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Mediating Impact of Work Engagement and Moderating effect of Organization culture on the Relationship between Pro-social Motivation Social Media, Social Networking and Organizational Citizenship Behavior

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Abstract

The study aims to investigate effect of work engagement, pro-social motivation, social media, social networking and organization culture on organizational citizenship behavior. This study has used partial least square structural equation modeling to examine the construct hypotheses. The finding suggests the significant positive direct relationship between pro-social motivation, work engagement, social media, social networking and organizational citizenship behavior. In addition, work engagement positively mediated the relationship between pro-soical motivation, social media, social networking and organizational citizenship behavior. Besides, this research also found the significant moderation of organization culture between pro-social motivation, social media, social networking and work engagement. Discussion limitation and suggestion for future research are also provided.

Keywords: *Pro-social motivation, social media, social networking, work engagement, organizational citizenship behavior, organization culture*

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Introduction:

Previous research shows that the role of employees in an organization is very important so it is important for an organization to fully guide the employee in this organization and in every case appreciate his work by helping and encouraging him so that when we praise and encourage him he will work hard and the organization will grow and bring out better results (Grant, 2008). We believe that it is important for any organization that its employees are fully satisfied and able to develop their skills. It requires that its employees perform their work with full confidence and honesty to contribute to the growth of the organization and to present their performance prominently (Cardone et al., 2015). Previous studies have argued that a good attitude towards employees working in any organization has an impact on the success of employees as employees thrive by working with full attention and interest (Supriyanto et al., 2019).

1. What is the effect of prosocial motivation on organizational citizenship behavior?
2. What is the effect of social networking on organizational citizenship behavior?
3. What is the effect of social media on organizational citizenship behavior?
4. What is the Moderating effect of Organization culture on the Relationship between Prosocial Motivation and Organizational Citizenship Behavior?
5. What is the Moderating effect of Organization culture on the Relationship between social networking and Organizational Citizenship Behavior?
6. What is the Moderating effect of Organization culture on the Relationship between social media and Organizational Citizenship Behavior?
7. What is the Mediating effect of work engagement on the Relationship between Prosocial Motivation and Organizational Citizenship Behavior?
8. What is the Mediating effect of work engagement on the Relationship between social networking and Organizational Citizenship Behavior?

9. What is the Mediating effect of work engagement on the Relationship between social media and Organizational Citizenship Behavior?

Furthermore, the objective of the research is to determine the effect of prosocial motivation, social media, social networking and organization culture on organizational citizenship behavior and the mediating effect of work engagement on the relationship between prosocial motivation, social media, social networking, and organizational citizenship behavior. To examine the moderating impact of organization culture on the relationship between prosocial motivation, social media, social networking and organizational citizenship behavior.

It is important for the organization to improve the skills of its employee through employee exchange and performance. It is important that you pay attention to the performance of the employee and provide them all facilities to benefits from their skills. So that their performance can be improved and have a good and positive effect on the society.

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1.1 Background:

Scholars have been very interested in understanding the event that preceded it although there has been progress in the identification of these people in the organizations. Pervious question of work performance in the context of work still remain the fact that some people take steps that go beyond them formal job requirement include engagement on and off the job Katz (1999).

McMullen (2010) a social organization of argument should target a sector which although it may not be attractive enough in terms of rewards for commercial form, can compensate for its lack of moral and social development since then. Socially motivated people are willing to make an effort and do thing that will benefits others (Penner, 1999). Motivation is defined as the willingness of team members to focus their efforts on benefiting others. But this not the case thus their effects are temporary and with the passage of time they returns to their old state (Grant 2008). Socially motivated team influencers may not realize team effectiveness through collective action. As noted by west and colleagues (1998) Team has been able to meet and connect. Individuals in a team cannot do what a team can do collectively.

Previous research has shown that the social roles in society that are always ready to help others have a positive effect on the society. If they work in a place, no employee of the society can benefit the people without the attitude of the employees working there and the working methods and relationship of others and nor can they achieve any success. If they do something profitable that they only appreciate but it is only for a short time but as time goes by it gradually decreases and after a few days it disappears completely.

Social characters living in the society who are always trying to help others can always produce good and positive results. If they work in a place where they can use their good attitude and skills to do any work, it will have good and significant effects. The development and sustainability of social worker roles through their good behavior, hard work and struggle and their inner abilities is not temporary but permanent.

2. Literature review and Hypothesis Building:

2.1 Prosocial motivation:

Employees who are already working and offering their services to their organization, such employees pay full attention to their work their desire is to improve their performance by doing more and more. Due to which other people can also benefit from them (Dreu et al., 2000). According to Grant et al. (2014) people living in the society have to go through many experiences of life, as a result of which they have many experiences, based on these experiences they can play their role in the society in a good way. He can help him by better guiding the people of the society so that the person can be effective for the organization he is working for and become a source of its development as opposed to the people who play their role in the society. On the contrary people who do not play their role in the society in a good way, they only think about their benefit, those people lose their value in the eyes of others and they are not good for the society either.

2.2 Social networking:

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Social networking gives us guidance in all areas. Members of an organization collaboration with all employees and buyers in all areas and provide guidance to them in all areas. It also works well to disseminate knowledge using various media such as games and applications to transfer knowledge to others (Bennet & Owerr et al., 2010). The success of every member of society depends on how active he is on the social network, apart from this, there are some organizations that tap into the human inner potential through which a competent and grounded person of the society has the ability to reduce the rising costs and turn towards profit (Sophia van zyl, 2019). In today's society both individuals and businesses need to take advantages of modern conveniences and have the ability to advance using the latest technology that can be connections can be made with others through the internet (Boyed et al., 2007).

2.3 Social Media:

Social media is defined on the internet as a way for people to interact as a way for people to interact with each other through services, and when it works through collaboration and advertising, whatever the outcome may be. That would be a great creation (Lee & Ma et al., 2012). For internal affairs, an organization has been used as an acronym for social media work (Moqbel et al., 2020). According to Wehner et al. (2017) asserted that for employee who work on social media, organization create opportunities to acquire knowledge to facilitate their work and provide better guidance that allows employees to build familiarity and relationship. Social Media is an institution that creates communication among all people that is helpful in educational terms and can create clear possibilities for development along with full clarification of knowledge (Pongton & Suntrayuth, 2019).

2.4 Organizational Citizenship Behavior (OCB):

Organ (1988) it is said that a citizenship with an organizational citizenship behavior has to fully abide by the rules and regulations motivation can also be through rewards. According to Organ (1997) but these days he has made a change on this matter he has said that if the OCB is favorable then the performance can be improved (Organ 1997). In any organization, good and appropriate treatment of new employees is necessary to motivate the employee, if he does something good and positive for the organization, it is important for the manager to appreciate his motivation. Cooperate with him as much as possible so that a good relationship can develop between the employees and the manager (Shaheen & Bukhari, 2016).

2.5 Mediating impact of Work Engagement:

In fact the performance of employees can be measured by the fact that they are fully committed to their work fully engaged in their work and using their cognitive abilities to bring out their strengths and works in various fields (Schein, 1990). It is important for any organization to evaluate the performance of its employees by looking at their work methods to help them keep their interest and attention if the employees are performing their work honestly. If there are the organization also has a duty to take care of its welfare. If the organization to take care of the welfare of the employees then the employees will also work with full attention from this the organization can fully benefits from the welfare of the employees can benefit from the idea (Burke 2000). It is important for any organization to pay full attention to the employees well being and provide opportunities for development to the employees will try to perform every task with full interest (Daley et al., 1996).

2.6 Moderating impact of Organization Culture:

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The culture and customs of any organization have meaning for its members regardless of their beliefs and ideals (Kava & Parker et al., 2018). Every organization includes people of different beliefs and culture be promoted by following all their rules and regulations (Scammun & Tabler et al., 2014). In today's modern era how the organization culture is the ideas of the members of the organization and their mutual views and ideas for the members of any organization the leadership and its performance of the organization means the strategy of the organization culture (Korner et al., 2015). All the members of the organization play an important role in the execution and completion of each task creating a rich organizational culture that can provide many opportunities for future growth (Korner et al., 2015)

2.7 Prosocial motivation and organizational citizenship behavior

It is said that OCB is also greatly influenced by the work done by the people at the higher level of the society. There are self efficacy their own self efficacy have a lot of good effects on the society, become of them people's relations have improved and unity has been established between them that is why they are helping each other in the society and proven to be considerate of others (Wentzel et al., 2014). A good and highly social employee who has a good position in his organization has a great influence on others he has the ability to convince others of his good behavior through character he makes employees more in the OCB acts on participation (Grant et al., 2007). There are many aspects of good OCB the most important of which is that the employees who work in the organization should have the morals and character to be able to convince others and persuade others to follow them. On the contrary an employee who is not completely sincere in his work cannot get a good and high position from others and he cannot perform his role well in the OCB (Grant et al., 2007).

2.8 Social Media and organizational citizenship behavior:

Many people perform their role and some in a way that is not directly their responsibilities but they do it in a way that people benefit from it and someone because of their guidance they go too far (Wei eat al., 2018). A few years ago when social media was not so common people still had talent but with the advent of social media, it has become easier for people to find opportunities for advancement (Chen & Kong, 2019). People nowadays spend more time at home because they do most of their work through laptop and mobile phones and they get all kinds of information from sitting at home. The trend of working from home has become more popular since the outbreak of Covid-19 in the world, at that time this trend was found to be more popular because at that time people were afraid to go out and tried to do all their work at home (Blee et al., 2019).

2.9 Social Networking and organizational citizenship behavior:

Social networking technology is very important for productivity and work efficiency through which we can increase the communication and collaboration of essential employees becomes more powerful and employees can do their work better with full responsibility (Bennet & Owerr et al., 2010). Given the medical centre has indicated that the social network that induces OCB also has a role for nurses working in the medical field we nurses if better environment facilities and their need are improved if done in style they too can achieve a high position and excel (Brass, 2006). Social networking has opened up new ideas and through it we can create our relationship in a better way thus we have more opportunities to meet and talk with different people and keep these relationship in a good and rich way this will maximize growth opportunities which is good for us (Hogg, 2010).

H1: There is effect of prosocial motivation on organizational citizenship behavior.

H2: There is effect of social networking on organizational citizenship behavior.

H3: There is effect of social media on organizational citizenship behavior.

H4: There is moderating effect of Organization culture on the Relationship between Prosocial Motivation and Organizational Citizenship Behavior.

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H5: There is Moderating effect of Organization culture on the Relationship between social networking and Organizational Citizenship Behavior.

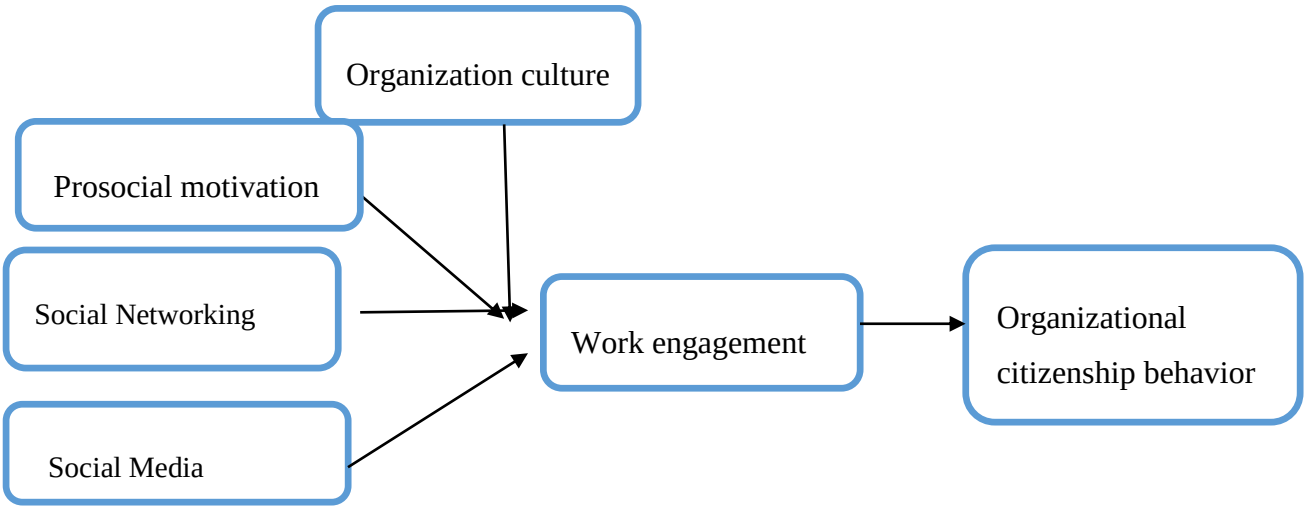
H6: There is Moderating effect of Organization culture on the Relationship between social media and Organizational Citizenship Behavior.

H7: There is Mediating effect of work engagement on the Relationship between Prosocial Motivation and Organizational Citizenship Behavior.

H8: There is Mediating effect of work engagement on the Relationship between social networking and Organizational Citizenship Behavior.

H9: There is Mediating effect of work engagement on the Relationship between social media and Organizational Citizenship Behavior.

3. Conceptual framework:



Research Methodology:

Methodology is a general way of research strategy that determines how research should be undertaken (Melnikovas, 2018).

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Varaiables	**Item**	**Author**
Prosocial motivation	5	Grant, A. M., & Mayer, D. M. (2009). Good soldiers and good actors: Prosocial and impression management motives as interactive predictors of affiliative citizenship behaviors
Organization culture	5	Kim, H. S., Sherman, D. K., Ko, D., & Taylor, S. E. (2006). Pursuit of happiness and pursuit of harmony: Culture, relationships, and social support seeking. Personality and Social Psychology Bulletin
Work engagement	6	Demerouti, E., & Cropanzano, R. (2010). From thought to action: Employee work engagement and job performance. In A. B. Bakker & M. P. Leiter (Eds.), Work engagement: A handbook of essential theory and research
Organizational citizenship behavior	6	Anand, S., Vidyarthi, P., Rolnicki, S.: Leader-member exchange and organizational citizenship behaviors: contextual effects of leader power distance and group task interdependence
Social Media	5	Molino, M.; Cortese, C.G.; Ghislieri, C. Unsustainable working conditions: The association of destructive leadership, use of technology, and workload with workaholism and exhaustion.

Social Networking	5	Podsako, P.M.; MacKenzie, S.B.; Moorman, R.H.; Fetter, R. Transformational leader behaviors and the eects on followers' trust in leader, satisfaction, and organizational citizenship behaviors

This Section will demonstrate the research philosophy, research approach and research design that will be used for testing the hypotheses formulated in Section two.

Research design:

For designing a research there are two approaches, qualitative and quantitative. Quantitative approach mostly used as deductive approach and based on testing theory through number of facts (Greener, 2008). According to Greener (2008) on contrary qualitative approach it focuses more towards producing theory rather testing the existing one. The nature of research design of this thesis is quantitative and descriptive.

Research philosophy:

Saunders (2007) stated that Realism research philosophy depends on the idea of individuality of reality from the human mind. This philosophy is based on the assumption of a scientific approach of knowledge. My research is based on positivism.

Research approach:

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According to Saunders (2007) research approach have two parts, deductive approach and inductive approach. In our research we will follow deductive approach which is also called as funnel approach.

Quantitative research:

According to Ormrod (2005) in quantitative research the collected or observed data is statistically endorse in order to describe the phenomena of collected data. This research method based on conducting survey for analyzing the result, whereas survey research is a collection of data from different group of people.

This study will concentrate on the quantitative approach and conduct survey to analyze and measure the significance.

Time horizon:

According to Sunders, (2000) time horizon includes longitudinal and cross sectional. In longitudinal we have data of 10 to 15 years while in cross sectional we take data from present time frame like we have in our accounts and finance data. In this research cross sectional method is used because i am collecting my research data for specific time of period.

Sampling techniques:

The study of a sample is more reliable rather than depending upon the entire population. There are two types of sampling techniques in Probability sampling elements of population are known and own equal chance of being selected. In non probability sampling techniques the population is unknown it saves time and is convenience.

I used is non probability sampling techniques because population is huge and impossible for getting a sample frame**.**

4.8 Sample size:

The purpose of study data will be collect as of the general employees. The main purpose for selecting the said population is that employees have great knowledge of what they are doing in organization as an individual or in a team. And they are experiencing this in current situation. They know very well about those problems which dissatisfied the employees so they will respond questionnaire in a right way. Sample size for the study is 100.

4.9 Statistical technique:

The data will be collected by the help of questionnaire. Smart PLS software will use regression correlation technique as a statistical method to build a relationship between variable.

4. Result and Finding:

Table 1

Validity and reliability for construct

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Construct	Item	Loading	AVE	CR
Pro social motivation	PSM2	0.798	0.694	0.872
	PSM3	0.839		
	PSM4	0.861		
Work engagement	WE2	0.857	0.625	0.869
	WE4	0.773		
	WE5	0.802		
	WE6	0.726		
Organizational citizenship behavior	OCB1	0.781	0.621	0.867
	OCB2	0.754		
	OCB3	0.863		
	OCB4	0.748		

Organization culture	OC1	0.755	0.611	0.844
	OC2	0.821		
	OC3	0.823		
	OC4	0.777		
	OC5	0.756		
Social Media	SM1	0.767	0.649	0.849
	SM2	0.743		
	SM3	0.845		
	SM4	0.791		
	SM5	0.780		
Social Networking	SN1	0.799	0.658	0.853
	SN2	0.765		
	SN3	0.834		
	SN4	0.723		
	SN5	0.722		

Item removed: indicator items below 0.5 were Construct1_PSM1, Construct2_WE1, WE3 and Construct3_OCB5

Item loading>0.5 and RHO A > 0.7 indicator reliability (Hulland,1999)

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(AVE)>0.5 indicates convergent validity (Bagozzi et al., 1983)

(CR)>0.7 indicates iternal consistency (Gefen et al., 2001)

Table 2:

Discriminant validity:

Constructs	OC	OCB	PSM	SN	SM	WE
OC	0.777					
OCB	0.789	0.822				
PSM	0.775	0.834	0.753			
SN	0.551	0.721	0.788	0.756		
SM	0.618	0.880	0.622	0.564	0.864	
WE	0.738	0.604	0.792	0542	0.654	0.702

According to ringle et al., (2015) discriminanat validity less than 1

Table 3:

Heterotrait monotrait (HTMT):

Construct	OC	OCB	PSM	SN	SM	WE
OC						

OCB	0.787				
PSM	0.714	0.745			
SN	0.777	0.772	0.785		
SM	0.645	0.721	0.753	0.726	
WE	0.710	0.700	0.884	0.744	0.789

According to Gold, A. H., Malhotra, A., & Segars, A. H. (2001) knowledge management an organizational capabilities perpective.

According to Henseler, J., Ringle, C. M., & Sarstedt, M. (2015) a new criterion for discriminant validity in variance based structural equation modeling.

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Table 5

Structural estimate (hypotheses test)

Hypotheses	Beta	T-value	Decision	F square	p-value
H1: PSM → OCB	0.662	5.671	Supported	0.148	0.000
H2: SM → OCB	0.655	5.456	Supported	0.422	0.000
H3: PSM → WE	0.575	4.598	Supported	0.493	0.000
H4: SN → OCB	0.565	4.567	Supported	0.522	0.000
H5: WE → OCB	0.570	3.523	Supported	0.550	0.000

Moderation effect:

Hypotheses	Beta	T-value	Decision	F square	p-value
H6 OC*PSM → OCB	0.284	2.152	Supported	0.423	0.000

Notes: shows moderating effect of prosocial motivation between organizational culture and work engagement Effect size is according to Cohen (1988)

Predicative relevance (q square) of predictor exogenous variable as according to Henseler et al. (2008)

Mediating effect

Hypotheses	Beta	T-value	Decision	F square	p-value
H7 WE*PSM → OCB	0.054	0.791	Not supported	0.069	0.430

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5.1 The measurement model:

Firstly the measurement table has been tested to the convergent validity. This has been estimated the factor loadings, composite reliability and average variance extract table 1 exhibit the loading of items has exceed the suggested value of 0.6 (Chin et al., 2007). The composite reliability value show how far the construct indicator indicates that the latent construct exceeded the suggested value of 0.7, while the average variance extract shows the all values of 0.5 (Hair, 2012). Another phase has been to test discriminant validity, they point out that measurement is not a reflection of another variable; low correlations between the measure of interest and the measures of other constructs suggest this. Table 3 reveals that the square root of each construct's AVE (diagonal values) is greater than the corresponding correlation coefficients, indicating that discriminant validity is satisfactory (Fornell & Larcker, 1981). According to Fornell and Larcker (1981) the standard suggests that they do not detect lack of reliability discriminant validity in common research situations. According to Henseler et al., (2015) recommend an alternative method for assessing discriminant validity based on the multitrait-multimethod matrix: the heterotrait-monotrait (HTMT) ratio of correlations. This new method was used to test discriminant validity, and the findings are reported in Table 4. If the HTMT value is greater than the $HTMT_{.85}$ value of 0.85 (Kline, 2011) for the first criterion, discriminant validity is having a problem but in our table 4 the HTMT value is less than 0.85 so the result is satisfactory.

Table 6:

Q and R square value:

Construct	Q Square	R Square
OCB	0.336	0.545
WE	0.128	0.314

5.2 Structural model:

To estimate the structural model Hair (2012) recommended visualizing R2, β, and t value through bootstrapping method with a resample f 5000. In addition to these basic steps researcher report predictive relevance (Q2) and effect size (f2). We found the relationship between the variables. Social networking positive and significant effect Organizational citizenship behavior (β=0.575; p<0.01) Work engagement positive and significant effect Organizational citizenship behavior (β=0.570; p<0.01) proscoial motivation positive and significant effect work engagement (β=0.575; p<0.01) social media positive and significant effect Organizational citizenship behavior (β= 0.662; p<0.01) and prosoical motivation positive and significant effect Organizational citizenship behavior (β= 0.662; p<0.01) so all hypothesis H1, H2, H3, H4 and H5 were supported.

Therefore, (f2) and (p) should be reported. Hair, (2012) recommend that changes in the value of

R2 must be evaluated. To measure for the effect size, Cohen's (1988), we used which are 0.02 for small effects, 0.15 for medium effects, and 0.35 for large effects.

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Furthermore this study show the moderation role of organization culture on the relationship between prosocial motivation and work engagement the findings show a positive and significant effect of organization culture as a moderator with $\beta=0.284$; $p<0.05$ hence we accepted H4 as well.

6.0. Discussion:

The study aims at investigating the impact of prosocial motivation, social media, social networking on the organizational citizenship behavior of employees exploring the moderating role of organization culture and mediating role of work engagement. According to the result, the first hypothesis prosocial motivation positive impact on organizational citizenship behavior. That is worker with high organizational commitment are more likely to engage in behavior that are important to attitude and organizations. The second hypothesis results also provide a significant positive relationship between prosocial motivation, social media, social networking and organizational citizenship behavior and relationship is mediated by the work engagement. Relationship further supported by the regression analysis of where prosocial motivation is positive relate to organizational citizenship behavior. The third hypothesis is concerned with the moderating role between the relationship prosocial motivation, social media, social networking and work engagement that organization culture. It seems that individuals can do their job well when they are supported by the organization and their managers.

And, also this research provides a methodology contribution that uses partial least squares to analyze the (PLS-SEM). Our results therefore support scholars argument that the approach should also use PLS because it constructs latent model under conditions of non-normality in small to medium sample size (Hair, 2012), variants that maximize explain variation, use multiple regression to predict value for latent variables (Chin, 2007). Furthermore our research contribute a recently adopted a measure discriminant validity of construct the heterotriat- montrait (HTMT) (Henseler et al., 2015). According to Fornell, (1983) failed to detect by the lack of discriminant validity in common studies situation. According to, Vorhees et al., (2016) HTMT has also been suggested to be used as the best method to assess reliability by discriminant validity.

7. Implication of Research:

This study has some managerial and practical implication particularly from the perspective of human resource management. Efforts are made to get the human resources manager and career counselor ready to guide the clients. These programs help improve your skills and organization culture to pave the way for the future. This method plays an important role in firm management. Excellent work plays an important role in the well being and development of employees.

Better knowledge of prosocial motivation can play an important role in increasing better knowledge and awareness of the barriers. A variety of programs and mentoring will also elevate OCB and guide the development of employees.

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It is clear from this study that employees feel motivated when they live and work in a positive and supportive environment. And their performance and cognitive abilities increase. This increases the experience of their life and they develop. They have increased their job responsibility and interest. Basically organizations need good environment and good behavior to support good work and good citizenship behavior this can give the organization better opportunities to grow.

8. Limitation and future recommendation:

This research has limitations which research must focus on in the future. The first limitation is that work engagement only was a mediator. According to Shantz et al (2013) suggested many mediators (for example the three psychological nature are intrinsic ability, motivation and job satisfaction etc) research should be done by structural equation modeling. The research model including other mediator may highlight the similarities between the various changes. OCB can affect behavior and many other characters. At first was focused on only general public sector organization. Due to which its result cannot be generalized in the organizations of Pakistan and in other fields. We therefore suggest replicating this model in other sector so that we can generalize the results in developing countries and other cities of Pakistan. This study was only conducted on general sector so we can run this model in private sector and also other countries. The third limitation is that this study is that our research is based only on the 100 respondents therefore its results cannot be applied to the whole of organization in Pakistan. Fourth limitation is that Pakistan is a developing country so if the is conducted the result may differ in other countries where HR practices and working environments are viewed differently. In future the results may be better and meaningful if collects data from a larger population. Furthermore studies may include useful for some strong moderators for study setting. Although apart from limitations the study important finding highlight regarding the impact of prosoical motivation on OCB, social media on OCB, social networking on OCB, and the mediating role of work engagement between the relationship prosocial motivation, social media, social networking and OCB and the moderating role of organization culture the relationship proscoial motivation, social media, social networking and organizational citizenship behavior.

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