

The Influence of Organizational Support and Citizen Behavior on Job Performance of New Energy Enterprises: Mediating Effects of Psychological Capital

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Abstract

Job performance is an essential element for the success of an organization and the economic growth. The present study investigates impact of organizational support and organizational citizen behavior on job performance of new energy enterprises. The goal also includes examination of mediating effects of psychological capital among the nexus of organizational support, organizational citizen behavior and job performance of new energy enterprises. The data was obtained by using the questionnaires from the employees of energy enterprises, and the data was analyzed by employing the smart-PLS software. The results revealed that organizational support and organizational citizen behavior have a positive association with the job performance of energy enterprises. The outcomes also exposed that the psychological capital positively mediates among the nexus of organizational support, organizational citizen behavior and job performance of energy enterprises. These outcomes would provide guidelines to regulators of any organization that they should develop the valuable policies that enhance the job performance that could lead the organization towards success.

Keywords: Energy enterprises, Job performance, Organizational citizen behavior, Organizational support, Psychological capital

The job performance of employees is one of the hottest issues for research and debate among scholars and practitioners in a business context. The researchers and academicians have given a deep insight into the domain of employees' job performance and its importance in the success of a business. The emerging business and marketing environment requires organizations to show superior performance in order to compete for other organizations in the market and set distinctive position among them (Bohle, Chambel, Medina, & Cunha, 2018; Helmar et al., 2018; Senkic, 2018; Mateos, 2019). As approved by the long term research, organizations' performance is dependent on the job performance of employees in that organization. Not only for the progress of a business enterprise employees job performance is compulsory, but the survival of an organization is impossible without better job performance from employees. Job performance determines whether a person in an organization performs the job assigned to him well (H. J. Kim, Hur, Moon, & Jun, 2017; Rivas et al., 2019; Iscan & Balyer, 2019; Pita & Dhurup, 2019; Sanlisoy & Ciloglu, 2019; Athiyaman & Magapa, 2019; Sithomola & Auriacombe, 2019).

This study focuses on the state of job performance of employees in energy enterprises. The energy industry is one of the leading economic industries, which is involved in the production of energy resources and their sale, including processes such as extraction of fuel, production refining, distribution and marketing (Wang, Hang, Sun, & Zhao, 2016; Do Nascimento, 2019). In the modern era, nations utilize fuel to build infrastructure, manage industry production and ensure maintenance of society. The energy industry includes fossil fuel industries (petroleum, coal, and natural gas), the electric power industry, the nuclear power industry, recycling energy

industries, and traditional energy industry. The industry caters to the needs of the entire industrialized world agriculture, transportation, waste collection, information technology, communication, and like. Therefore, the tasks of extraction, manufacturing and distribution of energy resources are performed by enterprises that require showing a high commitment to control and adapt this energy to meet the environmental requirements. Yang and Nie (2016) Assert the significance of giving insight into employees' job performance in such energy enterprises. Owing to the nature of an energy enterprise, employees are supposed to show the best performance at its various stages like extraction, manufacturing, refining, and distribution.

According to John P. Campbell (1990), performance is some kind of a behavioral output by an employee. Several business concepts are built upon to measure the job performance of employees in an organizational situation. This study discusses the significance of three such business concepts namely, organizational support, organizational citizen behavior, and psychological capital. In an energy organization specifically, these concepts can be used to judge benchmarks of employees' performance. For instance, organizational support brings favorable changes in employees' attitudes and their service performance which are vital to accomplishing business goals and maintaining performance efficiency and competitive advantage (Hur, Han, Yoo, & Moon, 2015; Miguel et al., 2019). Organizational citizen behavior also tends the employees of the organization to perform their function in a better way as to meet the expectations of the organization regarding the job performance of its employees. Likewise, psychological capital

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too gives employees the power to move ahead and perform their function with great confidence.

Human capital is a term awarded to a group of employees in an organization who perform their functions more than expectations and requirements. Human capital refers to human resources within an organization, who and refers to talents, skills, knowledge and capabilities of employees. On the other hand, Psychological capital is a specific term derived from the term human capital. Badran and Youssef-Morgan (2015) Define psychological capital as a set of resources that employees have in their personality which they can utilize to bring improvement in their performance on the job as well as their success. Psychological capital comprises four different resources like self-efficacy, optimism hope, and resilience. Psychological capital is essential to both, employees and employer; employees who have a high level of psychological capital show better performance than others and also enjoy better well-being; the employer should also ensure that the better job performance of employees results in organizational performance and which must be developed (Probst, Gailey, Jiang, & Bohle, 2017).

The second variable of the study is organizational support in the context of improving job performance of employees. In new energy enterprises, the employees with a high level of organizational support can perform in a better way, as as asserted by Yongxing, Hongfei, Baoguo, and Lei (2017). Organizational support is the extent to which the workers believe that their enterprises value their contributions in business effectiveness and performance and take care of their well-being and meet their emotional and social needs. It is considered that organizational support contributes to building the positive reciprocity dynamics among workers. With the help of organizational support, workers can perform in a better as a reciprocation to any rewards, or polite and favorable treatment. In addition, when organizations seek more outcomes from their employees, they try to ensure commitment from employees. With the required organizational support, they motivate employees to perform their duties in a better way, and achieve more than expectations and requirement (Akgunduz & Sanli, 2017). This study hypothesizes that in new energy enterprises; the performance of workers at different stages can be improved by organizational support.

The third variable of the study is organizational citizen behavior, which also highly contributes to employees' work performance. Organizational citizen behavior is a voluntary commitment of employees with their organization, a commitment which is not a part of their contractual tasks (Abbas & Raja, 2015). Scholars have addressed this concept of organizational citizen behavior since the 1970s. Organ (1988) defined organizational citizen behavior as "voluntary individual behavior, not directly explicitly identified by the formal reward system, and that collectively promotes the functioning of the organization". Bolino and Klotz (2015) define organizational citizen behavior as a discretionary conduct on the part of

employees which is out of the job description. Organizational citizen behavior is thus a behavior which is beyond employees' job requirements and it assists in enhancing employees' performance and contributes to the effectiveness of the organization.

The focus of this study is to check the job performance of the employees of new energy enterprises. In this process the study addresses three variables, namely psychological capital, organizational support and organizational citizen behavior. The psychological capital, in this study is assigned four items viz. self-efficacy, optimism, hope, and resilience and it acts as the mediator between organizational support and organizational citizen behavior and job performance. It is hypothesized that both organizational support and organizational citizen behavior increase the amount of psychological capital in employees, which further enables the employees to perform their functions more effectively. The study has attempted to measure that impact of organizational support, organizational citizen behavior, and psychological capital on the job performance of employees with evidential support from new energy enterprises.

Literature review and hypotheses formation

Enterprises involved in energy industry are emerging rapidly over time, and with the increase in economic activities, the need for better performance of the energy industry is increasingly felt. Moreover, on the account of the increase in the requirement for energy resources, there is also an emerging demand for the establishment and development of new energy enterprises. The success and better performance of any energy enterprises is dependent on the job performance of individual employees (Tims, Bakker, & Derks, 2015). The higher is the job performance of individual employees, the greater are chances of the success of energy enterprises.

In order to be successful in new energy enterprises, employees should also follow rules, act upon the policies of the enterprise, take active part in operations such as extraction, production, and distribution of energy. Newman, Nielsen, and Miao (2015) propose that psychological capital in employees make them ready to meet the job requirements, expectations, and to perform their functions effectively. The sense of financial, emotional, and behavioral support to employees by the organizational authorities also motivates employees to do their duties effectively. Similarly, the personal and voluntary commitment on the part of employees for the organization and its goals makes them work more effectively in the interest of the organization.

1. Both employees and organizations benefit from psychological capital. The employees with high psychological capital can perform better than their partner employees, while organizations believing in the concept of psychological capital show a deep concern about employee performance. This indicates that organizations should help develop employees' psychological capital (Bouckennooghe, Zafar, & Raja,

2015). This research has revealed that psychological capital can be increased by developing organizational support. The support from the organization thus helps the employees develop psychological capital at a high level. The feeling that the organization will not show a strict behavior during work, rather it will supervise the work of the employee and help them in performing functions, creates optimism in them. They believe that with organizational support, conditions will be better, their efforts will yield a fruit and their life will be easy and comfortable.

In addition, employees also believe that with the help of organizational support (both emotional and physical), their efforts will be rewarded and they will be given opportunity to succeed and grow in the organization (Chen, 2015). When an organization grants its employees rewards, allowances, and bonuses in return of their efforts for organization's progress and reputation, it encourages the struggles of its employee and creates confidence in them. At the same time, due to the confidence that the organization will support them both emotionally and financially, employees feel fewer distractions and failures. Therefore, it is hypothesized that specifically in new energy enterprises; the organizational support creates optimism, hope, self-efficacy, and resilience in them. This hypothesis runs thus:

H1: There is a positive link between organizational support and psychological capital.

2. The development of organizational citizen behavior at high level creates and improves the psychological capital in employees. Particularly in the energy sector, which is one of the essential contributing economic industries, a high rate of organizational citizen behavior among the personnel of energy enterprises enables employees build psychological capital (Pradhan, Jena, & Bhattacharya, 2016). Such employees are also committed towards organizational goals and interests; they have proper knowledge about rules, regulations and policies of the organization; they voluntarily abide by the rules and regulations and create a sense of peacefulness and satisfaction among employees.

Voluntary courteous behavior shown by an employee induces other employees to reciprocate and adopt the same behavior toward that particular employee and help him at the time of need. This creates an environment of organizational citizen behavior and strengthens the capability of resilience (Shaheen, Bukhari, & Adil, 2016). When an employee voluntarily performs some tasks which are not his responsibility as per job contract, the organization also encourages his efforts which builds confidence in him and he develops skills to meet challenges and to face hardships. Such a display of organizational citizen behavior by employees not only attracts the attention of the organization but it also motivates other

employees to encourage him to overcome hurdles in the way of his success.

In the context of energy enterprises, thus it needs to be analyzed that the adoption of organizational citizen behavior by employees creates a high level of psychological capital among employees which constitutes higher performance by employees (Nandan & Azim, 2015). The second hypothesis of the study runs thus:

H2: There is a positive relationship between organizational citizen behavior and psychological capital.

3. The job performance of individual employees determines the overall performance of an organization. Energy enterprises contribute to both society and the industrial world because people in general and commercial entities both utilize energy resources. The development of psychological capital in employees makes them able to perform their duties in a better way with a great sense of responsibility (Lifeng, 2007). Self-efficacy, optimism, hope, and resilience are four components of psychological capital that improve the working skills and abilities of employees and prepare them to handle work challenges and hardships. For instance, self-efficacy which means the employee's belief in his abilities, talents and skills to learn from self-experience and that of others' and surroundings, improves his job performance. Self-efficacy aids them to have up-to-date knowledge and skills to perform their functions in a better way. Moreover, it also develops self-confidence and abilities and skills to face hardships, and to solve problems, to overcome the hurdles and to perform better. Also, it is generally believed that positive or negative expectations affect one's actions, so the expectations of positive outcomes or optimism improve employee's performance. In addition, hope that everything will be good, and that there is a proper solution of problems, and that there will be the availability of organizational support the employees feel more peaceful and confident to perform better at all the stages of job (Ke, Sun, Shi, & Gu, 2010). It is therefore hypothesized that the success of a new energy enterprises depends much on the job performance of employees, which is possible through building a high psychological capital. The third hypothesis runs thus:

H3: There is a positive association between psychological capital and job performance.

4. The success and survival of an organization depends on employees' performance within the organization. Organizations involved in energy industry are considered most important to the nation's economy as energy resources extracted and manufactured by these enterprises are utilized in all other industries (Kwok, Cheng, & Wong, 2015). The perception of organizational support soothes employees, and gives

them emotional, physical and financial relief which is further reflected in improvement in their job performance. The perception by employees that the organization values their contribution and encourages their efforts through rewards, prizes, and bonuses makes employees emotionally attached with the organization, with its goals and reputation. This motivates them to give their best work performance. In addition, if the organization gives them medical, residential, and education facilities, it gives them a sense of health and financial security and keeps their mind peaceful and active for the performance of business functions (Kirrane, Lennon, O'Connor, & Fu, 2017). Likewise, training and supervision by the organization removes the deficiencies in their abilities and skills and thereby improves their job performance. Owing to these factors, the fourth hypothesis of this study is stated thus:

H4: There is a positive link between organizational support and job performance of employees.

5. As proposed by Park, Sohn, and Ha (2016), the development and adoption of organizational citizen behavior enables employees to meet job requirements and to give better performance. There are five basic principles such as altruism, courtesy, conscientiousness, sportsmanship and civic action, which affect the job performance of employees. It has been analyzed that in energy enterprises as well as other business enterprises, employees who have selfless concern for the wellbeing of the organization motivate other workers not only to perform their duties but also help them deliver different tasks. Similarly, organizational citizen behavior tends workers to demonstrate a fair and generous behavior or treatment to other employees. Such a behavior induces all of them to solve problems and find ways to accomplish job goals (Han, 2016). In addition, the organizational citizen behavior also motivates employees to establish positive relationships with organizational authority and other employees, which in turn would be favorable for them in performing different business activities. Thus, the adoption of organizational citizen behavior by employees helps them in making quick decisions and draws problem solutions at the right time to improve their working performance. The fifth hypothesis based on this factor runs thus:

H5: There is a positive link between Organizational citizen behavior and job performance.

6. The psychological capital built in employees of new energy enterprises improves their performance. It also develops their confidence to detect and solve problems, remove hurdles, meet requirements effectively and efficiently, perform their functions (Sun, Zhao, Yang, & Fan, 2012). Similarly, the positive

expectations about outcomes put favorable impact on the cognitive abilities of employees which are used in performing business functions. The belief in the abilities to recover from their failures, and losses also bring improvement in the working skills of employees. Both the organizational support and organizational citizen behavior help in the creation and development of psychological capital in the employees of the organization (Miao, 2011). The perception of employees that the organization values their contribution and takes care of their social and emotional needs make them emotionally committed to the organization and its goals. This improves their performance tremendously. Similarly, the voluntary behavior and commitment of employees put not only positive impact on the performance of other employees but also enhance their job performance. Based on this relationship, the two hypotheses are generated as below:

H6: Psychological capital is an appropriate mediator between organizational support and job performance of the employees.

H7: Psychological capital is a significant mediator between organizational citizen behavior and job performance of the employees.

Methodology

The objective of the current research was to investigate the organizational support and organizational citizen behavior (OCB) on job performance along with the examination of mediating effects of psychological capital among the nexus of organizational support, OCB and job performance of new energy enterprises. The researchers collected data through quantitative methods by using questionnaires or survey forms from the employees of energy enterprises. A simple random sampling method was employed to select respondents while personal visits were also executed to distribute the survey forms. A total of 460 survey forms were sent to respondents, but out of them, only 240 returned and were used for analysis purpose. This represents around 52.17 per cent rate of response. In addition, smart-PLS was employed for data analysis as recommended for empirical studies (Hair Jr, Sarstedt, Ringle, & Gudergan, 2017).

This research adopted two predictors viz. organizational support (OS) with five items (Chiang & Hsieh, 2012), organizational citizen behavior (OCB) with twenty-two items (Podsakoff, Ahearne, & MacKenzie, 1997). In addition, Job Performance (JP) was also taken as the predictive variable with six items (T. Y. Kim, Cable, Kim, & Wang, 2009) while Psychological Capital (PC) used as a mediator of this study had eleven items (Spreitzer, 1995). These constructs have been highlighted in Figure 1.

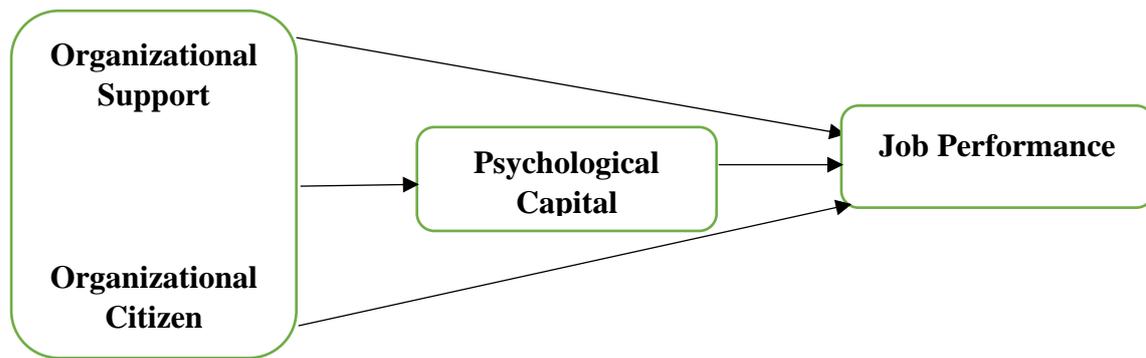


Figure 1: Theoretical framework

Findings

The findings of the present study exposed the discriminant as well as the convergent validity for the assessment measurement model and path analysis for the assessment of structural model.

The convergent validity was evident in the results that were related to the nexus among items. Table 1 highlights the valid convergent validity and high nexus among items since the CR and Alpha values are larger than 0.70 and loadings and AVE values are more than 0.50.

Table 1:

Convergent validity

Constructs	Items	Loadings	Alpha	CR	AVE
Job Performance	JP1	0.797	0.908	0.929	0.684
	JP2	0.849			
	JP3	0.808			
	JP4	0.834			
	JP5	0.847			
	JP6	0.828			
Organizational Citizen Behavior	OCB1	0.845	0.969	0.972	0.644
	OCB10	0.715			
	OCB11	0.787			
	OCB12	0.826			
	OCB13	0.767			
	OCB14	0.796			
	OCB16	0.848			
	OCB17	0.838			
	OCB18	0.825			
	OCB19	0.829			
	OCB2	0.791			
	OCB20	0.804			
	OCB22	0.714			
	OCB3	0.765			
	OCB4	0.832			
	OCB5	0.799			
	OCB7	0.828			
	OCB8	0.811			
OCB9	0.803				
Organizational Support	OS1	0.833	0.801	0.850	0.536
	OS2	0.546			
	OS3	0.806			
	OS4	0.720			
	OS5	0.723			
Psychological Capital	PC1	0.830	0.935	0.946	0.663
	PC10	0.776			
	PC11	0.572			
	PC2	0.859			

Constructs	Items	Loadings	Alpha	CR	AVE
	PC4	0.851			
	PC5	0.818			
	PC6	0.870			
	PC8	0.860			
	PC9	0.850			

Secondly, the discriminant validity has been shown by the results that are related to the nexus among variables and test by using Fornell Larcker along with cross-loadings. The figures highlighted that the valid discriminant validity and low nexus among variables because the values that show links with variable itself are higher than the values that show the links with other variables. These values have been mentioned in Table 2 and Table 3.

The discriminant validity was also checked by using Heterotrait Monotrait (HTMT) ratio. The figures highlighted Table 2:

Fornell Larcker

	JP	OCB	OS	PC
JP	0.827			
OCB	0.508	0.802		
OS	0.409	0.433	0.732	
PC	0.412	0.456	0.437	0.814

Table 3:

Cross-loadings

	JP	OCB	OS	PC
JP1	0.797	0.465	0.370	0.344
JP2	0.849	0.427	0.341	0.361
JP3	0.808	0.443	0.389	0.340
JP4	0.834	0.379	0.277	0.315
JP5	0.847	0.417	0.312	0.357
JP6	0.828	0.374	0.328	0.322
OCB1	0.464	0.845	0.363	0.374
OCB10	0.323	0.715	0.309	0.349
OCB11	0.395	0.787	0.346	0.366
OCB12	0.385	0.826	0.309	0.398
OCB13	0.393	0.767	0.352	0.351
OCB14	0.298	0.796	0.288	0.359
OCB16	0.451	0.848	0.362	0.372
OCB17	0.448	0.838	0.375	0.384
OCB18	0.448	0.825	0.368	0.372
OCB19	0.457	0.829	0.383	0.349
OCB2	0.392	0.791	0.342	0.359
OCB20	0.445	0.804	0.378	0.376
OCB22	0.310	0.714	0.305	0.346
OCB3	0.398	0.765	0.355	0.351
OCB4	0.386	0.832	0.310	0.396
OCB5	0.307	0.799	0.289	0.354
OCB7	0.456	0.828	0.384	0.351
OCB8	0.466	0.811	0.382	0.379
OCB9	0.449	0.803	0.373	0.369
OS1	0.391	0.459	0.833	0.395

the valid discriminant validity but low nexus among variables because the values of HTMT were shown less than 0.90. These values are illustrated in Table 4 and Figure 2.

OS2	0.114	0.121	0.546	0.112
OS3	0.393	0.459	0.806	0.417
OS4	0.229	0.171	0.720	0.273
OS5	0.231	0.174	0.723	0.264
PC1	0.336	0.325	0.391	0.830
PC10	0.356	0.346	0.364	0.776
PC11	0.285	0.263	0.175	0.572
PC2	0.328	0.398	0.335	0.859
PC4	0.319	0.370	0.378	0.851
PC5	0.305	0.401	0.369	0.818
PC6	0.302	0.395	0.396	0.870
PC8	0.370	0.415	0.366	0.860
PC9	0.409	0.406	0.388	0.850

Table 4:
Heterotrait Monotrait ratio

	JP	OCB	OS	PC
JP				
OCB	0.533			
OS	0.424	0.420		
PC	0.446	0.479	0.451	

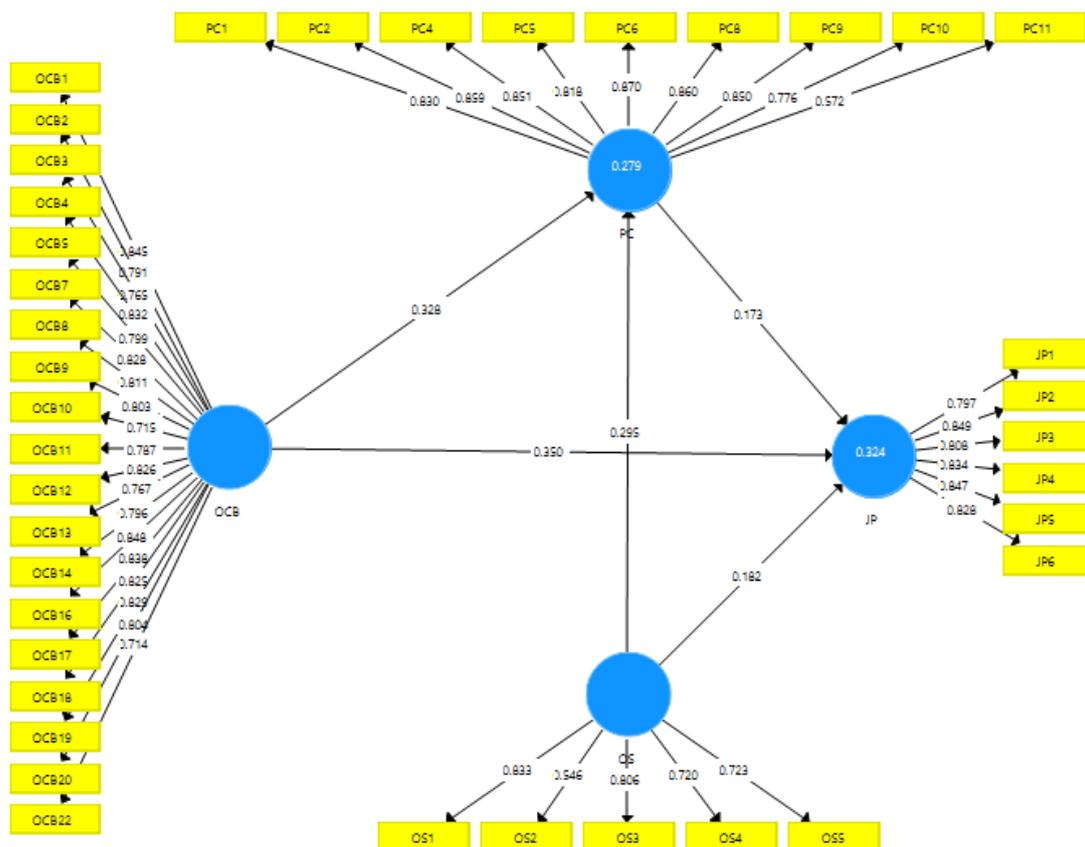


Figure 2: Measurement model assessment

Finally, the path analysis method was used to assess the structural model, and figures revealed that organizational support and OCB had a positive association with psychological

capital of energy enterprises. Thus the H1 and H2 were accepted.

Figure 3 and Table 5 reveal that psychological capital, organizational support and OCB have a positive association

with job performance of energy enterprises and thus H3, H4 and H5 are also accepted. These outcomes also exposed that psychological capital positively mediates among the nexus of organizational support, OCB and job performance of energy enterprises and thus the H6 and H7 are also accepted. These relationships are illustrated in Table 5.

Discussions and implications

The results of the study have revealed that organizational support is positively related to psychological capital. These results are consistent with the results of past studies (Shukla & Rai,2015) which further justifies the employees’ perception that the organization values their efforts, takes care of them and provides resources to perform in a better way. The results show the evidence that organizational citizen behavior is positively associated with psychological capital. These results match with previous studies, (Lather and Kaur,2015), according to which organizational citizen behavior found among the organizational personnel improves the rate of psychological capital. Moreover, the results also showed that psychological capital has a positive association with job performance. These results are in line with the past studies (Gupta, Shaheen, and Reddy,2017), where the importance of psychological capital for job performance has been shown. The results have indicated that organizational support is positively linked with job performance. These results are in line with the past studies (Chiang and Hsieh,2012), which also show that organizational support is considerable for the achievement of job performance.

The results of our study also revealed that organizational citizen behavior has a positive linkage with job performance. These results agree with the past studies (Harari, Reaves, and Viswesvaran,2016) which proves that organizational citizenship behavior improves the performance of employees within the organization. The results have also indicated that the psychological capital is an appropriate mediator between organizational support and organizational citizen behavior and job performance. These results are approved by studies such as (Kappagoda, Othman, Zainul, and Alwis,2014) which also implies that organizational support and organizational citizen

behavior positively affect the psychological capital which further improves job performance.

The study carries both theoretical and empirical implications. From the perspective of theoretical implication, this study contributes to the domains of organizational behavior and personnel management. The study outlines how organizational support, organizational citizen behavior, and psychological capital improve job performance of employees. In addition, the study also describes how organizational support and organizational citizen behavior influence psychological capital, which also performs the role of a mediator between organizational support and organizational citizen behavior and job performance. The study makes the empirical implication by giving a guideline to organizational management of how to improve job performance of employees by developing the qualities of organizational support, organizational citizen behavior, and psychological capital within the employees of the organization.

Conclusion and limitations

To conclude, it can be safely argued that organizational support is positively associated with psychological capital. Similarly, the higher organizational citizen behavior also results in a high rate of psychological capital among the personnel. The improvement in psychological capital brings good changes in the performance of employees. Furthermore, the results indicate that organizational support has a positive link with job performance. This implies that organizational support is of greater importance to an organization as it motivates employees to perform in a better way. The results also revealed that organizational citizen behavior improves the working capacity and working skills of employees who give better outputs. Besides, the study reveals that psychological capital is the mediator between organizational support and organizational citizen behavior and job performance. The organizational support and organizational citizen behavior improve the psychological capital, which further causes favorable changes in the job performance of the employees.

Table 5: A path analysis

Relationships	Beta	S.D.	t-statistics	p-values	L.L.	U.L.
OCB -> JP	0.350	0.062	5.625	0.000	0.243	0.443
OCB -> PC	0.328	0.068	4.861	0.000	0.227	0.436
OS -> JP	0.182	0.067	2.699	0.004	0.066	0.282
OS -> PC	0.295	0.055	5.405	0.000	0.226	0.397
PC -> JP	0.173	0.064	2.716	0.004	0.078	0.279
OCB -> PC -> JP	0.057	0.021	2.734	0.004	0.021	0.090
OS -> PC -> JP	0.051	0.023	2.193	0.015	0.019	0.097

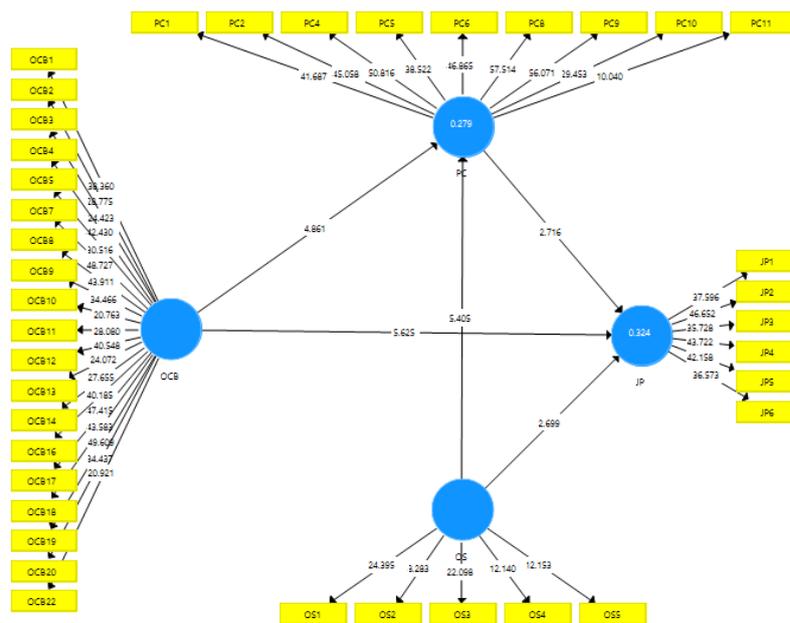


Figure 3: Structural model assessment

Like many other studies, this study also had a few limitations despite its great theoretical and empirical implications. The study has thrown light only on a few factors which affect the job performance of the employees as it describes the influences of organizational support, organizational citizen behavior, and psychological capital on the job performance of the employees. Future studies should address other factors which also affect the job performance of the employees and are not covered in this study. Another limitation was that this study used only one source for data collection while future studies can use multiple sources for data collection. The study also used psychological

capital as a mediator while the same variable can be used as a moderator between organizational support and organizational citizen behavior and job performance.

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