I but by adding Optimism in the model II, R^2 did not change, which meant Optimism accounted for a mere 0.36% variability in Work engagement which was insignificant. Besides, the predictor did not progressively capture the variation in Work engagement, instead it caused adjusted R^2 to come down from .024 to .021 giving rise to a fall in F ratio from 2.978 to .054 which was

insignificant. Consequently, the predictor did not have a statistically significant effect on Work engagement.

Table 4.27 Model Summary on Effect of Optimism on Work engagement

Model	R	R ²	Adjusted R ²	Std. S.E	Change Statistics					Durbin-Watson
					R ² Change	F Change	df1	df2	Sig. F Change	
I	.189 ^a	.036	.024	5.36367	.036	2.978	4	320	.019	
II	.190 ^b	.036	.021	5.37161	.000	.054	1	319	.816	1.969

a. Predictors: (Constant), Gender, Age, Education, Experience

b. Predictors: (Constant), Gender, Age, Education, Experience, Optimism

c. Dependent Variable: Work engagement

Source Survey data, 2015

An analysis of variance was further used to test whether the regression model could significantly fit in the data. Table 4.28 shows F- ratio reduced from 2.978 in model I to 2.386 in model II and the ratio was not significant at ($p > .01$); therefore the null hypothesis stating that Optimism does not affect the level of Work engagement among Managers was accepted.

Table 4.28 ANOVA on Effect of Optimism on Work Engagement

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	342.642	4	85.661	2.978	.019 ^b
	Residual	9206.058	320	28.769		
	Total	9548.701	324			
2	Regression	344.209	5	68.842	2.386	.038 ^c
	Residual	9204.492	319	28.854		
	Total	9548.701	324			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Gender, Age, Education, Experience

c. Predictors: (Constant), Gender, Age, Education, Experience, Optimism

Source: Survey data, 2015

Further, the standardized β coefficient for the variable Optimism was also generated from the model and subjected to a t-test, to establish whether it makes a significant contribution and to test the hypotheses. Table 4.29 shows the estimates of β values. The coefficients shows that the prediction of Work Engagement in relation to Optimism

was insignificant ($\beta_1 = 0.013$, $p > .01$). Besides, the t-test was insignificant, $t = 0.23$ meaning Optimism could not contribute to the model predicting OCB.

Table 4.29 Coefficients of Effect of Optimism on Work Engagement

Model	Unstandardized		Standardized	t	Sig.	Correlations			Collinearity Statistics	
	Coefficients		Coefficients			Zero-	Partial	Part	Tolerance	VIF
	B	S.E	Beta							
1 (Constant)	32.530	1.641		19.819	.000					
Gender	-.407	.668	-.034	-.609	.543	-.063	-.034	-.033	.971	1.030
Age	1.459	.455	.224	3.206	.001	.156	.176	.176	.620	1.613
Education	-.267	.340	-.044	-.786	.432	-.023	-.044	-.043	.981	1.019
Exper.	-.773	.454	-.118	-1.702	.090	.019	-.095	-.093	.630	1.587
2 (Constant)	32.312	1.892		17.074	.000					
Gender	-.411	.669	-.034	-.614	.539	-.063	-.034	-.034	.970	1.031
Age	1.463	.456	.224	3.208	.001	.156	.177	.176	.619	1.616
Education	-.258	.342	-.042	-.755	.451	-.023	-.042	-.041	.969	1.031
Exper.	-.776	.455	-.118	-1.707	.089	.019	-.095	-.094	.629	1.589
Optimism	.033	.142	.013	.233	.816	.006	.013	.013	.984	1.017

a. Dependent Variable: Work Engagement

Source: Survey data, 2015

Therefore, the null hypothesis (**H_{02b}**) stating that there is no significant relationship between Optimism and Work engagement was accepted. The findings imply that Optimism does not determine the level of work engagement among managers in this sample. However, the predictor's weakness could be on the instrument measuring it.

4.7.6 Testing Hypothesized effect of OSE on Work Engagement

The sixth sub-objective (2c) was to examine the effect of Organizational Self-esteem on Work engagement using a linear regression model. Table 4.30 illustrates that R^2 changed from .036 in model I to .411 in model II, meaning the predictor accounted for a high variation of 41.1% in Work Engagement. The predictor used in regression model

captured the variation in Work engagement that caused adjusted R^2 to change from .024 to .402 giving rise to F change from 2.978 to 203.416 which was significant ($p < 0.01$). This indicates Organizational-based self-esteem is a very strong predictor of Work Engagement. As such employees high in OSE will work with vigour, dedication and often while working they are totally absorbed such time moves quickly without them noticing.

Table 4.30 Model Summary of Effect of OSE on Work Engagement

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	Change Statistics				Durbin-Watson Change
					R^2 Change	F Change	df1	df2	
I	.189 ^a	.036	.024	5.36367	.036	2.978	4	320	.019
II	.641 ^b	.411	.402	4.19787	.375	203.416	1	319	.000

a. Predictors: (Constant), Experience, Gender, Education, Age

b. Predictors: (Constant), Experience, Gender, Education, Age, Organizational-based self-esteem

c. Dependent Variable: Work engagement

Source; Survey data, 2015

An Analysis of variance (ANOVA) was further used to test whether the regression model could significantly fit in the data. Table 4.31 shows F changed from 2.978 to 44.572 which was significant at ($p < 0.01$) leading to rejection of the null hypothesis that Organizational-based- self-esteem has no effect on Work engagement.

Table 4.31 ANOVA of Effect of OSE on Work Engagement

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342.642	4	85.661	2.978	.019 ^b
	Residual	9206.058	320	28.769		
	Total	9548.701	324			
2	Regression	3927.258	5	785.452	44.572	.000 ^c
	Residual	5621.443	319	17.622		
	Total	9548.701	324			

a. Dependent Variable: Work engagement

b. Predictors: (Constant), Experience, Gender, Education, Age

c. Predictors: (Constant), Experience, Gender, Education, Age, Organizational-based self-esteem

Source: Survey data, 2015

Further, the standardized β coefficients for Organizational-based self-esteem variable were generated from the model and subjected to a t-test to test the hypothesis and establish whether it was making a significant contribution to the model. Table 4.32 shows the estimates of β value for Organizational-based self-esteem was positive; this implies that a positive relationship between OSE and Work engagement exists. The coefficient showed that Work engagement predicted in relation to the Organizational-based self-esteem was significant; $\beta_1 = 0.617$ ($p < 0.01$). The t-test was also significant, $t = 14.62$ which meant the effect of OSE on OCB was 14 times more than the effect attributed to standard error ($\epsilon = 0.05$). This suggests that the predictor was making a significant contribution to the model in the sense that for each unit increase in Organizational-based self-esteem, there was a 0.617 unit increase in Work-engagement. Thus the null hypothesis (H_{02c}) stating that there is no significant effect of Organizational-based self-esteem on Work engagement was therefore rejected.

Table 4.32 Coefficients of effect of OSE on Work Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	S.E.	Beta			Zero-order	Partial	Part	Tol.	VIF
1 (Constant)	32.530	1.641		19.819	.000					
Gender	-.407	.668	-.034	-.609	.543	-.063	-.034	-.033	.971	1.030
Age	1.459	.455	.224	3.206	.001	.156	.176	.176	.620	1.613
Education	-.267	.340	-.044	-.786	.432	-.023	-.044	-.043	.981	1.019
Exper.	-.773	.454	-.118	-1.702	.090	.019	-.095	-.093	.630	1.587
2 (Constant)	6.755	2.217		3.047	.003					
Gender	-.279	.523	-.023	-.533	.595	-.063	-.030	-.023	.970	1.030
Age	.989	.358	.152	2.766	.006	.156	.153	.119	.615	1.627
Education	.012	.266	.002	.046	.963	-.023	.003	.002	.976	1.025
Exper.	-.584	.355	-.089	-1.644	.101	.019	-.092	-.071	.629	1.590
OSE	.658	.046	.617	14.262	.000	.628	.624	.613	.986	1.014

a. Dependent Variable: Work engagement

Source: Survey data, 2015

4.8 Testing Hypothesized Mediation

The mediation effect of Work engagement on the relationship between Personal resources and Organizational Citizenship behaviour was examined as the third principle objective of the study to test hypothesis (H₀₃). A mediational analysis according to Muller (2005) seeks to identify the intermediary process that leads from the independent variables to the dependent variable. The hypothesis set to be tested implies that the independent variable Personal resources would cause the mediator Work engagement, which in turn would cause the dependent variable OCB.

Therefore two variables (Self-efficacy and Organizational-based self-esteem) representing Personal resources were computed and denoted SEOSE as the independent variable. Optimism was dropped at linear regression stages for its insignificant relationship with OCB and Work engagement. It was established in the literature that Personal resources influence citizenship behaviour; however, the mechanism is unknown. Therefore, the study hypothesized that Work engagement could be one of the mechanism through which Personal resources exerts its influence on OCB.

The mediation effect of Work engagement on the relationship between Personal resource and OCB was tested using PROCESS Macro (Hayes, 2013). It is a simplified hierarchical regression type adds on SPSS. It is an inbuilt measurement tool with a bootstrapped confidence interval request procedure as prescribed by Preacher and Hayes (2008). Mediation hypothesis was tested since the data met the assumptions prescribed by Hayes (2014) earlier discussed in Chapter three. Testing mediation using PROCEES involved the following;

First, was to confirm the significance of the relationship between Personal resources and OCB ($X \rightarrow Y$) which Hayes (2014) calls *total effect*. Secondly, was to check and

confirmed the significance of the relationship between Personal resources and Work engagement ($X \rightarrow M$) referred to as confirming the *direct effect*. Third was to ascertain the significant relationship between Work engagement and OCB in the presence of Personal resources ($M|X \rightarrow Y$) being the *indirect effect*. Finally, a check on whether the insignificance (or the meaningful reduction in effect) of the relationship between Personal resources and the OCB in the presence of Work engagement occurred.

4.8.1 Total, Direct and Indirect Effects

As a precondition for testing mediation hypothesis, model I was first tested in so as to derive the coefficient of the effect of Personal resource on OCB ignoring the mediator. From Table 4.33 and Figure 4.1 the *total effect* was significant ($\beta=.199$).

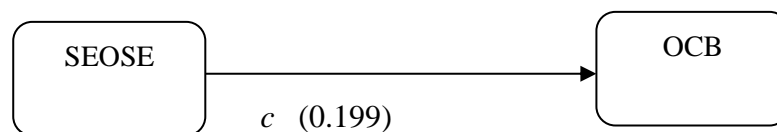


Figure 4.1 Analytical model (Total effect)

Source; Survey data, 2015

Table 4.33 Total effect of Personal resources on OCB

Effect	SE	t	p	LLCI	ULCI
.199	.0222	8.956	.000	.155	.242

Source; Survey data, 2015

Secondly, was to derive the independent variable coefficient for model II ,that is the *direct effect* of Personal resources on the mediator, Table 4.34 shows the effect was significant ($\beta = .339$).

Table 4.34 Direct effect of Personal resources on Mediator (Work Engagement)

R	R ²	MSE	F	df1	df2	p
.598	.358	18.985	179.956	1.000	323.00	.000
Model						

	Coeff	se	t	p	LLCI	ULCI
Const.	6.451	2.029	3.180	.002	2.460	10.442
SEOSE	.339	.025	13.415	.000	.289	.388

Source, Survey data, 2015

The third procedure was to test and check the effect of Work engagement on OCB controlling for Personal resources (Model III) to derive the coefficients for the independent and the mediating variables. As shown on Table 4.35 when the three variables were entered into the equation to explain variation in OCB, the *indirect effect* of Work engagement was significant with positive values ($\beta = 0.161$). The fourth step was to check whether the effect of Personal resource on OCB remained significant or weakened in model III compared to model I. As shown below, the effect remained significant though it weakened as beta value reduced from 0.199 in Table 4.33 above to 0.144 in Table 4.35 below.

Table 4.35 Model III Effect of the Mediator on DV with IV; Model Summary

R	R-sq	MSE	F	df1	df2	p
.475	.226	14.181	46.992	2.000	322.000	.000
Model						
	coeff	se	t	p	LLCI	ULCI
Const.	11.582	1.781	6.505	.000	8.079	15.085
WEN	.161	.048	3.351	.001	.067	.256
SEOSE	.144	.027	5.286	.000	.091	.198

Source: Survey data, 2015

Further, the results of indirect effect of Personal resources given on values of the mediator (Hayes, 2014), shown on Table 4.36 was $\beta = 0.055$ which was significant, this confirms partial mediation (Edwards and Lambert 2007; Kenny and Baron, 1986). Figure 4.2 illustrates the analytical mediation frame work as read with equations 3.2 & 3.3.

Table 4.36 Indirect effect of PRES on OCB on the values of the WEN

	Effect	Boot SE	BootLLCI	BootULCI
WEN	.055	.019	.020	.096

Source: Survey data, 2015

In addition, Muller *et al.*, (2005) suggested that mediation hypothesis can be confirmed by the existence of an equity relationship among the parameters of the models. It involves obtaining the product of two paths denoted as *a* and *b* (Figure 4.2) which is equivalent to *total effect* (Model I i.e. effect of IV on DV) minus *indirect effect* (Model II i.e. effect of IV on DV in the presence of the mediator). That is;

$$\text{Indirect effect} = a \times b \rightarrow (0.339 \times 0.161) = 0.055 = c - c' = (.199 - .144) = 0.055.$$

This means the effect of Personal resources on Organizational citizenship behaviour through Work engagement reduced from **0.199 to 0.055** which conforms to PROCESS *macro* results output given in Appendix III, also summarized in Table 4.36.

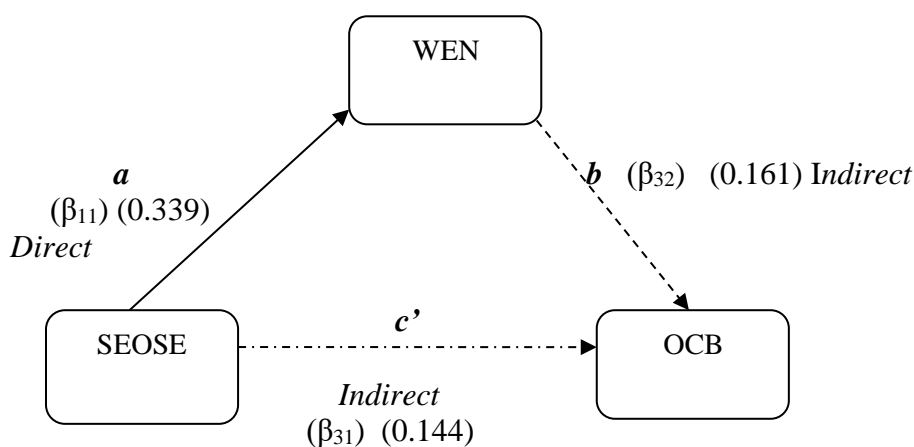


Figure 4.2 Analytical Model; Direct and indirect effect (the effect of IV in the presence of the mediator)

Source: Survey data, 2015

Further, a bootstrap procedure provided in PROCESS *Macro* was used to check the statistical significance of indirect effect to answer the mediation hypothesis. It provides for a 95% confidence interval for the value of the indirect effect *ab* in terms of unstandardized coefficients; if the interval includes zero, the indirect effect is said to be

insignificant. From PROCESS output summary on Table 4.37, the lower limit of confidence interval (**LLCI**) was **.020** and the upper limit (**ULCI**) was **.096**, hence the confidence interval did not include zero at $p < 0.01$, therefore the null hypothesis (H_{03}) that $ab = 0$ is rejected. Work engagement mediates the relationship between Personal resource and OCB.

Table 4.37 Total, Direct, and Indirect Effects

Effect of X on Y	Total	Direct	Indirect (WEN)
Effect	.199	.144	.055
SE	.022	.027	.019
T	8.956	2.286	
P	.000	.000	
LLCI	.155	.091	.020
ULCI	.242	.198	.096

Source: Survey data, 2015.

Similarly, Baron and Kenny (1986) recommended testing the significance of the indirect path $a \times b$ by the Sobel z -test; Z tests whether the difference between the total effect and the direct effect is statistically significant. PROCESS output on Table 4.38 confirms partial mediation since the difference was significant $Z = 3.243$ which was significant ($p < .01$). This provides sufficient evidence that Work Engagement plays a mediating role, though it is not the single dominant mediator. There are other variables through which Personal resources influence Citizenship behaviour.

Table 4.38 Normal theory tests for indirect effect (Sobel test)

Effect	se	Z	P
.055	.0170	3.243	.001

Source: Survey data, 2015

4.9 Testing Hypothesized Moderated Mediation

The fourth principle objective was to examine the moderating effect of Work ethic on the mediated relationship between Personal resources and Organizational citizenship behaviour to test hypothesis Ho₄. This was effected using PROCESS *Macro*.

4.9.1 Analytical Model

Moderated mediation hypothesis in this study suggests that the mediation process of Work engagement on the relationship between Personal resources and Citizenship behaviour depends on the state of the Work ethic of managers. According to Muller *et al.*, (2005); Preacher *et al.*, (2007) and Hayes, (2015) the proof of moderated mediation is demonstrated through the presence of moderation in any one of the three paths in the causal system (mediation process). Accordingly, mediation is said to be moderated in case the moderator has a nonzero weight in the indirect relationship between the independent and dependent variables through a mediator. The objective was to examine whether Work ethic strengthens or changes the direction of the indirect relationship between Personal resources and OCB from the causal path link of Work engagement. Figure 3.1 shows the conceptualized model.

Moderated mediation process was examined by inserting all the target variables in the conceptual model and examining the various paths. The paths are shown on the analytical model on Figure 4.3 as read with Table 4.39. As stated above, Moderated mediation model No.7 was adopted (Hayes, 2013).

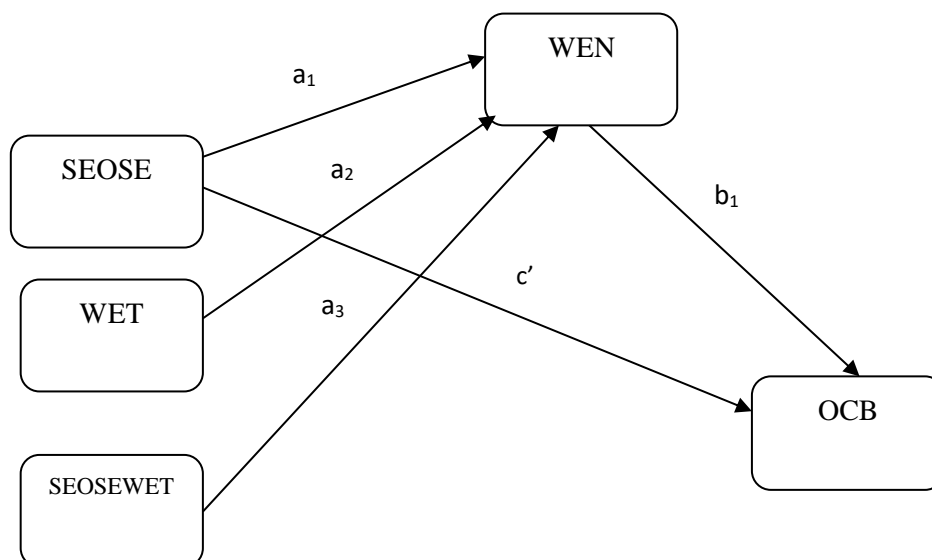


Figure 4.3 Analytical Model of Moderated Mediation

Source: Survey data, (2015)

This model estimates moderation effect of Personal resources (SEOSE) on OCB through Work engagement (WEN) by Work ethic (WET). A moderated mediation occurs when the path estimating the relationship between the interaction (SEOSEWET) and the mediator WEN is significant or nonzero. Figure 4.3 below renders the paths; Muller, *et al.*, (2005 and Preacher *et al.*, (2007) suggested that moderated mediation would be established if the paths (a_3) or a_2 is significant. However, according to Hayes (2015) the interaction of the IV and the moderator in relation to the mediator (SEOSEWET → WEN) (i.e. a_3) does not quantify the relationship between the moderator and the indirect effect (mediation). It only estimates moderation of the effect of IV on mediator by the moderator. He observed that to determine whether a mediation process depends on a moderator, the index of moderated mediation must be established; this is discussed in subsection 4.9.3.

4.9.2 PROCESS Macro Procedure

Testing moderated mediation hypothesis using PROCESS Macro involved an auto procedure that regressed the mediating variable (WEN) and the dependent variable (OCB) on the independent variable (SEOSE) represented in Table 4.39 as (a_1) and (c')

respectively. Then regressed the dependent variable (OCB) on the Mediator (WEN) assigned (b_1); followed by regressed mediator (WEN) on the moderator (WET) designated as (a_2). Finally, regressed mediator (WEN) on the interaction of the independent variable and the moderator denoted (a_3). PROCESS mean centres the independent and the moderator variables to eliminate multicollinearity (Miner-Rubino *et al* (2010).

The PROCESS *Macro* output annexed in Appendix VII and summarized in Table 4.36 was derived from executing the above procedure. The table illustrates the path coefficients and the Confidence Interval as measures and their significance. Significance levels for interaction terms were lightened to $p < 0.10$, as interaction effects are often difficult to detect and frequently suffer from low power (McClelland & Judd, 1993).

Table 4.39 Unstandardized OLS regression estimating the effect of Work Ethic on the mediated relationship between Personal resources and OCB

		WEN (M)		OCB (y)	
		Coefficient	95% C.I.	Coefficient	95% CI
SEOSE	$a_1 \rightarrow$	0.478*** (.097)	.2867, .6697	$c' \rightarrow$.1441*** (.0273) .0905, .1977
WEN				$b_1 \rightarrow$.1611*** (.0481) .0665, .2558
WET	$a_2 \rightarrow$.23* (.104)	.0258, .4341		
SEOSEWET	$a_3 \rightarrow$	-.002+ (.000)	-.00013, .0001		
Constant	$i_M \rightarrow$	-8.202 (7.381)	-22.723, 6.320	$i_y \rightarrow$	11.5823*** (1.7805) 8.0793, 15.0852
R ²		.3707			.2259
Df		3, 321			2,322
F		63.035			46.9917
p-value		.000			0.0000

+ $p < .10$, * $p < .05$, ** $p < .01$, *** $p < .001$. (.....) Rep error

Source: Survey data, 2015

As alluded above, moderated mediation hypothesis is answered by the significance of paths (a_2) and (a_3) as confirmed by the confidence interval. From the table these paths were significant, implying moderated mediation could be said to have occurred

according to Muller *et al.*, (2005). However, Hayes (2015) suggested the index of moderated mediation is the most appropriate decision rule, which is the subject of the subsequent subsection and illustrated in Table 4.40 below.

4.9.3 The Index of Moderated mediation

The relationship between the interaction of the independent variable and the moderator (SEOSEWET) and mediator (WEN) (a_3) shown was significant [$\beta = -.0230$] ($p < 0.10$). The relationship between the moderator (WET) and the mediator (WEN) (a_2) was also significant [$\beta = .230$] ($p < 0.05$). However, the 95% bootstrap confidence interval index generated was **-.0004** with a confidence interval between **-.00013** and **0.01** shown on Table 4.40. Since the interval includes zero, the verdict is that the moderated mediation was not significant. This meant that the indirect effect of Personal resources on Organization citizenship behaviour was linearly unrelated to Work ethic. In other words, the indirect effect of Personal resources on OCB through Work engagement does not depend on Work ethic.

Therefore, the null hypothesis H_{04} that Work ethic does not moderate the indirect effect of Personal resources on OCB through Work engagement is supported. Fairchild & Mackinnon (2009) observed that moderating effect is unlikely if the independent variable is highly correlated with the moderator. Indeed, correlation between the two variables was moderately high ($r = .458$). However, from the moderated mediation output it is apparent that holding Personal resources constant, managers relatively higher in Work engagement exhibit more Citizenship behaviour relative to those lower in Work engagement. [$b_1 = 0.1611$, 95% C.I. = 0.0665 to 0.2558] which was significant ($p < .01$)

this means the interval does not include *zero*. This is a confirmation of the mediation process of Work engagement earlier discussed in section 4.8.

Table 4.40 Index of Moderated mediation

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
WEN	-.0004	.000	-.0001	0.0001

Source: Survey data, 2015

4.10 Comparing the predictive power of the study variables

To examine the relative contribution of each of the independent variables Organizational-based self-esteem, Self-efficacy, Work engagement and Work ethic in the prediction of OCB the null hypothesis H_{05} was tested using hierarchical regression. To perform this, the following regression equations were derived. Model 1 representing the demographics is not shown in the following equations.

$$\text{Model 2: OCB} = a_1 + \text{DEMO} + b_1\text{OSE} + e_1 \dots \dots \dots (1)$$

$$\text{Model 3: OCB} = a_2 + \text{DEMO} + b_2\text{OSE} + b_2\text{SE} + e_2 \dots \dots \dots (2)$$

$$\text{Model 4: OCB} = a_3 + \text{DEMO} + b_3\text{OSE} + b_3\text{SE} + b_3\text{WEN} + e_3 \dots \dots \dots (3)$$

$$\text{Model 5: OCB} = a_4 + \text{DEMO} + b_4\text{OSE} + b_4\text{SE} + b_4\text{WEN} + b_4\text{WET} + e_4 \dots \dots \dots (4)$$

Where; OCB represent Organizational Citizenship behaviour

DEMO; represents demographic variables

OSE; represent Organizational-based self-esteem

SE; represents Self-esteem

WEN; represents Work engagement

WET; represents Work Ethic

$a_1 - a_4$ Represents constants; $b_1 - b_4$ represents coefficient values; $e_1 - e_4$ represents error terms.

From the analysis results shown on Table 4.41 the contribution of demographic variables was insignificant (model 1).

Table 4.41 Hierarchical Regression with Organizational-based Self-esteem, Self-efficacy, Work Engagement and Work Ethic on OCB

Variable	Model 1	Model 2		Model 3		Model 4		Model 5	
		B	Beta	B	Beta	B	Beta	B	Beta
Constant	27.64*	14.84*		11.31*		11.31*		6.21*	
DEMO	1.1	-.103	.098	.	.097	.040		.056	
OSE			.334*	.398*	.249*	.298*	.157*	.187*	.136*
S.E					.174*	.226*	.152*	.197*	.089*
WEN						.136*	.173*	.126*	.160*
WET								.119*	.254*
R	.205	.414	.488		.505	.552			
R ²	.042	.171	.238		.255	.305			
Adjusted R ²	.030	.158	.224		.239	.287			
F-Statistic	3.51	13.20	16.57		15.53	17.33			
Sig.F –Change	.008	.000	.000		.007	.000			

* P<.001, Dependent variable OCB

Key;

B- represents unstandardized coefficients; Beta-Represents standardized coefficients

DEMO-Demographics; OSE-Organizational-based self-esteem; SE-Self-efficacy; WEN-Work engagement; WET-Work ethic; OCB-Organizational citizenship behaviour.

Source, Survey data, 2015

However, when Organizational-based self-esteem was added in model 2 it predicted 16.5% variation in OCB; then the predictive power of the variables improved to 20.5% when Self-efficacy was added in Model 3. Thereafter the predictive power in model 4 was even better to 22.8% when Work engagement was added. Overall, the predictive or the explanatory power of the study model 5 was 27.7% when Work ethic was added as shown in Table 4.41. This implies that Age, Years of experience, Organizational-based self-esteem, Self-efficacy, Work engagement and Work ethic jointly account for close

to a third of the variation in OCB. As shown in model 5 Work ethic and Organizational-based self-esteem were highest predictors of Organizational citizenship behaviour; as the two variables recorded a statistically significant standardized coefficient of $\beta = .254, p < 0.01$) and $\beta = .162, p < 0.01$) respectively. Therefore H_{05} suggesting that Personal resources, Work engagement and Work ethic have no significant effect on the citizenship behaviour exhibited by Managers was rejected.

4.11 Summary of Hypotheses Testing Results

A total of nine hypotheses were tested in the study. Table 4.42 presents a summary of hypotheses testing results; it illustrates the hypotheses that were supported and those rejected from the linear and multiple regression analysis. Three null hypotheses were accepted, the rest were rejected.

H_{01a} suggesting that there was no significant relationship between Self-efficacy and OCB was rejected, the effect was statistically significant. H_{01b} stating that there was no significant effect of Optimism on OCB turned out to be true. Organizational-based self-esteem had a significant statistical effect on OCB thus H_{01c} was rejected. H_{02a} suggesting that there was no significant effect of Self-efficacy on Work engagement was rejected, evidence was adduced suggesting that Self-efficacy had a statistically effect on Work engagement. Again, H_{02b} suggesting that Optimism does not have an effect on Work engagement was accepted. Evidence was adduced suggesting that Self-efficacy had an effect on Work engagement, thus H_{02c} was rejected. Mediation hypothesis tested indicate Work engagement partially mediates the relationship between Personal resources and OCB, thus H_{03} was rejected. However, H_{04} suggesting that Work ethic

does not moderate the mediated relationship of Personal resources and OCB through work engagement was accepted. Finally; Ho₅ stating that there is no relationship between Personal resources, work engagement, work ethic and OCB was rejected.

Table 4.42. A Summary of tested Hypotheses

Null Hypotheses	Results	Conclusion
H_{01a} . There is no significant relationship between Self-efficacy and OCB	Significant effect p < 0.01	Unsupported: Reject the null hypothesis
H_{01b} . There is no significant effect of Optimism on OCB	None Significant effect P > 0.05	Supported: Fail to reject the null hypothesis
H_{01c} . There is no significant effect of Organizational-based self-esteem on OCB	Significant effect p < 0.01	Unsupported: Reject the null hypothesis
H_{02a} . There is no significant effect of Self-efficacy on Work engagement	Significant effect p < 0.01	Unsupported: Reject the null hypothesis
H_{02b} . There is no significant effect of Optimism on Work engagement	None Significant effect p < 0.01	Supported: Fail to reject the null hypothesis
H_{02c} . There is no significant effect of Organizational-based self-esteem on Work engagement.	Significant effect p < 0.01	Unsupported: Reject the null hypothesis
H₀₃ . Work engagement does not mediate the relationship between Personal resources and OCB	Significantly mediates p < 0.0001	Unsupported: Reject the null hypothesis
H₀₄ . Work ethic does not moderate the mediated relationship of Personal resources and OCB through work engagement	No difference	Supported: Fail to reject the null hypothesis
H₀₅ . Personal resources, Work engagement and Work ethic has no effect on OCB	Significant effect p < 0.05	Un supported: Reject the null hypothesis

Source: Survey data, 2015

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.0 Introduction

This chapter provides an examination of the study findings in light of the empirical literature reviewed as a way of achieving the objectives set. Precisely, section 5.1 gives an overview on the level of positive work behaviour among the study participants. Section 5.2 discusses the effect of Personal resources on OCB. Section 5.3 carries the discussion on the effect of Personal resources on work engagement. Section 5.4 discusses the indirect effect of work engagement in the relationship between Personal resources and OCB. Section 5.5 is the discussion on the findings of the moderating effect of work ethic in the indirect effect of work engagement in the relationship between Personal resources and OCB. The chapter concludes with a discussion on the effect of demographic variables in positive work behaviour.

5.1 Level of Positive Work Behaviour

Since the overall object of this thesis was to explore positive work behaviour in Kenya's State Corporations, establishing the level of the level of OCB and Work engagement as the important indicators of positive work behaviour was done. Indeed studies have shown that these two concepts correlate and jointly explain employees work behaviour (Rana, 2013; Rich *et al.*, 2010).

Similarly, Soene *et al.*, (2012) showed OCB is a positive outcome of Work engagement. The above relationship is also apparent in this study, the managers rated themselves high

in citizenship behaviour (M=4.00). By implication, the managers considered themselves as individuals who often provide solutions to work related problems and usually worked without unnecessary complains. This was a demonstration of their interest on their organization. They would take own initiative to engage in tasks and thoroughly execute beyond minimum. In addition, they would tolerate work related inconveniences and challenges presented by fellow employees and the work itself as a demonstration of their commitment and loyalty to their organization. Besides, their positive gesture goes beyond the organization as seen in practises such as acting with courtesy when dealing with colleagues and customers.

Similarly, the managers rated themselves high on Work engagement (M=4.14). This implied that they are highly involved intellectually, psychologically, and emotionally in their organization. This involvement is demonstrated by the commitment and seriousness they attach to their work. As highly engaged employees, they often work with vigour, dedication and are totally absorbed while working. The managers are not only physically involved in their tasks; they are cognitively alert, ardently connected to others in ways demonstrating their thoughts, feelings and values. Besides, they are high in energy on matters of work. Consequently, they voluntarily advocate verbally and favourably for their organization, have the least desire to change their current employer and most important they exert extra time, effort and initiative to contribute to the success of their organization.

As discussed earlier, Work engagement covers the basic dimensions of intrinsic motivation, and thus goal oriented behaviour is exhibited. Salanova & Schaufeli, (2008) observed the indirect role of work engagement in the relationship between Job resources and OCB. They suggested that high level of engagement increase proactive work behaviours in the sense of personal initiative such as exhibiting proactive behaviour Ariani (2013) observed that Work engagement is positively related to OCB because employees who are highly engaged in their job would not only fulfill their formal role requirements, but also put forth extra effort to perform other activities that extend beyond their formal role requirement. These findings concur to demonstrate that highly engaged employees work with passion and are often more committed to the organization.

5.2 Effects of Personal Resources on Organizational Citizenship behaviour

The first principle objective of the study was to examine the relationship between Personal resources and Citizenship behaviour. Moon *et al.*, (2008), Borman *et al.*, (2001) and Podsakoff *et al.*, (2000) suggested the need to identify determinants of individual differences in citizenship behaviour in relation to individual characteristics on work values. The individual persons' characteristics are psychological and emotional in nature, herewith referred to as Personal resources. Bakker (2008); Xanthopoulou *et al* (2009; Tims, Bakker & Xanthopoulou (2011) identified Optimism, Self-efficacy and Organizational-based self-esteem as important Personal resources necessary to drive positive work performance behaviours.

In this sample, managers rated themselves high on Personal resources, work engagement and OCB. Positive and significant relationship between the variables was established, although the effect of Optimism on the two criterion variables was weak and insignificant. This was contrary to Xanthoupoulou *et al.*, (2007) who pointed out Self-efficacy and Optimism as Personal resources that enable employees to create conducive work environment because of their confidence on their capabilities and positivity about their future. Moreover, employees endowed with high psychological and emotional resources are said to be in a positive affective state (Fredrickson, 2004)

Studies have shown that such employees are not only capable of building more Personal resources that make them feel good about themselves but also have the ability to mobilize support from fellow employees, receive feedback and create opportunities at work (Junghoonlee 2012). In other words, employees high in Personal resources recreate resources by practicing citizenship behaviour. Indeed, Rioux & Penner (2001) postulated that the driving forces behind citizenship behaviours are three; pro social values, organizational concerns and impression management motive. An argument that Finkelstein & Penner, (2004) supports from the perspective of social exchange theory, that the basic driving force of these motives is the value and the reward the individual derives; as such it is believed that employees exhibit citizenship behaviours because it results in favorable outcome which meet their own needs and expectations. Much of these needs assist them perform their tasks more effectively. Therefore, this study affirms that employees behave positively to the extent of exhibiting citizenship behaviour because they derive a benefit which may include psychological and emotional fulfillment.

5.2.1 Self-efficacy and Organizational Citizenship behaviour

Regarding individual sub variable of Personal resources, Self-efficacy turned out as one of the highest predictor of citizenship behaviour. The predictor accounted for 17.1% variation in OCB and the coefficients results showed that the predicted parameter in relation to the independent factor was significant at ($p < .01$) such that a unit increase in Self-efficacy would lead to a 0.373 unit increase in OCB. This result was consistent with other studies including that of Rahman *et al.* (2014) and Dussault, (2006). This suggests that citizenship behaviour exhibited by the employees has a strong bearing on their belief in their capabilities. From this study, Managers with high assurance in their capabilities give a helping hand to colleagues to perform their duties; and because they believe in themselves they often act conscientiously. They take individual initiative and often prefer to solve problems administratively at operational level, rather than escalating up. Their resiliency enable them handle work related challenges without complaining and their resourcefulness is demonstrated by their willingness to participate in extra roles that promote organizational goals. Whereas their commitment and loyalty is shown by their willingness to protect the organization from potential problems while limiting negative criticism against it.

Individuals high in Self-efficacy have the habit of consistently investing effort and perseverance in whatever they do. Such effort yield repeated successes, a precursor to mastery of experiences. Besides, the accumulated positive psychological and emotional resources enable them to comfortably help others at the same time invest in extra role behaviours that not only beneficial to self but co-workers and organization. This mirrors the tenets of the conservation of resources theory which in this context imply that with

enhanced Self-efficacy, the individuals work with vigour, dedication while exhibiting citizenship behaviours as a way of conserving resources. This study therefore concurs with Ariani (2013) whose study of an Indonesian sample showed that belief in oneself is powerful in driving the individuals' citizenship behaviours.

Oren, Tziner, Nahshon & Sharoni (2013) linked the concept of Self-efficacy with Vroom's Expectancy theory of motivation. The theory suggests that, people expect they can perform successfully if they try. Therefore by exerting effort, including practicing extra role behaviour an individual is seeking to achieve by trying, consequently individuals high in self-belief, will keep trying in task performance within and beyond formal assignments. However, the role of Self-efficacy on OCB was statistically insignificant in an Israel study (Oren *et al.*, 2013). Although they argued that their findings was likely to have suffered conceptual and methodological shortcomings. Nevertheless, there is sufficient evidence that demonstrated that Self-efficacy is an important determinant of citizenship behaviour.

5.2.2 Optimism and Organizational Citizenship behaviour

There was a positive relationship between Optimism and OCB; however, the relationship was not statistically significant. Optimism accounted for 4.7% variation in citizenship behaviour which was not significant enough. The findings further showed that a unit increase of Optimism would lead to a measly 0.07 increase of 0.072 unit increase in OCB. This finding differ with Naeem *et al.*, (2014) whose findings showed

Optimism had a significant impact on citizenship behaviour among salesmen in a Pakistani pharmaceuticals industry.

The literature is abounding with studies indicating Optimism as a powerful predictor of positive work behaviour. Its weak relationship with OCB in this sample puzzles as it was not expected. It may be important to note that the measurement instrument used in this study may not have been able to capture the Managers perspective in relation to their future fortunes within their respective Corporations. Indeed, a number of studies done by Fredrickson, (2001, 2003), Luthans *et al.*, (2006) among others have showed that Optimism is a characteristic of positive work behaviour. Therefore, the absence of a strong association between Optimism and positive work attribute and behaviour such as OCB and work engagement in this sample was surprising. As stated previously, Optimism was measured using six items which were scaled down to three, Costello *et al* (2005), observed that factors with few items such as this are weak and unstable, as such future researches should be more careful in the choice of instrument by Scheier *et al.*, (1994).

5.2.3 Organizational-based self-esteem and OCB

The hypothesis suggesting that Organizational-based self-esteem has no effect on Citizenship behaviour tested. It was anticipated that the managers will exhibit citizenship behaviour because they believe that by fulfilling their organizational roles they will also fulfil their individual needs. This assumption was true, $R^2=19.9$. The predicted outcome in relation to Organizational-based self-esteem was significant which implies that for each unit increase in Organizational self-esteem, there was 0.411 units increase in citizenship behaviour. This finding concurred with Ogunyele, Oke, Olawa, & Osagu

(2014) whose study among teachers in Nigeria showed that respondents high in Organizational-based self-esteem often take initiative to improve academic welfare of their students. It also concurs with Van Dyne & Pierce (2004). The implication is that citizenship behaviour is characteristic of individuals who believe on their worth and significance as a member of an organization. They are confident of their capabilities and competences in work delivery and since they know they can make a difference within their organization they often cooperate, helping others with tasks. Moreover, they also avail themselves for extra formal and informal work. Furthermore, employee high in Organizational-based self-esteem believe management and colleagues trust them, therefore they would not hesitate to take own initiative to correct situations whenever they occur without having to wait for higher authorities. Besides, they are ready to offer solutions to problems as they come and will always defend their employer whenever it is criticised.

On the contrary, individuals who have negative perceptions of themselves are unlikely to exhibit work related behaviours that go beyond the call of duty. Such individuals are unlikely to make innovative suggestions to improve their organizations or help colleagues facing work challenges. They would rarely stay after office hours to clear some pending work. In addition, since they are not sure of themselves, when faced with challenges, they would procrastinate wishing the problems will go by themselves.

In summary, while agreeing with other studies, this study showed that employees' willingness to tolerate less than ideal circumstances, able to work without complaining or raising grievances on petty matters are ready to invest themselves on extra roles. Essentially, these individuals are demonstrating their self-belief and confidence. Indeed, their willingness to help workmates in work and none work problems is evidence of the

depth of their devotion to work, colleagues and their organization. This level of commitment is characteristic of employees high in positive psychological and emotional resources ideal for work performance.

5.3 Effects of Personal Resources on Work Engagement

The null hypothesis stating that Self-efficacy, Optimism and Organizational-based Self-esteem (Personal resources) have no effect on the level work engagement was tested. In this context the resources are about the positive self-evaluation linked to resiliency and the individual's ability to impact on own environment. Previous, researchers have argued that such positive self-evaluations predict many desirable individual and work related outcomes. The reason being, the higher the individuals' Personal resources the more positive the person's self-regard and ability to execute tasks. Indeed, Xanthopoulou, Bakker, Demerouti and Schaufeli (2007a) reported a strong link between Personal resources and work engagement in a European sample. The particular conceptualized Personal resources are separately discussed in the subsequent sections.

5.3.1 Self-efficacy and Work Engagement

The relationship between Self-efficacy and Work engagement was evaluated. Correlation results were positive and strong [$r=.437$, $n=325$, $p<.001$], further, the predictor accounted for 19.1% variation in Work Engagement. These findings confirmed the powerful motivational role of Self-efficacy (Bandura, 2001), at the same time it agrees with the findings of Salanova *et al.* (2011) who reported that Self-efficacy amplify the levels of work engagement among nursing professionals in a Spanish sample

.Similarly, Xanthopoulou *et al.* (2008) study on flight attendants in a European Airline showed Self-efficacy indirectly related with work engagement.

The study also affirms assertions by Sweetman and Luthans (2010) that Self-efficacy is a key element in a four constructs “psychological capital” that promotes work engagement. Similar suggestions were also made by Saks and Gruman (2010). While Xanthopoulou *et al.*, (2007) also demonstrated the indirect effect of Self-efficacy and Optimism on the relationship between job resources and engagement. However, this finding were contrary to finding by Othman *et al.*,(2014) who found no effect of Self-efficacy on Work engagement among nurses in a Malaysian sample.

5.3.2 Optimism and Work Engagement

The relationship between Optimism and Work engagement was examined, the findings showed that there was a positive but weak insignificant correlation between Optimism and work engagement [$r=.19$]. Optimism accounted for a mere 4.7% variation in work engagement. This was not expected; the findings diverged away from common studies in the literature. The result was inconsistent with the works of (Xanthopoulou *et al.*, 2007; Bakker *et al.*, 2006; Bakker *et al.*, 2008). It is also contrary to Othman *et al.*, (2014) who reported Nurses high in Optimism had a realistic, positive outlook about the future and these positive attributions towards their jobs lead to higher levels of work engagement. Wrosch *et al.*, (2003) also found Work engagement was an outcome of Optimism.

In addition, Tims, Bakker and Xanthopoulou, (2011) showed that there is a positive correlation between Optimism and Self-efficacy which implied that the positive nature of optimistic individuals improved their Self-efficacy levels. This is so in the sense that efficacious individuals are more confident and assertive about their ability to impact upon their environment and chart their course for their future. Indeed, it was the presumption of this study that, optimistic individuals would tend to have a clearer positive perspective about their future. Besides, they would often remain more confident and assertive about their ability to exert effort when confronted by challenges and opportunity a view shared with (Avey, Wersing & Luthans, 2008). From the results in this study and other earlier studies, Self-efficacy is a strong predictor of work engagement; as such a proposition that Optimism would relate with work engagement makes logical sense, therefore the weak relationship in this study calls for further investigation.

5.3.3 Organizational-based Self-esteem and Work Engagement

The hypothesis whether the effect of Organizational-based self-esteem on work engagement was significant was zero was tested. From the findings, there was a positive and significant correlation between Organizational-based self-esteem and work engagement [$r=.641$, $p<.001$]. This is demonstrated evidence that the more the managers felt they are important and useful members of their organization, the higher their level of work engagement. This relationship is further explained in the model showing that Organizational-based self-esteem accounts for a high variation of 40.2% in work engagement. Similarly, the predictors' powerful role in work engagement was demonstrated by the fact that a unit increase in the Organizational-based self-esteem,

would result in a huge 0.617 unit increase in the level of work engagement. Therefore, Organizational-based self-esteem is a crucial factor that to a large extent determines the amount of vigour, dedication and absorption a managers would put in his or her work. This finding provides solid ground on the argument that employers play a central but indirect role in influencing their employees work engagement levels.

This findings confirms Kahns' (1990, 1992) theory that postulates that highly engaged employees find meaningfulness in work which they have some level of control. For example, job autonomy signifies the trust the superiors have on their subordinates; organizational-based self-esteem is rooted in relationships of trust. High level of trust enhances the subordinates' level of work engagement because they feel they are valued and important as part and parcel of an organization. In other words, perceived value congruence facilitates individuals to make personal commitment in organizational goals because they find meaningfulness in assigned roles (Rich *et al.*, 2010).

Further, the finding agrees with Judge *et al.*,(2004) who suggested that positive self-evaluations enhances some of the most important work behaviours and outcomes. It also concurs with a longitudinal study on Finish workers by Xanthopoulou and group (2007b) who found that Organizational-based self-esteem among other Personal resources predict work engagement over time more than job resources. Similarly, Bakker, Demerouti & Sanz-Vergel (2014) suggested employees' positive self-evaluations predict motivation and performance among other important work

outcomes. While Bono & Judge (2003) suggested that self-engagement and engagement with work co-exist, as such employees, who find their work consistent with their personal values, are likely to be highly engaged in their work. Consequently highly engaged employees will strive to actively intervene in a work environment in an effort to ensure that they successfully attain their goals; as such they will continuously recreate Personal resources motivating themselves by being more efficacious and more relevant at their work places.

5.4 Mediation role of Work Engagement

The mediation role of work engagement in the relationship between Personal resources and OCB was evaluated. The indirect effect of work engagement was pursued considering the fact that most researchers in the Kenyan context have examined the direct effects and the antecedents of work engagement (Mokaya *et al.*, 2014; Mathumbu *et al.*, 2013; Mwangi, 2015). By studying the mechanism through which citizenship behaviour is exhibited Personal resources, this study will have gone a long way in explaining the phenomena OCB while demonstrating the pervasive nature of work engagement in work behaviour. Indeed, Baron & Kenny stated that a variable can play a mediating or a moderating role depending on the theoretical framework adopted.

Broaden and build theory of Fredrickson (2001) supports this reasoning. Besides, Preacher & Hayes (2008) advocated for the need for inquiry on the ways in which variables may exert its influence over other variables through others .Studying indirect effects of a variable provides an opportunity to explain both the causality and the process

underlying a phenomena. After all, behavioural science is about complex interrelationships of phenomena.

The mediation hypothesis was tested using PROCESS *macro*; it involved checking significance or insignificance of total, direct and indirect effect relationships. The results indicate Personal resources positively and significantly relate with OCB; Personal resources positively and significantly relate with Work engagement; and controlling for Work engagement, the relationship between Personal resources and OCB remained positive and significant but weakened compared to the total effect. The mediation hypothesis was confirmed based on the suggestion of Muller *et al.*, (2005) by multiplying the coefficients of direct effect and indirect effect and comparing with the coefficients of total effect. The product was lower, confirming partial mediation. This finding demonstrates the importance of Personal resources in promoting citizenship behaviour via work engagement.

From the findings, Work engagement evidently served as the mechanism through which Personal resources exerts its influence on extra role behaviours exhibited by managers at the work place. This implies that individuals who are psychologically and emotionally positive about themselves project their positivity by working with vigour, dedication and often get deeply absorbed while working. This commitment goes beyond the confines of work, such individuals go out of their way helping in none official tasks that help the organization. They voluntarily assist colleagues solve work and none work related problems. This may not be quite far from Maslow's needs hierarchy model suggesting that when physiological needs are satisfied, individuals seek satisfaction in higher needs

including self-esteem and self-actualization (Personal resources) derived from relationships.

From the results, the Managers self-rating on the “value meaning” items under Self-efficacy and Organizational-based self-esteem were high. This meant that their motivation to practice positive work behaviour was set to be high. It is through positive work behaviour such as work engagement and citizenship behaviour that the managers seek needs of higher value. Indeed, when lower level aspirations have been satisfied one would look to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work (Marcos *et al*, .2013). This explains the reason why such individuals are ready to invest their cognitive, psychological and emotional energy in work and work related entities.

Working with vigour, dedication and being totally absorbed in work implies one appreciates the value of work beyond the conventional benefits accruing to the individual self. This appreciation of work beyond the self is projected in the managers’ willingness to voluntarily support colleagues solve varieties of work and none work related problems. They engage in extra role activities that promote the well-being of the organization and as a demonstration of their loyalty, they defend the organization from negative criticism, protect it problem potential problems and project the organization in good light. This study is in congruent with Marco *et al*, (2013) arguments that individuals whose basic needs are satisfied seek motivation in higher value developmental needs including leadership roles. Indeed, the respondents in this study being middle-level managers would naturally seek for higher roles by exhibiting higher

levels of work engagement at the same time project themselves beyond their jobs to reach out to others by practicing citizenship behaviour.

Moreover, as managers there is a moral responsibility to demonstrate civil virtue, an element of citizenship behaviour; that is, to show concern for the life of the organization (Organ, 1988), principally if their organization fulfils expectations.

It is apparent from this study that the managers' respective companies must have fulfilled their basic and psychological and emotional expectations given the fact that their ratings are high (Organizational self-esteem mean was > 4). This means, their organizations are concern for their well-being, they recognise and value them, for example by involving and allowing them make decisions. BlessingWhite, (2006) reported that 60% of employees seek opportunities to grow to remain satisfied in their jobs; some of these opportunities are found in extended work place relationships such as teamwork and collaborations (DDI, 2005); practicing citizenship behaviour is one way of building collaborations and team spirit. It is therefore logical that the managers would rate themselves high on Organizational-based self-esteem and also rate themselves high in citizenship behaviour.

The Social exchange theory suggests that a sense of obligation is cultivated in employees the moment they feel recognized, involved and listened to; in reciprocation they develop positive work attitudes and behaviour at the work place (Cropanzano *et al.*, 2005).By being recognized and involved, they enhance their levels of Self-efficacy and Organizational-based self-esteem. Equipped with the kind of psychological and emotional resources, they are more confident to ask for more resources, feel more competent consequently they exert more energy in the work. The same can be projected

in work attitudes and practices that include Work engagement and practices of Citizenship behaviour at the work place.

Meanwhile, Shuck, *et al.*, (2011) demonstrated the mediating role of work engagement in the relationship between affective commitment and intention to quit. In other words affective commitment transmits its influence on intention to quite through work engagement. The implication is that work engagement is a factor of affective commitment to work to the extent of limiting an employees' intention to quit instead remain loyal to an organization.

In addition, studies have shown that employees who are loyal to their employers are more likely to approach their work in a manner consistent with the wishes of the employer and are also more likely to perform to the spirit of their jobs rather than simply working as a rule (Yalabik, *et al.*, 2013). Indeed, highly engaged employees feel the compulsion to pursue and achieve challenging goals by exerting energy and extra effort (Leiter and Bakker 2010). Due to their effort of investing cognitive, psychological and emotional selves, they access additional resources; they are emotionally positive and often enjoy better health. Consequently, they are better work performers (Bakker and Demerouti 2008), besides studies have shown that there is a positive link between performance and citizenship behaviours (Sriboonlue& Peemanee, 2013).

Further, the Conservation of resources theory postulates that, employees high in work resources tend to use the resources in performance of their jobs, as a result they are more likely to perform better than the under resourced (Halbesleben and Wheeler 2008). As such, highly engaged employees are more likely ready to exert extra effort to achieve

challenging goals because they are predisposed to resources. They can comfortably handle present goals at the same time engage in-role and extra-role behaviours (Salanova *et al.* 2005; Schaufeli *et al.* 2006; Rich *et al.* 2010; Christian *et al.* 2011). This may be the reason why highly engaged employees also exhibit high citizenship behaviour.

As discussed previously, citizenship behaviour relate positively with work performance (Vilela , Gonzalez, Ferrin, 2008). Therefore, in light of the Fredrickson's (2001) broaden and built theory on positive emotions, this study demonstrated evidence suggesting that employees who have a positive evaluation of themselves tend to demonstrate their positivity by investing vigour, dedication and absorption in work. And their positivity is further exhibited in their positive attitudes to work, colleagues and their organization as a whole. In other words, positive psychological state enables them practice conscientiousness, altruism, sportsmanship and civic virtue at their work places. Consequently, employees high in Personal resources not only benefit themselves in terms of attaining fulfilment in their work as individuals, but their colleagues, their superiors and the entire organization benefit through citizenship behaviour practices.

The robust role of work engagement as a mechanism through which positive work practices is exhibited is prominently discussed in the literature. This model extends the works of Alfes, *et al.*, (2013) who discussed the mediating influence of work engagement on the relationship between organizational factors (HRM practices) and OCB among employees in a UK sample. However, the argument in this study is that work engagement serves as the mechanism through which Personal resources influence employees' citizenship practices at the work place. Further, this finding is in congruence with previous studies linking employee positive psychological states with positive work

behaviours (Youssef *et al.*, 2007). Indeed, highly engaged employees have a fairly good attitude towards people; they can easily accommodate, adjust and cope with others (Bakker & Xanthopoulou, 2009).

A study by Rich *et al.*,(2006) on fire-fighters showed that those well-resourced in terms of core self-evaluations not only invest their energy fighting fires and dealing with emergencies. In addition they spare energy to help others and engage in extra role activities within the company. In addition, Salanova *et al.*,(2011) in a study among nurses in Spain showed work engagement fully mediates the relationship between transformational leadership, Self-efficacy and extra role performance. They emphasized that only engaged employees exhibit extra role performance behaviour, thus agreeing with Soane *et al* (2012) that OCB is an outcome of work engagement.

Hakanen, Bakker and Schaufeli (2006), affirmed the mediating role of work engagement in the relationship between job resources and organizational commitment; on the understanding that superior job characteristics breeds Personal resources (Xanthopoulou *et al.*, 2007). As such work engagement plays a pervasive role of linking individual persons' psychological and emotional skills to overt citizenship behaviour practices. By investing in Personal resources one derives work engagement which consequently is projected in positive work behaviours beyond the work itself.

5.5 Moderated-Mediation effect of Work Ethic

The seventh hypothesis was whether Work ethic moderated the mediated relationship between Personal resources and Organizational citizenship behaviour by Work

engagement. Moderated mediation hypothesis pursued was whether the indirect effect of Personal resources on citizenship behaviour through work engagement depends on the prevailing work ethic. Parker & Griffin (2011) observed that engaged employees behave in different ways, they can demonstrate lesser citizenship practices and be less loyal not because they are less enthusiastic for their job but because the working environment does not allow them to do so and the opposite may be true. In this case the prevailing work ethic being individual and collective psyche about work may serve to enhance or lower positive work behaviours.

The Moderated mediation hypothesis (H₀₇) was tested using *PROCESS Macro*; it involves separate estimation of both first and second effect, direct, indirect and total effects of the moderator variable. From the findings, Personal resources significantly predict Work engagement which in turn significantly predicts citizenship behaviour, while Personal resources significantly predict citizenship behaviour. Further, although work engagement mediates the relationship between Personal resources and citizenship behaviour, the mediation process was not moderated by Work ethic. Therefore the indirect effect of Personal resources on organization citizenship behaviour through work engagement does not depend on work ethic.

These findings means, as a result of the managers' positive psychological and emotional state, they are highly engaged in work; in the process they exhibit extra role behaviour. However, this indirect link does not depend on their individual and collective psyche about work. This demonstrates that the three variables Personal resources, work engagement and citizenship behaviour seem to cause and reinforce each other over time through the concept of *gain spirals* as explained by the broaden-and-build theory of

positive emotions associated with (Fredrickson, 2001). However, work ethic does not seem to be part of these positive emotions causing and reinforcing each other in this sample. Nevertheless, work ethic remains a factor of work behaviour that requires further inquiry; after all it strongly predicts OCB and work engagement.

5.6 Effects of Demographic variables on Positive Work Behaviour

For the purpose of this study, positive work behaviours was conceptualized as a combination of work engagement and citizenship practices exhibited by employees at the work place. These behaviours are often desirable for positive individual and organizational outcomes. Generally, work behaviours such as citizenship behaviours and work engagement may be influenced by demographic variables (gender, age, education and work experience) either way. The findings of this study were mixed; only age and years of work showed some weak effect on citizenship behaviours and employee engagement practices in either direction. Gender and the level of education were found not to significantly relate with citizenship behaviour and work engagement, this finding concurs with Chughtai and Zafar (2006).

Gender was not a statistically significant predictor of OCB. This meant that female managers and their male counterparts rated themselves equally high in OCB elements meaning they shared equal commonalities in helping colleagues solve work and none work problems, availability for voluntary extra work and tolerance to challenging work situations. They would all work without complains as a demonstration of their loyalty and commitment to the organization and its goals. This can be attributed to the fact that men and women managers are all determined to proof themselves capable and equal to

the tasks by remaining positive rather than being negative as a demonstration that each merits their positions.

As regards years of experience, previous studies have shown that as an employees' tenure of service increased the tendency to develop an emotional attachment with ones' organization also increases to the extent of exhibiting high level commitment and engagement (Meyer & Allen, 1997). Interestingly, the present study showed the contrary; as the managers work experience rise their citizenship behaviour levels decreased. The possible explanation could be that the experienced middle-level managers' favourable expectations were no longer being met by their respective organizations as years go by. Subsequently, the emotional attachment begins to wanes. It is probable that a number of them expected to be in senior or top management after putting in many years of work. As a result, they exhibit elements of positive work behaviours just to keep their jobs as they prepare to retire. The findings contradict Agyemang *et al* (2013) and Agyemang (2013) who established a significant relationship between tenure, OCB and work engagement in a Ghanaian sample.

Finally, although age positively influenced work behaviours, its effect was weak. Nevertheless, as the managers aged up they embrace more positive work behaviours by been more engaged in their work while exhibiting extra role behaviours. This may be a fact of human nature that as one matures commitment to work and colleagues tend to increase. Although, Rurkkhum (2010) observed that age had positive and negative effect on some aspects of OCB and positive effects on work engagement, suggesting that the variation could be as a result of generations' divergent perception of work.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

6.0 Introduction

This concluding chapter provides the closing remarks of the study based on the research hypotheses to examine the level of Citizenship behaviour and Work Engagement and to determine the mediating role of Work Engagement in the relationship between Personal resources and Organizational Citizenship behaviour and whether this indirect effect depend on work ethic. Section 6.1 begins with a summary of the findings. Section 6.2 presents a discussion of the theoretical and methodological contributions of the research. Section 6.3 contains the practical strategic management and human resources implications of the study. In section 6.4 the thesis is concluded by putting forth the limitations of the study highlighting important areas for future research.

6.1 Summary of Findings

The study set out to establish whether Personal resources influence the level of positive work behaviours among managers in State Corporations in Kenya. In particular, the first objective was to examine the effect of Self-efficacy on the managers' Organizational citizenship behaviour. As per expectation, the findings showed that Self-efficacy was a strong positive predictor of citizenship behaviour. The higher the Managers' psychological and emotional self-belief the higher they will exhibit extra role behaviour at the work place. The second objective was to determine the effect of Optimism on OCB. Surprisingly, the role of Optimism as a predictor of citizenship behaviour was weak and insignificant; however, many other studies reviewed reported a positive and significant effect. The third objective sought to establish the effect of Organizational-

based self-esteem on OCB. The effect was positive and strong. The positive relationship between the manager, colleagues and the organization at large tend to elicit increased willingness of the managers to engage themselves in extra-role behaviour beneficial not only to the organization but fellow employees as well.

Further, objective number four was to assess the relationship between Self-efficacy and Work engagement. The findings showed Self-efficacy had a strong positive relationship with Work engagement in this sample. The more the managers believed in their abilities and capabilities, the more they invest themselves in work. Again, and contrary to many studies, under objective number five, Optimism was found to be a weak predictor of Work engagement; though methodological limitations may have impacted on this result. The last direct effect tested was whether Organizational-based self-esteem had an influence on Work engagement; this variable emerged as the most powerful predictor of Work engagement. This means employees will be highly engaged and demonstrate high levels of commitment to work when their relationship with colleagues, superiors and the organization as a whole is positive and high. Consequently a relationship in which the employee feels valued and important at the work place is mutually beneficial to all parties.

An indirect effect of work engagement in the relationship between Personal resources and OCB was examined under objective six. Although there was no full mediation, the partial mediation observed meant that Work engagement is one of the factors that serve as a mechanism through which Self-efficacy and Organizational-based self-esteem asserts its influence on the extra-role behaviours of managers. However, the findings surprisingly showed that Work ethic does not play any role in this mediation process.

Demographic factors were treated as control variables; from the findings age and years of experience had weak though significant influence over both OCB and Work engagement. Tenure had a negative effect on OCB and none on work engagement. Overall, these findings showed the respondents rated themselves high in OCB and Work engagement. There was also high rating in the two predictor variables (Self-efficacy and Organizational-based self-esteem); this explains the high ratings in the criterion variables, thus confirming the major theories that guided this study.

6.2 Conclusion

Positive work behaviour among all cadres of employees is an important goal for any organization. This study conceptualized positive work behaviour as arrays of behaviours characterized by working with vigour, dedication and deeply observed in work; showing organizational commitment and loyalty by voluntarily putting in extra effort and time in pursuit of organizational goals, including helping colleagues solve work and none work related problems and adjusting to organizational challenges without complaining. Employees exhibiting positive work behaviour work conscientiously, they are helpful and often demonstrate sportsmanship, courtesy and civic virtue at the work place.

Studies have shown that these behaviours enhance individual and organizational performance. Effort has been made in research to establish the factors that drive these behaviours, for a long time, researchers have dwelled on organizational factors; however, recent studies have shown that employees' individual characteristics or attributes more so their psychological state play a central role in determining how they

behave in relation to their assigned roles at the work place. This study conceptualized broadly the psychological state as Personal resources which are the basic conclusions or evaluations individuals hold about themselves. They include the assumptions individuals hold about their worthiness, functional abilities and capabilities to control and impact upon their environment, these aspects of the individual are often linked to resiliency). They are naturally and formally acquired psychological, cognitive and emotional skills, which include Self-efficacy, Optimism and Organizational-based self-esteem; these characteristics are also regarded as psychological and emotional skills.

This study demonstrated that individuals high in Self-efficacy being that attribute which the individual perceives oneself as able to deal with situations and demands in a broad array of contexts are more likely to exhibit citizenship behaviour; this means they are more likely to wilfully and voluntarily help others solve work related problems; voluntarily carry out work conscientiously, accept minor work-related frustrations and behave with courtesy and respect to others. Such individuals would practice these behaviours without expecting to be rewarded even though their behaviour promotes the effective functioning of the organization. Besides, employees high in Self-efficacy are also more likely to work with vigour, dedication and be totally absorbed in their roles when working.

The study also established that employees who are high in organizational-based self-esteem are more likely to practice citizenship behaviours at the work place. This means that those individuals who perceive themselves as capable, significant and worthy

members of an organization because of their competences and the important roles they play in their organization will be more loyal to organization; they will more often show willingness to voluntarily help colleagues solve work related problems. In addition they will carry out work conscientiously, accepting minor frustrations and behave with courtesy and respect to others. Moreover, they will go out of their way to foresee problems and solve them before they occur. Such employees will also demonstrate their commitment to their work by executing their roles with vigour, dedication and total absorption.

Besides, a strong relationship between work ethic and positive work behaviour was observed. The study conceptualised work ethic as a commitment to the importance and value of hard work. In essence employees endowed with high Personal resources (Self-efficacy and organizational-based self-esteem) are more likely to see the value and importance of working hard. As such, they will put in extra effort and time including offering themselves outside official expectations to see to it that work progresses smoothly and the individuals and organization attained desired results. Furthermore, because they appreciate the value and importance of working hard such employees are highly engaged in their work and since work is central in their lives they engage less in leisure activities. Moreover, considering the positive manner they relate with colleagues they have concern for rules of right and wrong, uphold high moral standards and belief in just and moral existence.

Thus, identifying and nurturing these virtues among employees would lead to organization-wide citizenship practices and high work engagement; consequently an organization will achieve competitive advantage. This study provides more insight on

employee positive work behaviour process at the work place chiefly within middle-level manager's cadre in State Corporations in Kenya. It makes a significant contribution to the study of work behaviour, an area which is not well researched in Africa. Methodologically, the study was able to successfully integrate three predictor one criterion and one mediator variables using new research technique of moderated mediation and PROCESS Macro, thus providing window for other researchers seeking to explore the multivariate complex nature of social phenomena.

6.3 Implications on Theory

This study makes some contributions to research, in particular the composite concept of positive work performance behaviour and related theories. Generally, the study contributes to generating new knowledge in relations to managers' self perceptions in regard to their work behaviour. Specifically; it contributes to the theories that guided the study as shown in the following subsections.

6.3.1 Implications on Self Determination Theory

The theory by Ryan and Deci (1985) points out two elements that motivate individuals to act or behave in a particular manner, these are intrinsic and extrinsic motivation. The intrinsic motivation aspect of the theory was confirmed. The findings showed there is a significant relationship between organizational citizenship behaviour and work engagement and the two Personal resources, namely Self-efficacy and Organizational-based self-esteem. This confirms the self-determination theory that individuals out of intrinsic or autonomous motivation may voluntarily engage in positive work related behaviours because they find it interesting.

The theory proclaims that intrinsic motivation works in such a way that individuals behave in a particular manner because by doing so, they delight in it; they voluntarily act because they find the activity interesting and enjoyable. This was evident in the high scores on statements measuring highly engaged people, for example (*At work I feel busting with energy.....I feel strong and vigorous....when I wake up in the morning I look forward to going to work...I feel enthusiastic about my job...I am proud of my job.....time fly's while working*). These statements demonstrate the high level of voluntary commitment to a work which they seem to derive joy and happiness doing it.

Besides, high ratings were captured in statements regarding to fellow employees thus... (*I willingly give my time to help others with work related problems....I adjust my work schedule to accommodate other employees' requests for time off*).

Nevertheless, even if the love for the job is externally motivated, the external motivator seems to have been fully internalised. *Gagne & Deci, (2005)* observed that when an external motivator is fully internalised it graduates into an autonomous motivation.

To demonstrate this transition, the statements of a highly engaged manager are closely linked to the other outcome variable(OCB) statements which the managers also rated them highly, these include....(*I willingly give my time to help others who have work-related problems....,I assist others with their duties ...I protect my employer from potential problems*. *Gagne et al., (2005)* further argued that when externally determined motivation is fully internalized, people develop the sense that what they do as a matter of duty is an integral part of “*who they are*”. Working with vigour and dedication demonstrates devotion to work as managers but voluntarily helping others to solve work and none work problems defines their character as human beings who delight is seeing

things work and people enjoy are not frustrated at work. By doing so, the managers are projecting their inner selves; the behaviour has been consciously chosen and dully accepted because it has meaning and value to them.

This implies that, it is possible to have employees who work with vigour, dedication and be totally absorbed in tasks at the same time exhibiting citizenship behaviour out of own interest and the value they have placed on the tasks assigned. Although the work environment may influence employees motivation to take interest and value tasks, the individual person high in Personal resources will naturally make a personal judgement and place work and work related activities, the organization and colleagues as valuable entities worth investing interest and commitment. Indeed, proponents of this theory suggested that intrinsic motivation is influenced by both the work environment and individual differences that foster feelings of competence, autonomy and relatedness (Gagne & Deci, 2005).

The employer can enhance intrinsic motivation by creating work environments (job resources) that promote Personal resources as suggested by Xanthoupolu *et al*, (2009). By designing jobs and trainings in a manner that employees acquire the competences and skills that enhances their capacity and ability to deliver on assigned tasks; and at the same time practicing transformative leadership ideals, an employer builds Self-efficacy and Organizational-based self-esteem among employees. With self-belief, employees are capable of exhibiting the best possible work behaviours which they can sustain over time. Besides, employers can also play a role in cultivating Self-efficacy and Organizational-based self-esteem by continually encouraging and reassuring employees of their capabilities thus enhance their intrinsic motivation.

In summary the tenets and assumptions of self-determination theory were confirmed in this study in the sense that, individuals can work with vigour, dedication and be fully absorbed in work while working because they derive joy and happiness in work. They can extend the same voluntary commitment and interest to fellow employees and organization by being wilfully helpful out of their own liking and joy. However, employers play a complementary role by providing extrinsic motivators which over time are internalized and become a work practices and behaviours which no longer require external regulation.

6.3.2 Implications on the Broaden-and-build Theory

The proponents of this theory proclaim positivity broadens and builds ones' mind to exhibit positive behaviours. As discussed earlier, citizenship behaviour and work engagement are positive work behaviours, which are outcomes of Personal resources, in particular Self-efficacy and Organizational-based self-esteem. From the study, the respondents rated themselves high on the positive aspects of themselves, example (*... I am trusted,,I am important...I can make a difference...feeling able and competent... seeing positive things coming ones way.... feeling important in an organization*). This positive perception of themselves drive them perceive they work with vigour, dedication and often totally absorbed in work. At the time they perceive they can voluntarily avail themselves for extra roles at work, assist fellow employees and protect the image of the organization.

The theory puts forth *interest* as an important aspect of positive emotion; *interest* drives one to learn and acquire new ideas and information and be competent in assigned tasks, thus building Self-efficacy resulting in work engagement. *Interest* is observed in statements of a highly engagement employee such as.. “*I look forward going to work every morning.....My job inspires me..I am proud of my job.... Time flies when working....*” *Interest* also drives ones’ concern for others including organizational goals; consequently *interest* develops when one employee feels important in an organization, it drives the urge to assist colleagues sort out work and none related problems and sort out organizational challenges without complaining. Statements suggesting *interest* for other rated high in this study include... “ *I am trusted.....I am available...I am co-operative....I am helpful...People have faith in me*”.

Furthermore, an employee will invest oneself in extra role activities beneficial to the organization because of their *interest* that evolved beyond the self to include seeing the organizations succeed because he considers himself an important person at the work place. Statements captured in the study demonstrating this indicator include.. “ *I willingly give my time to help other with work related problems..I assist others with their duties....I offer ideas to improve the functioning of organization...I take action to protect the organization from potential problems.*” Therefore, this study has extended the theory by linking its important assumptions of positivity with positive work performance behaviours.

6.3.3 Implications on Social Exchange Theory

The theory is founded on the logic that a benefit bestowed is rewarded with a similar kind benefit, this occurs in the spirit of reciprocity which is an important characteristic

of social being. Gouldner (1960) expound on the concept of reciprocity, which is the central theme of the social exchange by identifying three forms of reciprocity; reciprocity as a transactional pattern of interdependent exchanges, reciprocity as a folk belief, and reciprocity as a moral norm. This norm played out in this study as Organizational-based self-esteem was a high predictor of work engagement with a beta value of 0.617.

The transactional interdependency exchange element views employer-employee relationships are a matter of give and take; employees whose employer takes care of their social and physical interests receive favourable benefits such as loyalty and devotion to work. Citizenship behaviour theorists in particular argue that organizations function partially through mutually desirable relationships where parties give and receive benefits not just limited to tangible rewards but socio-emotional benefits as well. Out of these mutually beneficial relationships employees develop trust to levels that they engage in positive behaviours that go beyond formal requirements. As discussed above, Organizational-based self-esteem strongly predicted OCB with high significant beta value of 0.398.

This study was able to affirm that as managers feel they are part and parcel of an important team in an organization; trusted as contributors to the success of their organization, they reciprocate by developing positive attitudes towards work and may actually work with vigour and dedication while exhibiting extra role behaviour. Reciprocity as observed above is about interdependency between the parties, in this case between the employee and the employer. The employees (managers) feel important at the work place as exemplified in scores on organizational-based self-esteem were. They

rated themselves high in statements such as... “ *I am taken seriously, I am trusted...I am important...I count around here....they have faith in me*”, these statements give the indication that the managers perceive their employer is treating them well. In reciprocation therefore, they not only invest themselves fully in work..... “ *At work I feel busting with energy,...At work I feel strong and vigorous,...My job inspires me....I am engrossed in my*”, they also go out of their way and perform extra-role activities beneficial to the employer, statements such as..... “ *I assist others with their duties...I offer ideas to improve the functioning of the organization and I take action to protect organization from potential problems...*”.

The second element is not well researched; however, the third element of reciprocity as a moral norm played out in this study. It proclaims that certain people are wired up naturally to exhibit exchange orientated behaviours. These are people who are said to keep track of obligations (are alert and conscious of their societal obligations as a moral norm). Those high in exchange orientation perceive a sense of obligation to return good for good received, but those low in exchange care less if exchanges are reciprocated (Cropanzano *et al.*,2005). Although this argument was based on perceived organizational support which is beyond the scope of this thesis, the logical link is that employees exhibit positive work behaviour because they are treated well by their employer. The outcome is depicted in statements captured from the managers in this study including... “*I am enthusiastic of my job..., I defend the organization when others criticize it.... and I work without realizing time is moving*”. A natural guess is that they perceive their employers’ support as such they feel morally obliged to return in kind. The exchange is further expressed in their willingness to support their colleagues perform their duties better at the same time protect their employer when faced with

problems. This study therefore extends the social exchange theory in the sense that individuals who are confident of their abilities tend to be high in exchange orientation to the extent that they are conscious of the obligations to supply a benefit for receiving a benefit and the benefit is extended beyond formal obligations.

6.3.4 Implications on Conservation of Resources Theory

Proponents of conservation of resources theory suggest that people acquire resources and work towards conserving them. Studies have shown that people high in Self-efficacy are more resilient when faced with challenges and hardships because of the self-belief on their abilities to sufficiently deal with them. Moreover, they believe problems are temporary surmountable hitches of life. In this study, the relationship between Self-efficacy and OCB was found to be strong. Therefore, by working with vigour and dedication and practicing citizenship behaviour; working well with colleagues and identifying themselves voluntarily with organizational goals demonstrates that individuals high in positive self-belief directly and indirectly assert and reassert their relevance and importance in the organization. They do this by not only working hard in tasks assigned but they extend their presence beyond formal assignments by offering themselves voluntarily to assist others “ *I willingly give my time to help others on work related problems....*”;. By so doing they are seen by the colleagues as helpful, considerate workmates. Thereby their influence is felt across the organization, consequently there are popular and their self-esteem is high. Therefore, the logic behind the strong positive relationship between organizational-based self-esteem, work engagement and organizational citizenship behaviour rests on the conservation of resources theory. In other words, the motivation behind practicing citizenship behaviour which is socially

oriented and high work engagement which is personal is basically a way of conserving Personal resources; the ultimate goal is a continued relevance in a given work set up crucial in sustaining high Organizational-based self-esteem.

6.4 Implications on Managerial Practice

The study set out to examine the predictors of two important work place behaviours, Citizenship behaviour and Work engagement. Informed by self-determination theory, the researcher proposed that these positive work behaviours may be exhibited by employees out of own volition. The theory predicts that human beings are capable of deciding to pursue a positive activity or behaviour for its own sake upon making a personal judgement that the action or behaviour is important and of value. This theory was affirmed in this study. Indeed human beings are wired up psychologically to pursue what they value as important because it brings out meaningfulness to them. This implies that for an employee to exhibit a discretionary behaviour of helping another employee solve a personal or an organizationally relevant problem is not just a matter of chance but a fully conscious decision informed of the personal characteristics of the individual employee. It is important therefore for managers to acquaint themselves with this reality.

Managers should know that for a highly engaged employee, the decision to engage is internally driven; it is the value and importance they attach to the fellow employees and the entire organization. A highly engaged employee at whatever level will make such a decision as a demonstration of his or her dedication to the success of those who contribute to the success of the organization. Therefore, practicing managers should be able to identify and nurture the positive psychological and emotional skills of the

individuals they recruit and manage since such characteristics would ultimately benefit of the organization as well as the individual employees in performance of their jobs. Besides identifying the psychological and emotional resources, managers may need to approach this from the perspective of the organization. Employees are capable of learning and building these resources if employers provide sufficient motivators including providing a conducive work environment; practicing transformative leadership ideals and offering training opportunities that impart employees with competences and skills for work performance.

Indeed studies have shown that employees pursue higher value needs the moment the basics are fulfilled by employer. Moreover, by encouraging citizenship behaviour practices at the work place, a manager will be indirectly promoting individual employees' Personal resources. These will go hand in hand with the naturally acquired personal characteristics to promote positive work behaviours among employees subsequently enhance performance. Indeed there is plenty of research evidence demonstrating that positive work behaviour; work engagement and Organizational citizenship behaviour are catalysts in work performance, it therefore makes strategic sense for managers to invest in cultivating psychological and emotional resources among their employees to enhance their work engagement and citizenship behaviour practice which in turn improves performance.

Finally, in the last two to three decades the world has experienced dramatic economic activity, global economic integration and technological innovations has been swift and wide leading to competition never experienced before. It is imperative that organizations focus more on employee's skills encompassing cognitive, psychological and emotional.

The need to attract and keep employees with the right skills has become most critical, indeed in the new reality, people may be the only source of competitive advantage. Organizations ought not to focus on attracting and keeping people with job knowledge only, but they should be individuals with the right psychological and emotional skills as well.

It is also high time for academic managers to realign their curriculums to include courses that impart current and future employees with knowledge that sharpen their positive psychological and emotional skills.

6.5 Recommendation for further Research

The study successfully used a modern and more advanced method of testing moderated mediation by incorporating Lambarts (2007) approach and Hayes (2014) *PROCESS Macro*. The approach allows one to simultaneously test mediation and moderation unlike the traditional separate testing process previously used which is laborious. The study therefore is a test of appreciation of the methodological dynamism in analysing Survey data which other researchers may consider adopting.

Second, further research is recommended for a similar study on the mainstream public service and the private sector as well as a comparative study on private and public sector employees and managers. It is also recommended that relationships between other variables as predictors, mediators and moderators of positive work behaviours need to be explored further. Of great interest is work ethic whose role in positive work behaviour

was appear quite strong although in this study the researcher conceptualised as a periphery moderating fourth variable.

Third, a review of literature showed that most research on citizenship behaviour and work engagement are quantitative and self-report surveys; there could be a compelling reason to undertake a longitudinal qualitative study to uncover the complexities surrounding positive work performance behaviours. Through an in-depth interview, a researcher is more likely to get more insight on factors causing this complex phenomenon.

Fourth, the concept Optimism was measured using a six item instrument, after subjecting it to a validity and reliability test, the items were reduced to three, as a result, the predictive power of the variable collapsed. Theoretically and from the literature reviewed, Optimism appears to be a powerful psychological and emotional attribute of positive work behaviour; however, this power was not observed in this study because the instrument appears weak. A well validated instrument measuring Optimism may over turn some of the results reported in this study. Therefore further research using a well-constructed instrument is necessary.

Finally, work ethic is a very interesting concept in evaluating work behaviour; researchers are encouraged to venture and study the concept in relation to the all-important concepts of OCB and Work engagement which are gaining a lot interest around the globe.

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APPENDICES

Appendix I: Key Empirical Researches done on Organizational citizenship behaviour and Work engagement

Yr.	Source(Author)	Context	Subjects	Findings and Gap
2013	Alfes, Shantz, Truss & Soane <i>The International Journal of Human Resource Management</i>	United Kingdom	328 respondents drawn from all cadres.	Engagement mediated the relationship between perceived HRM practices and OCB and turnover intentions. Dwelled on organizational factors
2012	Ariani <i>International Journal of Business Administration</i>	Indonesia	505 employees in the service industry of Indonesia	OCB relates to work engagement. Further research on OCB recommended. More research on engagement and demographic variables
2009	Singh & Singh <i>Journal of the Indian Academy of Applied Psychology</i>	India	188 frontline Male managers in public and private organizations	The personality trait neuroticism does not relate positively with some dimensions of OCB. Need for studies on relationship between personality traits that are not fixed but can change and OCB
2008	Salanova & Schaufeli <i>(International Journal of Human Resource Management)</i>	Spain	680 ICT employees and 338 managers in telecommunication.	Findings Job resources impact one dimension of OCB (proactively) work engagement mediates the relationship IV is Organizational factor
2006	Piccolo & Colquit <i>Academy of Management Journal</i>	United States of America	282 Employees and supervisors from a broad American work setup.	Transformative leadership indirectly influence work behaviour including OCB. Other psychological factors need to be investigated
1990	Kahn <i>Academy of Management Journal.</i>	United States of America	Qualitative research Study involving 32 employees of 2 organizations	Conceptualised for the first time the construct 'engagement' no consideration of factors like attitude to work that prevail within a given set up.
2009	Xanthopoulou, Bakker, Demerouti, & Schaufeli <i>Journal of Occupational and Organizational Psychology</i>	Greece	42 employees of Greek fast-food company.	Job and Personal resources indirectly and indirectly influence work engagement. Work engagement improves the employee's productivity. Work engagement should be studied using other theoretical and methodological approaches.
2010	Rich, Lepine & Crawford <i>Academy of Management Journal</i>	United States of America	A study of 245 firefighters.	OCB relates to engagement but OCB does not contribute to employee task performance, but fosters social and psychological environment for performance. Recommended more research on work engagement.
2011	Salanova et al (2011). <i>Journal of Advanced Nursing</i>	Portugal	364 Nurses in a large hospital	Transformative leadership effect employees Self-efficacy which in turn influence their work engagement and results in extra-role behaviours. The need to replicate the study in other contexts.

2012	Rurkkhum, S., & Bartlett, K. R. (2012). <i>Human Resource Development International</i> ,	Thailand	A study of 555 employees of four large Organizations	Affirmed the relationship between work Engagement and OCB. There is need for cultural contexts for universal application of the instruments.
2013	Alfes, Shantz, Truss & Soane (<i>International Journal of Human Resource Management</i>)	United Kingdom	297 employees in a service sector organization	Organizational climate predict work engagement. Ignored personal factors and the prevailing work ethic.
2013	Abu Bakar <i>PhD Thesis University of RMIT, Australia</i>	Malaysia	278 of employees in Malay financial sector participated	Work engagement is affected by organizational factors and belief systems of people .Studies across cultures required.
2014	Kangure,Wario & Odhiambo. <i>International Journal of Research and Innovation Studies</i>	Kenya	434 employees of state corporations	Organizational factors predict work engagement. No indirect effects and individual characteristics was
2014	Mokaya & Kipyegon <i>Journal of Human Resources Management and Labor Studies.</i>	Kenya	214 Private Bank employees	Organizational factors predict work engagement. Specific on work engagement

Compiled by the researcher, 2015

Appendix II: The primary sampling frame; List of State Corporations

Finance	Numerical Machining Complex	Rift Valley Water Service Board
Agricultural Finance Corporation	Nzoia Sugar	Water Resource Management Authority
Consolidated Bank	Postal Corporation of Kenya	Water Service Trust Fund
Deposit Protection Fund	Public Universities	Lake Victoria South Water Service Board
Industrial Development Corporation	Egerton University	NACADA
Industrial Development Bank	Jomo Kenyatta University of Agriculture & Technology	Athi Water Service Board
Kenya National Assurance Company	Kenyatta University	Kenya National Examination Council
Kenya Industrial Estate	Moi University	Regional Development Corporations
Kenya Reinsurance	Maseno University	Coast Development Authority
Kenya Revenue Authority	Western University College of Science & Technology	Ewaso Nyiro North Development Authority
Kenya Roads Board	Training & Research	Ewaso Nyiro South Development Authority
Kenya Tourist Development Corporation	Coffee Research Foundation	Kerio Valley Development Authority
National Hospital Insurance Fund	Kenya Agricultural Research Institute	Lake Basin Development Authority
National Social Security Fund	Kenya Forest Research Institute	Tana & Athi Rivers Development Authority
Commercial	Kenya Industrial Research Institute	Tertiary Education & Training
Agro Chemicals	Kenya Institute of Public Policy Research	Cooperative College of Kenya
Chemelil Sugar	Kenya School of Government	Kenya College of Communication & Technology
East Africa Portland Cement	Kenya Marine & Fisheries Research Institute	Kenya Utalii College
Gilgil Telcoms	Kenya Medical Research Institute	Kenya Water Institute
Jomo Kenyatta Foundation	Kenya Sugar Research Foundation	Regulatory Corporations
Kenya Airports Authority	National Museums of Kenya	Capital Markets Authority

Kenya Broadcasting Corporation	Kenya Education Staff Institute	Catering & Tourism Development Levy Trustee
Kenya Electricity Generation Company	Kenya Institute of Education	Coffee Board of Kenya
Kenya Literature Bureau	Tea Research Foundation	Communications Authority
Kenya Ordnance Factory	Service Corporations	Council for Legal Education
Kenya Pipeline Company	Agricultural Finance Corporation	Commission for University Education
Kenya Ports Authority	Bomas of Kenya	Export Promotion Council
Kenya Power & Lighting Company	Central Water Service Board	Energy Regulatory Commission
Kenya Railways	Coast Water Service Board	Horticultural Crops Development Authority
Kenya Safari Lodges and Hotels	Higher Education Loans Board	Kenya Civil Aviation Authority
Kenya Seed Company	Kenya Accountants & Secretaries National Examination Board	Kenya Bureau of Standards
Kenya Wine Agencies	Kenya Ferry Services	Dairy Board of Kenya
Kenyatta International Conference Centre	Kenya National Library Services	Kenya Industrial Property Institute
National Cereals and Produce Board	Kenya Tourist Board	Kenya Plant Health Inspectorate Service.
National Housing Corporation	Kenya Wildlife Services	Kenya Sisal Board
National Oil Corporation of Kenya	Kenyatta National Hospital	Kenya Marine Authority
National Water Conservation & Pipeline Corporation	Lake Victoria North Water Service Board	National Environment Management Authority
Pyrethrum Board of Kenya	Local Authorities Provident Fund	National Irrigation Board
Kenya School Equipment	Moi Teaching & Referral Hospital	Public Benefits Organization Regulatory Authority
South Nyanza Sugar Company	Nairobi Water Service Board	Tea Board of Kenya
Telkom Kenya Ltd	National Aids Control Council	Water Services Regulatory Board
University of Nairobi Enterprises and Service Ltd	Kenya School of Law	Catering Training & Tourism Development Levy
New KCC Ltd	National Sports Stadia Management Authority	Export Processing Zones Authority
Kenya Electricity Transmission Company	Northern Water Service Board	Kenya Sugar Board

Appendix III:

Questionnaires

Dear Respondent,

My name is Richard K Rotich a Doctorate student of Moi University School of Business and Management Science. I am carrying out a research work entitled; **INTERACTION ROLE OF WORK ENGAGEMENT AND ETHIC IN THE RELATIONSHIP BETWEEN PERSONAL RESOURCES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AMONG MANAGERS IN STATE CORPORATIONS IN KENYA.**

You have been identified as one of the respondents for this study. Kindly respond to each statement according to the directions provided above each. This survey is not a test and does not have right or wrong answers. Therefore respond honestly and as accurately as you can. Your response will be used absolutely for the purpose of this study and will the information will be kept strictly confidential.

Thank You

R K Rotich

SECTION A; Background Information

Instructions: Indicate your most appropriate demographic characteristic by ticking the box provided.

1. What is your gender? (a) Male (b) Female
2. Which age bracket to you belong?
 (a) 21-30 (b) 31-40 (c) 41-50 (d) 51 and above
3. What is your highest level of education
 (a) Diploma (b) Bachelors degree (c) Masters degree
 (d) PhD (e) Other (specify).....
4. How many years have you served this organization
 (a) 1-5 years (b) 6-10 years (c) Above 10 years

SECTION B;

Kindly indicate the extent to which you agree with the following statements by ticking the number representing the level of agreement or disagreement.

1. Personal resources

- a) **Self-efficacy**; The statements below describe your belief that you possess capacities that are able to control the environmental events that affect your life.

Key; 1=Strongly Disagree,2=Disagree,3=Neutral,4= Agree,5=Strongly Agree

Self-efficacy	1	2	3	4	5
I can always manage to solve difficult problems if I try hard enough					
I am confident I get the success I deserve in life					
It is easy for me to stick to things I aim to attain my goals					
When I try, I generally succeed					
I am confident that I can deal efficiently with unexpected events					
I know how to handle unforeseen situations, thanks to my resourcefulness.					
I can remain calm when facing difficulties because I can rely on my coping abilities					
When I am confronted with a problem, I can always find several solutions					
When in trouble I usually think of a solution					
I am capable of coping with most of my problems.					

- b) **Optimism**; Below are statements stating your tendency to believe that you will generally experience good outcomes in life.

Key; 1=Strongly Disagree;2= Disagree;3=Neutral;4= Agree; 5=Strongly Agree

Optimism	1	2	3	4	5
I usually expect the best					
If something can go wrong for me, it will (reverse)					
I am always optimistic about my future					
I hardly ever expect things to go my way (Reverse)					
I rarely count on good things happening to me (Reverse)					
Overall, I expect more good things to happen to me than bad					

- c) **Organizational self-esteem;** The statements below refers to the extent you belief yourself to provide a valuable contribution to your organization

Key; 1=Strongly Disagree;2=Disagree;3=Neutral;4=Agree; 5=Strongly Agree.

Organizational-based self-esteem	1	2	3	4	5
I am taken seriously					
I am trusted					
I am important					
I can make a difference					
I am available					
I am helpful					
I count around here					
I am cooperative					
There is faith in me					
I am efficient					

- 2. Work Engagement;** The statements below describes some of the positive, fulfilling work related state of mind that drives one to invest oneself in their roles and organization by demonstrating vigour, dedication and absorption in their work. Indicate the frequency you experience them.

Key; 1=Strongly Disagree 2= Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree

Work Engagement(Vigour, Dedication & Absorption)	1	2	3	4	5
At work I feel busting with energy					
At work I feel strong and vigorous					
When I get up in the morning I look forward to going to work					
My job inspires me					
I am enthusiastic about my job					
I am proud of the work I do					
I am feeling happy when I am working intensely					
I am engrossed in my work					
Time flies when I am working					

3. Work Ethic; Below are statements describing the attitudes and the significance which people attach on assigned tasks including the belief in the moral value or benefit of work.

Key; 1=Strongly Disagree;2=Disagree;3=Neutral;4=Agree;5=Strongly Agree

Work Ethic.	1	2	3	4	5
Self Reliance To be truly successful, a person should be self-reliant					
Self-reliance is the key to being successful					
People would be better off if they depended on themselves					
Morality/Ethics One should always take responsibility for ones' actions					
One should always do what is right and just					
One should not pass judgement until one has heard all the facts					
Leisure Life would be more meaningful if we had more leisure time.					
I would prefer a job that allowed me to have more leisure time.					
The more time I can spend in leisure activity, the better I feel					
Hard Work Nothing is impossible if you work hard enough					
Working hard is the key to being successful					
If one works hard enough, one is likely to make a good life for oneself					
Centrality of Work I feel uneasy when there is little work for me to do.					
I feel content when I have spent the day working.					
Even if I were financially able, I would not stop working					
Wasted Time. It is important to stay busy at work and not waste time					
Time should not be wasted, it should be used efficiently.					
I schedule my day in advance to avoid wasting time.					
Delay of Gratification If I want to buy something, I always wait until I can afford it.					
I get more fulfillment from items I had to wait for					
Things that you have to wait for are the most worthwhile					

4. Organizational Citizenship behaviour; The following statements describe the positive and constructive things that employees do out of own volition which supports co-workers and benefits the organization.

Key; 1=Strongly Disagree; 2= Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree.

Organizational Citizenship behaviour	1	2	3	4	5	6	7
I willingly give my time to help others who have work-related problems.							
I adjust my work schedule to accommodate other employees' requests for time off.							
I give up time to help others who have work or non-work problems.							
I assist others with their duties.							
I attend functions that are not required but that help the organizational image.							
I offer ideas to improve the functioning of the organization.							
I take action to protect the organization from potential problems							
Defend the organization when other employees criticize it							

.....**End**.....

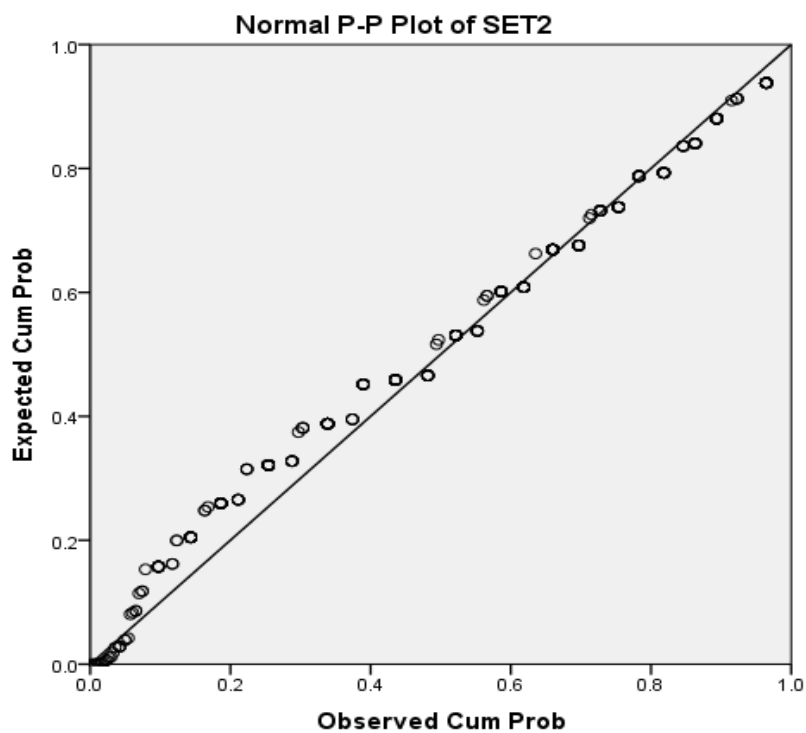
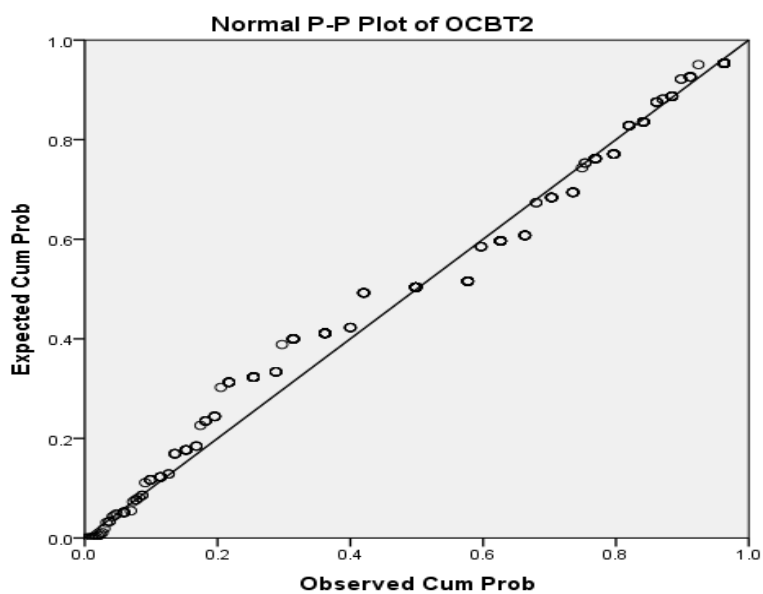
Thank you for being part of this study

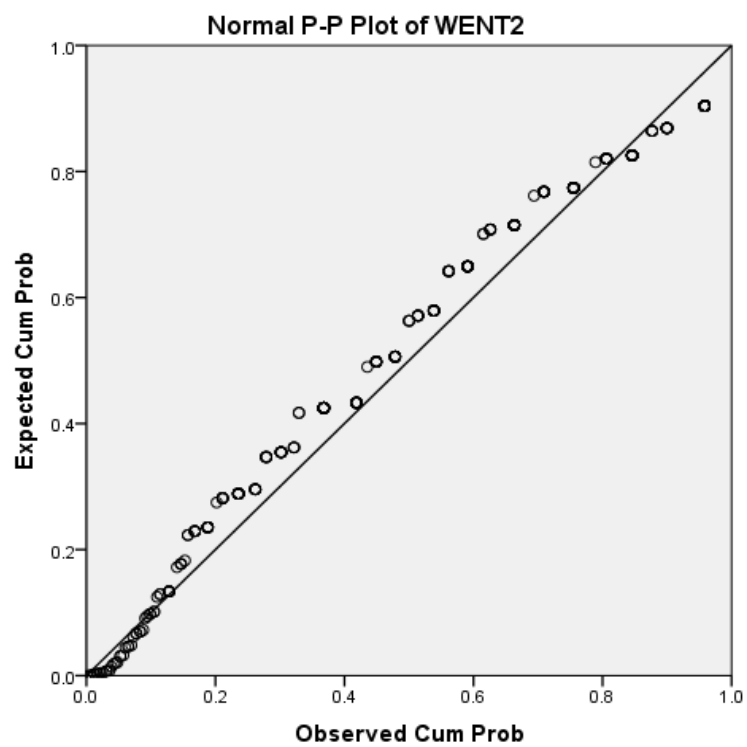
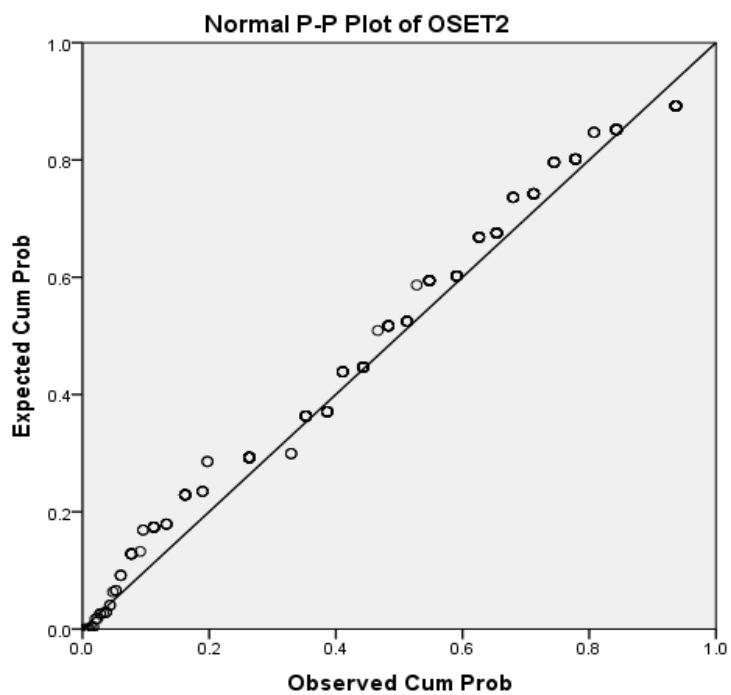
Appendix IV: A Summary of theories

Theory	Conceptualisation	Driving force/Models	Implication for OCB and engagement Study
Self Determination Theory	Relations evolve over time into trusting, loyal and mutual commitments. The mutual commitments bestows each party with responsibilities that are exchanged	The principal of reciprocity	Employee resolve to behave in a particular way depending on job resources the organization places at their disposal. Subsequently they choose to work voluntarily and show more interest& motivation. Their enthusiasm and interest manifests in their results towards work and general life
Broaden-and-build theory	Positive emotions broadens once mind leading to building of favourable behaviour capabilities and abilities necessary to handle situations	positive emotions broadens peoples' momentary thought–action repertoires and build their enduring Personal resources	Employees rich in Personal resources are able to exhibit higher levels of positive work behaviour.
Social Exchange Theory	Suggests that human relationships are formed out of a subjective cost-benefits analysis and that it is human nature to make choices based on a comparative analysis of the alternatives(rational)as such man will seek rewards and avoid punishment	The Investment Model by Caryl Rusbult. Investment serves to stabilize relationships. The greater the non-transferable investments a person have in a given relationship, the more the relationship is likely to be.	When an employee receives economic and socio-emotional resources from their employer ,they feel they have an obligation to respond in kind and repay the organization by being more engaged in their work
Conservation of Resources Theory	Based on the assumption that various resources are salient factors necessary to gain new resources and to enhance ones' wellbeing	Job demand-Resource Model	Job resources increase positive work behaviours on the contrary job demand reduces. However personal and organizational factors can arm individuals with resources that can combat the demands such as exhaustions and burnt outs.

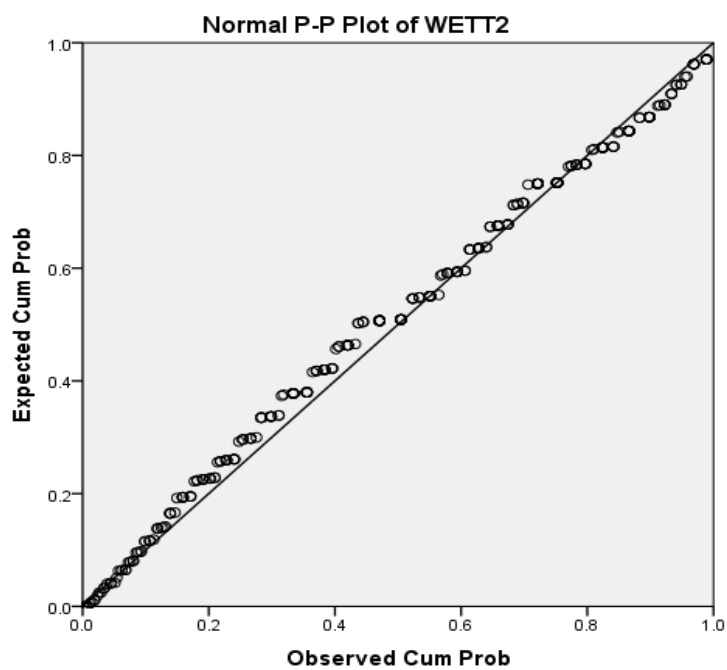
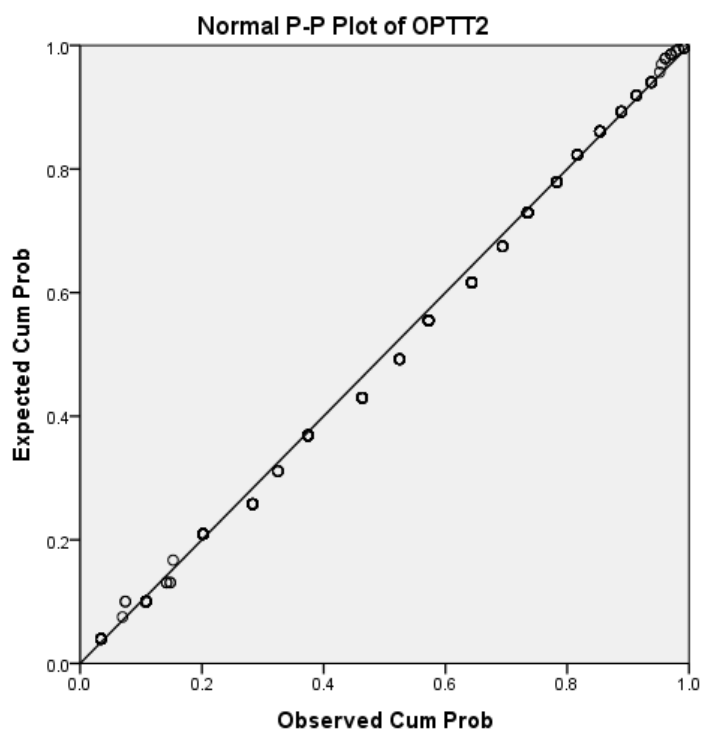
Compiled by the researcher,2015

Appendix V; Test for Normality Output

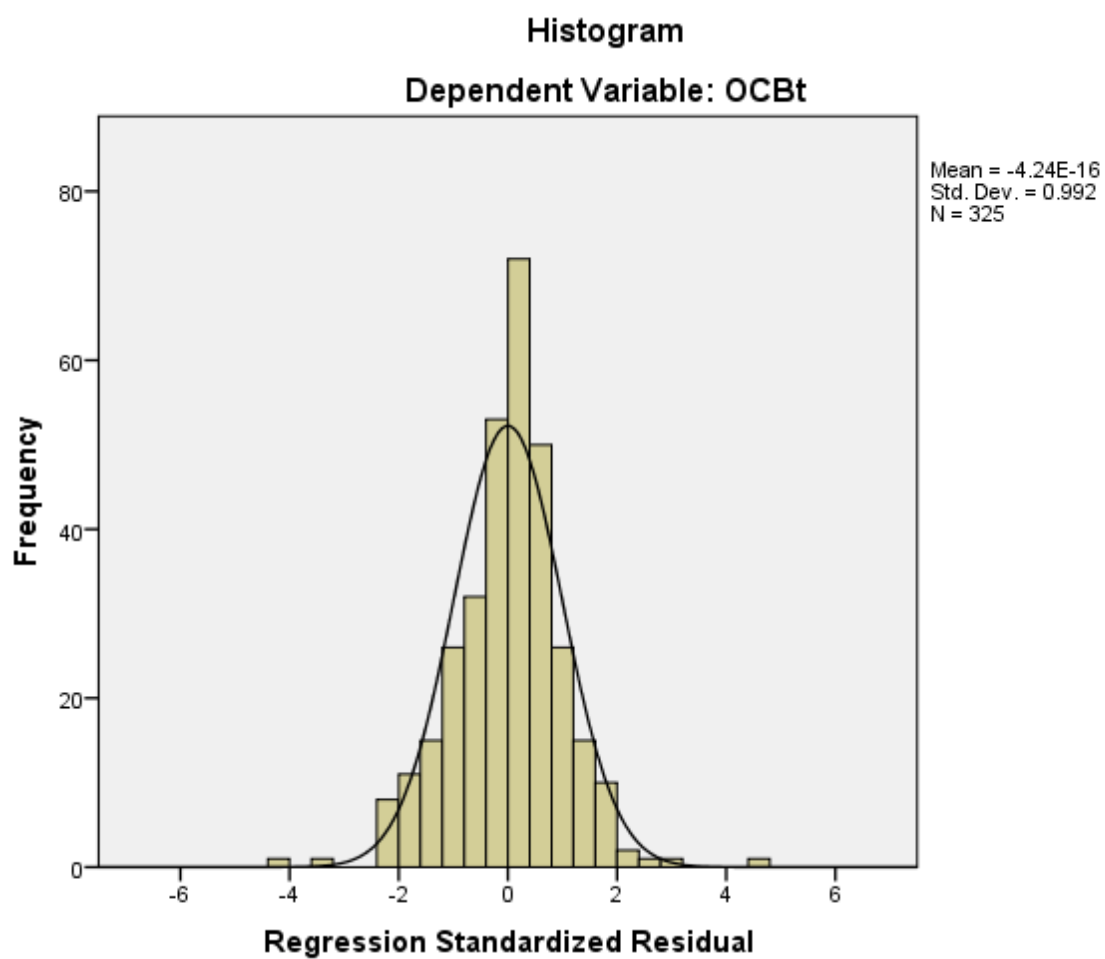


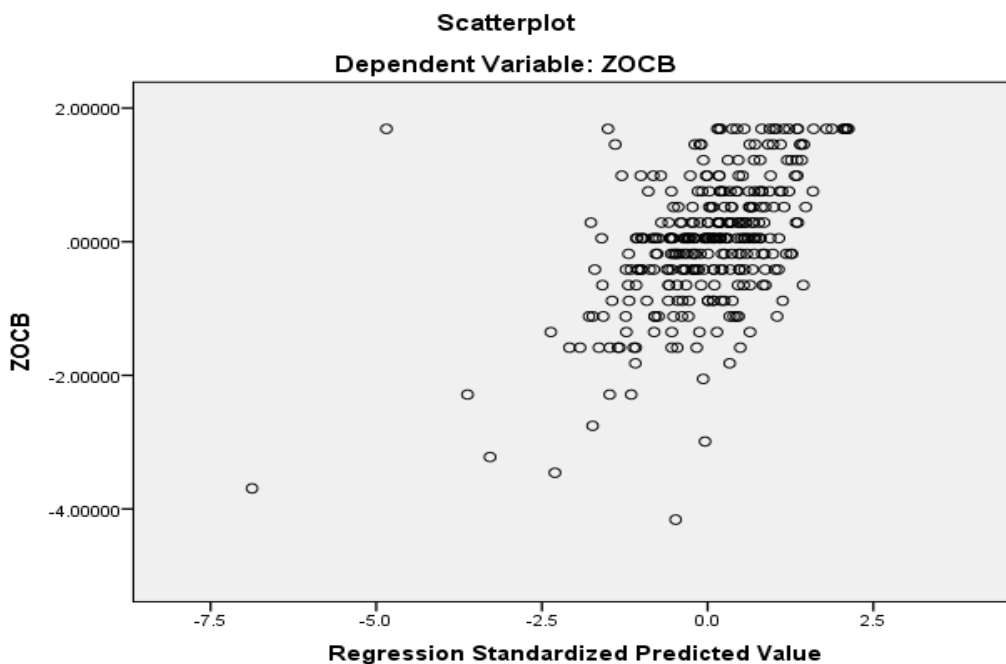


Source; Researcher, 2015

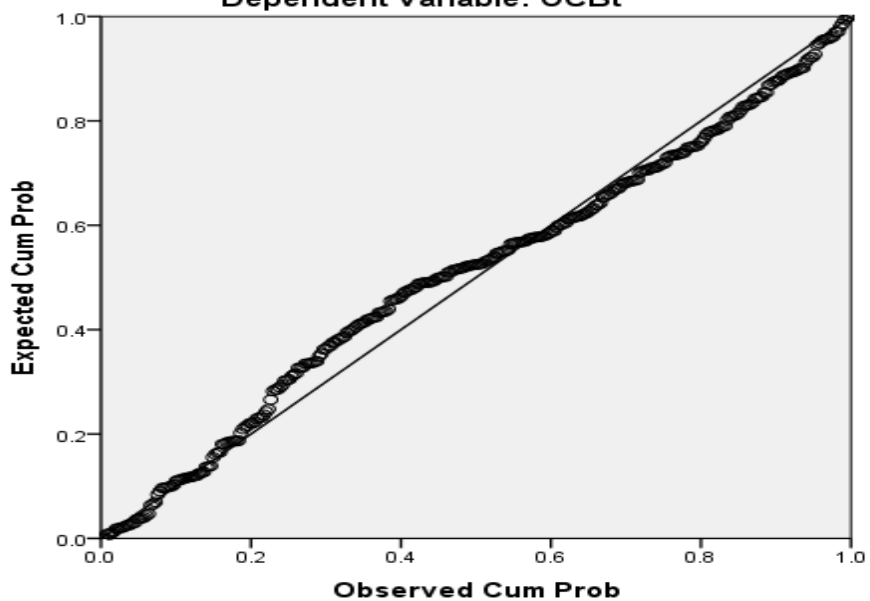


Appendix VI: Test for Linearity





Normal P-P Plot of Regression Standardized Residual
Dependent Variable: OCBt



Source; Researcher 2015

Appendix VII; Mediation and Moderated Mediation PROCESS Macro Output

Model = 4
 Y = OCBT2
 X = SEOSE
 M = WENT2

Sample size
 325

Outcome: WENT2

Model Summary						
R	R ²	MSE	F	df1	df2	p
.5982	.3578	18.9851	179.9564	1.0000	323.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
Const.	6.4507	2.0286	3.1798	.0016	2.4597	10.4418
SEOSE	.3391	.0253	13.4148	.0000	.2894	.3888

Outcome: OCBT2

Model Summary						
R	R ²	MSE	F	df1	df2	p
.4753	.2259	14.1810	46.9917	2.0000	322.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
Const.	11.5823	1.7805	6.5050	.0000	8.0793	15.0852
WENT2	.1611	.0481	3.3510	.0009	.0665	.2558
SEOSE	.1441	.0273	5.2857	.0000	.0905	.1977

TOTAL EFFECT MODEL

Outcome: OCBT2

Model Summary						
R	R ²	MSE	F	df1	df2	p
.4460	.1989	14.6300	80.2142	1.0000	323.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
Const.	12.6218	1.7808	7.0876	.0000	9.1183	16.1252
SEOSE	.1987	.0222	8.9562	.0000	.1551	.2424

TOTAL, DIRECT, AND INDIRECT EFFECTS

Total effect of X on Y						
	Effect	SE	t	p	LLCI	ULCI
	.1987	.0222	8.9562	.0000	.1551	.2424

Direct effect of X on Y						
	Effect	SE	t	p	LLCI	ULCI
	.1441	.0273	5.2857	.0000	.0905	.1977

Indirect effect of X on Y					
	Effect	Boot SE	BootLLCI	BootULCI	
WENT2	.0546	.0192	.0201	.0963	

ANALYSIS NOTES AND WARNINGS

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

1000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----

Moderated Mediation (Subjective indirect effect)

Model = 7

Y = OCB

X = SEOSE

M = WEN

W = WET

Sample size

325

Outcome: WEN

Model Summary

R	R ²	MSE	F	df1	df2	p
.6089	.3707	18.7191	63.0349	3.0000	321.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
Const.	-8.2019	7.3814	-1.1112	.2673	-22.7239	6.3201
SEOSE	.4782	.0973	4.9130	.0000	.2867	.6697
WETT2	.2300	.1038	2.2163	.0274	.0258	.4341
int_1	-.0023	.0013	-1.7542	.0804	-.0049	.0003

Interactions:

int_1	SEOSE	X	WET
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Outcome: OCB

Model Summary

R	R ²	MSE	F	df1	df2	p
.4753	.2259	14.1810	46.9917	2.0000	322.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
Const.	11.5823	1.7805	6.5050	.0000	8.0793	15.0852
WEN	.1611	.0481	3.3510	.0009	.0665	.2558
SEOSE	.1441	.0273	5.2857	.0000	.0905	.1977

DIRECT AND INDIRECT EFFECTS

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.1441	.0273	5.2857	.0000	.0905	.1977

Conditional indirect effect(s) of X on Y at values of the moderator(s):

Mediator

	WET	Effect	Boot SE	BootLLCI	BootULCI
WENT2	68.9133	.0515	.0178	.0194	.0927
WENT2	78.0431	.0482	.0168	.0183	.0853
WENT2	87.1729	.0448	.0164	.0170	.0822

Values for quantitative moderators are the mean and plus/minus one SD from mean.

Values for dichotomous moderators are the two values of the moderator.

INDEX OF MODERATED MEDIATION

Mediator

	Index	SE(Boot)	BootLLCI	BootULCI
WENT2	-.0004	.0004	-.0013	.0001

ANALYSIS NOTES AND WARNINGS

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

1000

Level of confidence for all confidence intervals in output:

95.00