



The Mediation Of Work Engagement Between Job Satisfaction And Organizational Citizenship Behavior: A Study Of Healthcare Sector

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Abstract

The effectiveness and efficiency of hospital marketing will be significantly impacted by shifts in the organizational citizenship behavior of healthcare professionals. An employee's job satisfaction and dedication to their work may change depending on how much leeway they are given in areas outside of their job description (WE). In order to determine if and how organisational citizenship behaviour is associated with job satisfaction (JS), this study focuses on healthcare professionals in Malaysian hospitals (OCB). The study also investigates the correlations between latent variables that are created internally and those that are introduced outside. There were a total of 239 useable, completely filled questionnaires returned from healthcare professionals who were surveyed. Hypotheses have been evaluated using PLS-SEM. Workplace engagement and good corporate citizenship are both improved when healthcare personnel are happy with their jobs, according to studies. Employee engagement is a robust indicator of good corporate citizenship behavior, and this is widely acknowledged. The connection between job fulfilment and ethical business practises has been mediated, in part, by the level of employee participation. To meet the needs of their patients and maintain high standards of care, hospitals need doctors and nurses that demonstrate exemplary organisational citizenship behaviour. As a result, there has to be major changes made to increase the impact of healthcare workers' job happiness and engagement.

Keywords: Occupational Citizenship Behavior, Healthcare Employees' Satisfaction with Their Jobs, and Patient Care Quality

Introduction

The healthcare sector in Malaysia has always been a major economic driver. Medical tourism is a growing industry, and the government of Malaysia is committed to making it one of the country's top economic priorities. Despite this, Malaysia's healthcare industry faces tough competition from countries like Singapore and Thailand. Moreover, investing in healthcare

professionals' services is equally as important as spending in infrastructure improvements and amenities in order to ensure patient contentment (Tsai & Wu, 2010). In light of this, human resource management is a concern for all hospital administrators (HRM). Doctors and nurses, who are at the forefront of patient care, converse with patients. Therefore, the satisfaction of their customers and the quality of service they receive are directly linked to the state-of-the-art technology they employ.. Researchers have found that hospital outcomes, efficiency, and public perception are all significantly impacted by employees' off-duty organizational citizenship activity. (Sulea et al., 2012). According to several research, hospitals' capacity to deliver on their patients' and visitors' expectations for a great experience is correlated with their commitment to good corporate citizenship. Multiple studies reveal that patients' opinions of the quality of their care and their loyalty to their healthcare providers are strongly influenced by employees' corporate citizenship practices. (Smith, Organ & Near, 1983). There is no guarantee that employees who engage in organisational citizenship behaviour will be financially rewarded for their efforts. Such behaviour is characterised by employees' discretionary actions that go above and beyond the call of formalised responsibilities and help other employees and organisations (Somech & Drach-Zahavy, 2004). Various countries in the West and elsewhere may have different standards for "organizational civic behavior" due to cultural differences. It was postulated that workers in more collectivistic countries, such as Malaysia, would be more prone to exhibit citizenship behaviors within their organizations. (Ueda, 2012). Organisational citizenship behaviour among healthcare professionals is critical because it encourages patients to assist with chores that are not directly related to their job duties in a timely and enthusiastic manner. Due to a consistent lack of available workers, the service industry must prioritise corporate citizenship initiatives (Chen, Niu, Wang, Yang & Tsaur, 2009). When healthcare workers make mistakes or take too long to administer the correct treatment, patients may suffer permanent harm to their health. Therefore, for healthcare organisations dealing with high intent to turnover, fostering a culture of organisational citizenship is vital (Tsai & Wu, 2010). Workplace satisfaction and involvement are linked to better organisational citizenship behaviour, according to the literature (Tsai & Wu, 2010). Engagement at work is a psychological term that highlights the growth of human potential and abilities (Bakker, Schaufeli, Leiter & Taris, 2008). Researchers have described employee engagement as "a good, rewarding, work-related state of mind characterized by vigor, commitment, and immersion" (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Innovative, devoted, proud, and present workers are those who have a genuine interest in their jobs. Despite the challenging working conditions, they genuinely love what they do (Bakker, Demerouti & Sanz-Vergel, 2014). As a result, increasing employee engagement at work has enormous potential to increase brand loyalty, staff morale, and business success both internally and externally (Matula & Uon, 2016).

How happy a person is in their employment is indicative of how well they do on the job (Robbins & Judge, 2005). A lot of research has been done to examine the trends in job satisfaction among medical professionals, particularly doctors (Nelson & Cavanagh, 2018). Empirical studies consistently link job happiness to a plethora of positive outcomes in the workplace, including organisational citizenship behaviour across a wide range of professions and ethnicities (Lu et al., 2012). Numerous studies in recent years have looked at what factors contribute to employee satisfaction and loyalty in the healthcare profession. (Lu et al., 2012). Although the connection

between engaged workplaces and good corporate behaviour is well acknowledged, its precise nature remains elusive. There is a dearth of literature on how WE acts as a moderator between JS and civic engagement. A happier work environment is hypothesised to lead to more productivity on the part of health professionals, which in turn encourages them to take a more active role in corporate citizenship. This study expands our understanding of public involvement in healthcare and sheds light on some intriguing new developments in this area. However, the findings from this study back up the initiatives taken by health care administration to expand the discretion and flexibility of medical staff. The overarching purpose of this research is to learn how work happiness affects things like employee engagement and corporate citizenship practices. Employee participation is highlighted as a key factor in determining the association between corporate citizenship and job satisfaction.

Literature Review and Development of Hypotheses

Dissatisfaction with work is a major factor in the turnover, absenteeism, and burnout rates among medical professionals (Lu et al., 2012). Employees' levels of organizational citizenship behavior were shown to be most strongly correlated with their level of job satisfaction. (Tsai & Wu, 2010). The research also shows a strong connection between individual and corporate citizenship behaviour and contentment in the workplace (Hurst, Baranik & Clark, 2017). Instead of complaining about corporate pressure and minor inconveniences, doctors can demonstrate their organisational citizenship behaviour by bolstering the confidence of those who are uninformed, rewarding the efforts of those who are knowledgeable, and backing innovations that could transform the medical industry. If workers are happy in their jobs, the Social Exchange Theory (SET) suggests that they will be more productive and cost-effective for their employers (Aeknarajindawat, 2020). The following hypothesis has been advanced in light of the preceding discussions.

H1: JS and OCB have a close, mutually beneficial relationship.

Employee participation at work is essential for enhancing corporate citizenship behaviour in all organisations (Abdul et.al 2019). Involved workers were found to be more productive and to be given more freedom to take on duties outside of their original remit (Pompuang et.al 2019). The study also discovered that workers who were satisfied with their occupations were less likely to engage in counterproductive behaviors and were better representatives of the company as a whole (Sulea et al., 2012). In addition, According to Simpson's studies, "engaged" nurses are more likely to act ethically on the job and do a better job overall. Those who are invested in their jobs as healthcare professionals and who feel strongly about their work will likely deliver excellent results. Based on what has been said above, it appears that:

H2: WE and OCB have a robust and mutually beneficial relationship.

Numerous studies have shown that workers' enthusiasm for their jobs is directly linked to their happiness on the job (Mache et.al 2014). This study confirmed the findings of previous studies connecting work satisfaction with organizational loyalty. (Yalabik et.al 2013). In a poll of 123 physicians, Mache et al. (2014) Job satisfaction was shown to be much higher for those working in the healthcare industry. Thus, the aforementioned claim may be supported by the fact that

contented healthcare employees are more likely to give their whole attention and effort to their jobs.

H3: Both job happiness and loyalty to one's employer are strongly correlated with one another. There is substantial evidence linking employee enthusiasm with ethical business practises. However, a number of researchers claim that happiness on the workplace is a prerequisite for both organisational citizenship behaviour and employee engagement (Hurst et al., 2017; Mache et al., 2014). Before, between workers' access to job resources and the associated behaviors stood work engagement as an intermediary variable (in this case, OCB) (Bakker, Demerouti & Verbeke, 2004). Employees' states of mind were monitored throughout time, including their dedication to and enjoyment of their employment by Yalabik, et al. (2013) using data collected over time. The authors conclude that a person's outlook on their job is the most important determinant in their level of job satisfaction. Further, the results showed that job engagement, a mediating variable between the aforementioned connections, is a mechanism via which attitudes at work explain behavioural outcomes like employee performance and turnover intention (Yalabik et al., 2013). The following argument is supported by data showing that happy workers are more likely to take initiative in helping colleagues, positively representing the company, and exhibiting other behaviors typically associated with effective management.

H4: Engaged workers are more likely to be productive and happy on the job, and to be good corporate citizens.

Research Methodology

“Sample of the Study”

The data was acquired quantitatively, using a cross-sectional study approach. Participants in the study come from a range of healthcare settings throughout Malaysia, including both public and private facilities. Around four hundred and fifty questionnaires were distributed to staff members at these public and private healthcare facilities. The hospital employees filled out these surveys willingly during their own time. A representative sample was obtained through a random selection of participants. Before beginning the survey, each participant was given a brief explanation of the study's purpose and relevance. Respondents were informed in the cover letters that their responses would be kept confidential and that their participation was voluntary. Only 257 of the necessary questionnaires were sent back, and an additional 23 were disregarded as incomplete. For this study, we analysed data from 234 questionnaires, for a response rate of about 52%.

Constructs Measurement

Anderson, Coffey, and Byerly created the five (5) item job satisfaction measurement scale (2002). Similarly, Yoon and Suh (2014) used a four-factor scale that included three dimensions of organizational citizenship behaviour (4 items), kindness (5 items), and sportsmanship (4 items) to measure civic virtue. (4) items (2003). Both variables were rated on a 5-point Likert scale, from "strongly disagree" to "strongly agree." The United States Work Engagement Short

Form (UWES-9) is a nine-item scale that measures three different aspects of employee commitment to their jobs (9) items, is the last one. This is a three-factor scale created by Schaufeli, Bakker, and Salanova. (3) items because of their enthusiasm, dedication, and total involvement (2006). A 6-point Likert scale was used to rate these items, with 0 indicating never and 6 indicating always.

Results

Smart PLS 3.0 was used to analyze the data, and PLS-SEM was employed for hypothesis testing (PLS-SEM). Intelligent PLS is used to examine the structure's path coefficients and their additive, multiplicative, and cumulative contributions (Astrachan, Patel & Wanzenried, 2014). Descriptive statistics, data entry, and data screening are all handled with SPSS 23.0.

Demographic Profile

According to the profiles of the 234 responders, 44.90% were doctors and 55.10% were nurses. 62.3 percent of the survey's total participants were female, compared to 36.7 percent of men. The majority of the respondents in this study (61.7%) were young people between the ages of 25 and 30. Most respondents were of Chinese ancestry (69.5%), followed by those of Malay (11.2%), Indian (13.8%), and other (5.5%). Regarding marital status, the majority of participants (62.0%) was single, followed by married (27.3%), separated (2.1%), widowed (4.9%), and divorced (3.4%).

Assessment of Measurement Model

In this work, we used composite reliability to examine latent variable consistency (CR). Table 1 displays CR values that were all more than the cutoff point of 0.70 for organisational citizenship behaviour, job happiness, and employee engagement in their workplace (Hair Jr, Hult, Ringle & Sarstedt, 2017). Items' Mean Variance and Loadings Convergent validity of latent variables was evaluated using data taken from the measurement model (AVE). Item loadings in the range of 0.40 to 0.70 are permitted, provided that the item's AVE and CR remain within the permitted limits by Hair et al (2017). Due to low loadings below 0.40, four elements relating to organisational citizenship conduct have been removed. Then, the components with loadings between 0.650 and 0.883 that measure organisational civic behaviour, work engagement, and job satisfaction were retained. Hair et al. (2010) state that all variables in the current study showed AVE values more than or equal to 0.50. (2017). Positive evidence of convergent validity was found.

"Constructs"	"Indicators"	"Items"	"CR"	"AVE"
	OCB_1	0.782	0.875	0.602
	OCB_2	0.861		
	OCB_3	0.855		
	OCB_4	0.873		

Organizational_citizenship_behavior	OCB_5	0.650		
	OCB_6	0.851		
	OCB_7	0.685		
	OCB_8	0.734		
	OCB_9	0.876		
"Job satisfaction"	JS_1	0.722	0.884	0.526
	JS_2	0.781		
	JS_3	0.832		
	JS_4	0.853		
	JS_5	0.823		
Work engagement	WE_1	0.865	0.931	0.745
	WE_2	0.695		
	WE_3	0.874		
	WE_4	0.883		
	WE_5	0.856		
	WE_6	0.843		
	WE_7	0.875		
	WE_8	0.832		
	WE_9	0.875		

We use the Heterotrait-Monotrait Criterion (HTMT) and the (Fornell & Larcker, 1981) methods used in this study were aimed at assessing the measurement system's ability to discriminate across groups (Henseler, Ringle, & Sarstedt, 2015). Discriminant validity according to the Fornell-Larcker criterion has been shown because the square roots of the AVEs for all latent variables in the current investigation are bigger than the remainder of the correlation values among the variables (see Table 2). Even at their greatest, HTMT scores fell short of the 0.85 threshold (Kline, 2015). The investigation's findings provide the discriminating validity even more support.

"Constructs"	OCB	JS	WE
"OCB"	0.752	-	-
"JS"	0.632	0.732	-
"WE"	0.721	0.693	0.845

Table 3 "ASSESSING HTMT FOR DISCRIMINANT VALIDITY"			
"Constructs"	JS	OCB	WE
"JS"	-	-	-
"OCB"	0.692	-	-
"WE"	0.795	0.793	-

"Assessment of the Structural Model"

In order to assess the structural model, collinearity must first be measured. When all VIF values were under the 3.3-5 thresholds, it was decided that there was no issue (Hair Jr et al., 2017). There was no evidence that any concept suffered from multi-collinearity.

Table 4 "COLLINEARITY OF THE CONSTRUCTS"	
"Constructs"	OCB
"JS"	2.054
"WE"	2.023

The route coefficients were calculated using bootstrapping with 5000 resamples. Participation on the part of workers is significantly correlated with feelings of job satisfaction and with exemplary behavior on the job ($p=0.063$ and $p=0.0243$, respectively). Route coefficient values suggest that workplace involvement, rather than job pleasure, is a more important predictor of good citizenship in the workplace. Organizational citizenship conduct was found to be positively connected with an employee's sense of engagement in their work ($r=0.620$, $p<0.05$). Therefore, H1-H3's prognostications were spot-on. Specifically, the effect sizes for Hypotheses 1, 2, and 3 were 0.030, 1.081, and 0.432, respectively. In contrast to Hypothesis 1, which was declared "little" because its value was over Cohen's suggested cutoff of 0.02, Hypotheses 2 and 3 were deemed "large" because their measures exceeded the permissible value (1992). Employee engagement is linked to better corporate citizenship activity by 55%, and higher levels of work satisfaction by 51%, according to recent studies. The R^2 values for the two dependent variables are about average. We found that the endogenous latent variables had an R^2 of 0.70, 0.50, and 0.25, respectively, indicating a significant, moderate, and slight level of fit (Hair Jr et al., 2017). Light is not used in the calculation of predictive relevance (Q^2), and an omission distance of 7 is used. Table 5 displays Q^2 values for dependent latent components that are all larger than 0, indicating that the model has excellent predictive power. Due to the nature of mediation, direct effect testing between variables without a mediator construct in the model was conducted via bootstrapping. (Preacher & Hayes, 2008). Table 6 displays a correlation between job contentment and CSR efforts ($= 0.634$, $p<0.05$, $t= 20.70$). Thereafter, we update the structural route model to include the mediating variable (WE). The effect size of the mediating variable was favourable and statistically significant ($= 0.452$, $p<0.05$, $t= 10.43$). To the same end, the variance account was used to estimate the size of the mediator (VAF). This means that 73.5 percentage points of variation were explained (total effect plus indirect effect). According to the findings, an

individual's level of involvement at work may be responsible for as much as 73.5% of the variation in the connection between job satisfaction and civic behavior at the workplace. Full mediation is considered if the VAF is worth more than 80%, partial mediation if the VAF is worth between 20% and 80%, and no mediation at all if the VAF is worth less than 20%. To wit: (Hair Jr et al., 2017). When we talk about "VAF under 80%," we're talking about the highest level of mediation. Specifically, the data lend credence to Hypothesis H4, which proposes that the level of employee investment in their work moderates the relationship between JS and citizenship behavior in the workplace.

"Relationships"	"β value"	"t values"	"p values"	"Decision s"	R ²	F ²	Q ²
"Job satisfaction ->OCB"	0.243	2.140	0.014	Accepted	0.435	0.030	0.230
"Job satisfaction ->WE"	0.623	23.757	0.000	Accepted	0.423	1.081	0.371
"Work engagement ->Organizational citizenship behaviour"	0.620	21.453	0.000	Accepted	0.472	0.432	0.270

Process	Relationships	β value	"Indirect Effect"	"Total Effect"	"VAF"	"t values"	"p values"	"Decisions"
Direct Effect	Job satisfaction -> Organizational citizenship behaviour	0.634				20.70	0.000	Accepted
Indirect Effect	Job satisfaction -> OCB	0.165						
	Job satisfaction -> Workengagement	0.720	0.452	0.603	0.73.5	10.43	0.000	
	Work engagement -> OCB	0.654						

Discussions

This research endeavors to answer the question, "Is there a connection between employee satisfaction and excellent business behavior?" specifically within the context of Malaysian healthcare organizations. In this research, we analyse the connections between job contentment and employee engagement, as well as between employee engagement and corporate citizenship behaviour. As may be predicted, employee satisfaction at work has a substantial effect on their willingness to participate in corporate citizenship initiatives. Healthcare providers will need to go above and beyond their clearly outlined duties if they want to keep their staff happy. This confirms the findings of prior studies establishing a link between contentment in one's

profession and dedication to one's work Hospital administration has an opportunity to make a positive impact on employee morale and knowledge retention by addressing a problem that affects all licenced healthcare workers.

The study's authors argued that employees who took part in research projects demonstrated better organisational citizenship as a result. It was a conclusion shared. Helping those with disabilities, juggling multiple responsibilities, or searching for missing persons without causing undue stress or holding up the search are all examples of organizational citizenship behavior tasks that are crucial to the security of the public and the timeliness of services provided to patients. The demand for this work will only increase as the healthcare workforce expands to accommodate more patients. The results show that when employees are invested in their work, there is less of a link between JS and corporate citizenship. Consistent with the argument made Therefore, a mediation model was created for this research to explain the relationship between attitude and behavior affecting factors and work engagement. This finding backed up the hypothesis that satisfied healthcare personnel are more invested in their jobs. They encourage those who are working hard because of their own strength, energy, and sense of accomplishment.

“Practical Implications”

This study's results provide credence to the argument that an employee's level of background knowledge mediates the connection between job satisfaction and ethical behavior on the job. Rising "organizational citizenship" — defined as employees' willingness to help their coworkers — has been linked to greater job satisfaction among healthcare personnel. Understanding the disparities in job satisfaction between doctors and nurses is important for policy makers and managers who want to increase work engagement and build organisational citizenship in the workplace. These results suggest that medical workers' levels of job satisfaction have a substantial bearing on their loyalty to their employers. A decrease in the healthcare provider's optimistic mental state and behaviour could jeopardise the patient's health and the credibility of the healthcare facility. The administration of the medical centre should work hard to create a pleasant workplace and implement effective human resource policies that value and reward dedication, teamwork, closeness to coworkers, technical expertise, and the pursuit of professional growth. Nurses may report a level of job satisfaction similar to that of other healthcare professionals, but they continue to be viewed as being less valued and respected than physicians. If management doesn't treat their staff fairly and recognise their hard work, it could lead to discontent among the nurses. In conclusion, if healthcare personnel were more satisfied with their jobs, they would have more strong human capital, which would boost their work engagement and provide them more leeway to behave responsibly within their organisations. As an added bonus, healthcare workers who feel valued and have room to advance their careers have a good attitude on their jobs and are happy to lend a hand to their coworkers.

Conclusion and Direction for Future Research

Due to the labor-intensive nature of healthcare institutions, having good organisational citizenship is essential for providing quality care. Organizational citizenship behaviour helps healthcare professionals fulfil the rising expectations of their patients. The study's findings

suggest that healthcare personnel should take initiative to boost their own levels of job satisfaction and workplace engagement. An engaged workforce, built on a foundation of job satisfaction, is more likely to foster corporate citizenship behaviors such as team cooperation, positive ratings, and information sharing. Organizational citizenship behaviour provides customers and workers with value-added services, such as time, effort, and expertise. There are many problems with the analysis. First, the method used in this study cannot definitively establish a causal association because it is cross-sectional. Using cross-sectional data, one could only demonstrate the effect of the predictor variable across time in relation to a specific criterion variable. The results of longitudinal studies may shed new light on established facts. Second, frequent technique bias issues may occur if all the data for this study comes from the same place, which might happen if more sources, including coworkers and supervisors, are used in the future. Thirdly, in order to avoid generalising the results, the current study exclusively included healthcare professionals working in Malaysian hospitals. A larger number of medical facilities may participate in the potential investigation. The study's response rate of 52% indicates that the vast majority of healthcare personnel do not have the means to take part in this poll. Since representative sampling was used, the vast majority of respondents were in their twenties. A quota sampling technique may be implemented in the future to guarantee representative samples from each age group for more accurate data collection. Researchers sought to take into account how people everywhere felt about their jobs, so they utilised a standardised global measure of work satisfaction. The relationship between job fulfillment and higher-order variables like "organisational citizenship behavior" deserves further study in the future.

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