

THE MEDIATING ROLE OF ORGANIZATION CITIZENSHIP BEHAVIOR BETWEEN ISLAMIC WORK ETHICS AND JOB PERFORMANCE IN THE COMMERCIAL BANKS OF PAKISTAN

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Abstract. *This study investigates the mediation role of organizational citizenship behavior (OCB) between Islamic work ethics (IWE) and Job*

Performance (JP) in commercial banks of Pakistan. Data was collected from 336 respondents with the help of an adapted questionnaire with sound validity and reliability. Collected data was analyzed with the help of Smart PLS4. Findings of the study show that IWE positively and significantly affect OCB and JP. Results also confirmed the complementary partial mediating role of OCB such that for higher IWE and OCB the higher the JP. The findings of the study are believed to have a number of implications for the organizations, practitioners and academicians to foster IWE and OCB to maximize JP. In addition, the study improved our knowledge that how IWE affect OCB and job performance in the context of Pakistani's commercial banks. The limitation of the study is that its conclusions are limited to the Pakistani's commercial banks in its own distinct style of functioning, culture and environment. Further research may be carried out on the variables of workforce deviant behavior, organization politics, job engagement, organization culture, emotional well-being, organizational performance and locus of control in relationship with IWE. It is highly suggested to provide frequent training and seminars on IWE in order to improve OCB and job Performance.

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Introduction

In today's competitive world, the critical challenge for organizations is to maintain sustainable advantage over the competitors. For this purpose, organizations are investing a lot of resources to enrich human capital within the organization and to provide such an organization culture that defines its internal and external identity. There is a very close relation between the two and the latter is highly affected by

the ethical values and beliefs of the former. In the West, this relationship has been recognized since the work of Weber (1930) who coined the concept of Protestant Work Ethic (PWE). Weber was of the opinion that Protestant work ethic, value hard work and efficiency in this world and a way to eternal salvation. In other words, Weber linked business success to religious belief (Yousef, 2000a). Weber's thought of capitalism and wealth accumulation was reshaped by McClelland (1961) in Achievement Need Theory. According to him every individual has an internal drive to achieve excellence. However, some recent examples of lack of professional ethics in Western setup resulted in the collapse of several renowned organization including Enron Corporation and World.com (Marri, Sadozai, Zaman, Yousufzai, & Ramay, 2013). These organizational shocks made researchers more conscious about the issue of work ethic in organizations.

No doubt, work ethic is a broader concept and is a set of general moral principles that guide the behavior of the workforce leading them to produce high-quality work consistently and the outputs motivate them to stay on track. The Weber's thesis of PWE could be considered a part of that general set. Studies have been conducted across Europe and developed countries to see the effects of PWE on employee's performance. Leaving the results of these studies aside, it is not difficult to conclude that PWEs are different from Islamic work ethic. For Islam work is not only divine it is an essential aspect of human life, a source of social gratification and psychological pleasure. It instructs and gives emphasis on hard work wherever and whenever possible. Long term business value maximization is supported by ethics. Business and ethics under the Islamic system is not only compatible but inseparable (Muhammad, Junoh, Abdullah, Redzuan, & Muhamad, 2013). Unfortunately, either IWE has not widely been studied in management studies or have been misunderstood (Ahmad & Owoyemi, 2012). However, it was Ali (1988) who, for the first time, developed instrument for its measurement. Since then, IWE as a field of study has been attracting researchers to study it in different countries including Pakistan. Review of the extant literature shows that some variables (Job satisfaction, organization commitment and job turnover intentions) have repeatedly been studied by researchers in a plethora of researchers (Jabid, Soleman, & Jannang, 2023; Khan & Arshad, 2016; Tufail, Shahzad, Gul, & Khan, 2017; Yusof, Yusof, & Abbas, 2017; Zaman, Nas, Ahmed, Raja, & Marri, 2013). However, these studies have employed, either, smaller sample sizes, or weak/biased sampling techniques which have resulted in very little logical connectivity with empirical results in other Islamic countries and Pakistan. IWE relationship with other important variables like organization citizenship behavior (OCB), job performance has seldom been studied while, on the theoretical side, these relationships have solid theoretical backgrounds. Study of these variables has been recommended by researchers (Bangash, 2018; Marri et al., 2013; Usman, Shahzad, & Khan, 2015). Therefore, the study of these variables in the context of Pakistan is highly relevant. This study is an endeavor in that direction.

Literature Review

Islamic Work Ethics

The fusion of Islam, work, and ethic is known as the Islamic work ethic (IWE). Islam comes from the Arabic word salam, which means peace. Islam is a monotheistic religion based on the last Prophet Muhammad's (SAW) revelation of "total submission to Allah's will." In Islam, work is defined as endeavors made in order to satisfy one's life. Ethics is a system of moral rules that distinguishes between right and wrong (Beekun, 1997). Zaman et al. (2013) defined ethic as "the study of right and wrong and the beauty of choice made by a person" (p. 93). Its suitable translation in Islamic terminology is the Arabic word "Akhlāq," which is a collective phrase for several characteristics. This word Akhlāq makes a connection between the Creator (Khaliq) and the creature (Makhloq). Shortly, Akhlāq refers to the use of desired way of establishing relationship between the Creator (Allah) and the creature (human), and between creature and another creature (Husin & Kernain, 2019). When comparing the ethics of the West to Islam in a one-to-one ratio, care must be taken. This is due to the fact that according to Western sociologist, ethics are dependent on individual perspective in the determination of good or bad while in Islam "the source of ethics is its religious institution, transmitting a divine revelation to mankind" (Ahmad & Owoyemi, 2012, p. 117). It implies that IWE is based on the sanctity of the Quran and the sayings of the Prophet Muhammad (SAW), and that all morality and character attributes, no matter how good or poor, must be supported by these two sources.

IWE is a driving force of many employees and organizational outcomes. A comprehensive review of available published work on IWE show that IWE as an independent variable was used repeatedly in relation to job satisfaction, organization commitment and job turnover intentions. Positive relationship of IWE and job satisfaction was revealed by the empirical results of a number of studies (Febriani, Thoyib, & Rofiaty, 2018; Gheitani, Imani, Amiri, & Foroudi, 2018; Khan & Arshad, 2016; Mohamed, Karim, & Hussein, 2010; Yusof et al., 2017). The results of these studies depict that when employees are provided with an environment that is enriched with IWE they feel more satisfied as divine values amalgamated with personal belief.

Empirical evidence of positive relationship of IWE and organization commitment was also supported by number of studies (Farsi, Shiraz, Rodgarnezhad, & Anbardan, 2015; Khan & Arshad, 2016; Marri et al., 2013; Mohamed et al., 2010). However, in a few studies (e.g. Abdi, Wira, Nor, & Radzi, 2014; Febriani et al., 2018; Gheitani et al., 2018) IWE relationship with organization commitment was not found significantly related. Here the researchers have not provided rationalistic explanation to the satisfaction of the reader as to why the relationship between the variables was not significant.

It has also been found that some negative attitude of employees can be reduced with the employment of IWE at the workplace. This fact is evident from the results of a number of studies (Khan & Arshad, 2016; Maaz-ud-Din & Farooq, 2016; Marri et al., 2013). These results exhibit that IWE appears to be the main driving force behind the reduction of job turnover intentions of employees. Job stress, another negative attitude of employee, can also be reduced by using IWE an independent variable as found by the study of (Maaz-ud-Din & Farooq, 2016). Unethical use of computer can also be reduced using IWE. This contention is being validated by the conclusions of research by (Mohamed et al., 2010).

In addition to the above quantitative studies, results of quantitative studies also reveal the fact that IWE is positively linked with the intrinsic motivation (Zaman et al., 2013), job performance (Abdi et al., 2014; Febriani et al., 2018), innovation capability (Farrukh, Butt, & Mansori, 2015; Yesil, Sekkeli, & Dogan, 2012), OCB (Murtaza et al., 2014; Ramalu & Rashid, 2016, 2017; Usman, Shahzad, Roberts, & Zafar, 2015), organizational justice (Khan & Arshad, 2016), loyalty (Ali & Al-Kazemi, 2007), individualism (Khalil & Abu-Saad, 2009), employee well-being (Maaz-ud-Din & Farooq, 2016), job involvement (Khan et al., 2013), role ambiguity (Yousef, 2000b), knowledge sharing behaviour (Murtaza et al., 2014) and attitude toward organizational change (Yousef, 2000a).

In conclusion we can say that Islamic work ethic (IWE) has been widely studied as a driving force for employee satisfaction, organizational commitment, and job turnover intentions. Studies have shown a positive relationship between IWE and job satisfaction, as employees feel more satisfied when their environment is enriched with IWE. IWE has also been found to reduce negative attitudes and job stress, as well as unethical use of computers. Furthermore, IWE has been positively linked with intrinsic motivation, job performance, innovation capability, organizational behavior, loyalty, individualism, employee well-being, job involvement, role ambiguity, knowledge sharing behavior, and attitude toward organizational change. However, some studies have not found a significant relationship between IWE and organizational commitment. The relationship between IWE and these factors is not yet well-defined. Further research is needed to understand the underlying factors and to develop effective strategies for promoting IWE in the workplace.

Job performance

Job performance is the expectation from employee to perform work in term of quality and quantity. Job performance is a critical aspect of an individual's professional life, significantly impacting their career trajectory and an organization's success. It encompasses a wide array of factors, including productivity, task completion, teamwork, and adherence to organizational goals. Extensive studies have been carried out to understand the various facets of job performance and the factors that influence it. The core of Campbell's (1990) job

performance theory is that employees' activities, whether positive or negative and whether inside or outside the scope of their jobs, can affect the organization's goals. According to Porter and Lawler (1968) performance can be measured with three ways. Performance measurement can be carried out by self-assessment/self-evaluation, assessment by someone else and measurement through rates of production or number of sales during a certain time period. The most useful technique is self-assessment which enables employees to make their own goals.

Job performance of employees increases with positive work environment, proper compensation, regular appraisal, training and professional development, feedback on performance, career progression and emotional intelligence. Strict competition in industry has been found to have a negative effect on the health, comfort, satisfaction, and motivation of employees which results into negative job outcomes like absenteeism and turnover. These negative job outcomes increase cost of business. Edgar and Geare (2005) claimed that a variety of HRM methods influenced employees' attitudes toward their jobs. They also came to the conclusion that HRM practices could result in the best performance outcomes for both employers and employees. People seek employment in companies that complement their personalities and offer need-based incentives to staff members. In this regard, an employee's belief is essential to improving their work performance.

Organizational Citizenship Behavior

Organizational citizenship behavior (OCB) has become an important area of research in the field of organizational psychology and management. It refers to an individual's behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the efficient and effective functioning of the organization (Dennis W. Organ, 1988). OCB encompasses various behaviors such as helping coworkers, providing positive proposals, and participating in activities that go beyond an individual's formal job requirements. OCB has been studied widely, leading to the identification of several dimensions. Dennis Organ, who pioneered research in this field, initially identified five dimensions of OCB that are altruism, courtesy, conscientiousness, sportsmanship and civic virtue. Employees engaging in OCB are linked with increased job satisfaction, reduced stress, and a greater sense of well-being (D. W. Organ & Ryan, 1995). Furthermore, employees who engage in OCB often build stronger social networks within the organization, which can enhance their career prospects.

OCB has far-reaching consequences for both employees and organizations. Keeping the critical role of OCB in mind, William and Anderson (1991) bifurcated it into two categories—OCBI and OCBO. The former set of behaviors is directed towards the benefit of another individual and the latter set is directed towards the benefit of organization. Factors that lead to OCB are essential for organizations

aiming to promote these behaviors among their employees. Transformational leadership, organizational culture, job satisfaction and perceived fairness are a few factors due to which OCB can be enhanced. For employees, engaging in OCB is associated with increased job satisfaction, reduced stress, and a greater sense of well-being (D. W. Organ & Ryan, 1995). Furthermore, employees who engage in OCB often build stronger social networks within the organization, which can enhance their career prospects. For organizations, OCB has a direct impact on performance and effectiveness. OCB is positively correlated with organizational performance, innovation, and adaptability (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). It also contributes to a more positive work environment, fostering greater employee commitment and reducing turnover rates. Now-a-days organizations are fostering OCB by providing reward to the employees promoting OCB, and training is provided to nurture transformation leadership and to educate employees of the benefits of OCB. The idea of OCB is the main topic of the research on establishing it, along with suggestions for how organizations might support it. According to this research, a variety of circumstances, both personal and situational, affect how OCBs emerge and offer suggestions for how organizations may support them(Bhatla, 2016).

IWE and Job Performance

The amount of research on the relationship between IWE and job performance seems scant. There are studies (Abdi et al., 2014) in Malaysia, that have studied IWE in mix relationship with job satisfaction, intrinsic motivation, organization commitment and job performance. Results have revealed the existence of positive relationship of IWE with job satisfaction, intrinsic motivation, organization commitment and job performance. Similarly, some other studies (Imam, Abbasi, & Muneer, 2013; Naeem & Rashid, 2022) on the relationship of IWE and employee performance in Pakistan showed that IWE is significantly related to employee performance. In Central Java studies undertaken by some researchers (Aflah, Suharnomo, Mas'ud, & Mursid, 2021; Udin, Dananjoyo, Shaikh, & Linarta, 2022) to investigate IWE relationship with employee performance. Results of these studies reveal that this relationship is positive and significant. In Yemen IWE relationship with employee contextual performance was studied by (A. A. A. Ali, Alzoraiki, Al-shaibah, & Almaamari, 2022) with a larger sample of 502 employees. Here is the relationship was found significant. On the hand, in a few studies (Hafidloh, Rosnani, Daud, & Fauzan, 2023; Nurfaizi & Muafi, 2022) carried out in Indonesia and Turkey reported insignificant results for the relationship of IWE and employee performance. In the light of these inconsistent results this research puts the following hypothesis to test and to validate the past findings:

- H1.** Islamic work ethic is positively related to job performance.

Islamic Work Ethics and Organizational Citizenship Behavior

There are studies that have empirically tested the relationship of PWE and OCB. However, studies on the relationship of IWE and OCB are in the initial stages and need validation across organizations. Though there are a few studies (e.g., Murtaza et al., 2014; Usman, Shahzad, Roberts, et al., 2015) that have looked into the issue in Pakistani context. However, they are limited in scope either in terms of sampling procedure (convenient sampling) or sampling size (small sample size). And because of these shortcomings the generalizability of the results are subject to questions. Notwithstanding, the results exhibit the existence of significant and direct effect of IWE on OCB. In addition to the above, another research by Tufail *et al.* (2018), the researchers have treated IWE as a moderator between the relationship of stressors and OCB. The results depict moderation of IWE between stressors and OCB. The results of positive and significant relationship between IWE and OCB have been supported and validated by a number of latest studies (Akhmadi, Hendryadi, Suryani, Sumail, & Pujiwati, 2023; Arif, Ahmad, & Ramzan, 2023; Azhari, Thani, Amran, Sakarji, & Burdhan, 2023; Thani, Rosely, Sakarji, & Zainuddin, 2023).

Besides Pakistan, such studies have been carried out in Malaysia as well. Mohammad, et al. (2015) in Malaysia have explored the IWE relationship with two dimensions of OCB (OCB toward individuals OCBI and OCB toward organization OCBO) in Islamic financial institutions of Malaysia. The results reveal positive affect of IWE on both the dimensions of the OCB. In another similar study by Ramalu and Rashid (2016) in Malaysia, the researchers empirically tested the relationship of IWE and five facets of OCB i.e. sportsmanship, civic virtue, altruism, courtesy and conscientiousness. Results show that IWE is positively related with all the dimensions of OCB except conscientiousness dimension. Another study (Ramalu & Rashid, 2017) looked into the relationship between IWE and OCB with employee engagement as mediator. The results were found significant. Similar results were found in some recent studies (Hafidloh et al., 2023; Romi, Ahman, Disman, Suryadi, & Riswanto, 2020) carried in Indonesia. To sum it up, these studies demonstrate the growing interest of the researchers in the subject. On the basis of above-mentioned discussion, this research puts the following hypothesis to test and to validate the past findings:

- H2.** Islamic work ethic is positively related to organization citizenship behavior.

Organization Citizenship Behavior and Job Performance

Extant literature has found an employee's discretionary behavior highly related with the job performance. The concept of OCB was initially coined by Bateman and Organ (1983) and afterward this concept was studied by a number of

researchers in relationship to individual and organizational variables. Later on the concept of OCB was modified by Organ (1997) as the behavior that enhances the social and psychological context to support task performance. Researchers (e.g., Robbins & Judge, 2013) believe that OCB is by itself advancement and growth oriented and has a strong association with higher levels of creative performance. These researchers contend that “group and organization effectiveness increase with the OCB which is incorporated in the evaluation of employee performance” (p. 556). This contention has been supported by the findings of an empirical research (Basu & Pradhan, 2017) in India in the healthcare sector. Results of the study also found social capital as a mediator between OCB and job performance. Somewhat similar results have been reported from a research in Taiwan (Wei, 2014). This short review reveals that OCB and job performance are closely linked. The current study puts the following hypothesis to test and to validate the past findings:

H3. Organizational citizenship behavior is positively related to job performance.

IWE, OCB and Job Performance

The relationship between IWE and OCB appears to have been explored by many researches (Mohammad et al., 2015; Murtaza et al., 2014; Ramalu & Rashid, 2016, 2017; Usman, Shahzad, Roberts, et al., 2015). The results of these studies report positive and significant effect of IWE on OCB. But OCB is not an end product for any organization and enhancement in OCB must influence job performance. Therefore, many researchers (Basu & Pradhan, 2017; Wei, 2014) have looked for the direct effect of OCB on job performance. According to Chanzanagh and Akbarnejad (2011) there are six dimensions of IWE including justice and fairness, cooperation and collaboration, work intentions, trusteeship, work results for the Islamic Ummah and work type. In these dimensions the dimension of cooperation and collaboration is highly associated with OCB. Moreover, in Indonesia researches (Satrianto, Gusti, Candrianto, & Nurtati, 2023; Sugianingrat et al., 2019), findings show that OCB mediates the relationship between IWE and employee performance, ethical leadership and employee performance respectively. These results, somehow, reflect that the relationship of IWE and job performance is indirect and OCB mediates the relationship of IWE and job performance such that the relationship of the IWE and job performance is stronger for high OCB. In light of the above shorty review, this study puts to empirically the test mediation effect of OCB in between the relationship of IWE and job performance. Thus, the following hypothesis is set for validation:

H4. OCB mediates the relationship of Islamic work ethic and job performance.

Theoretical Framework

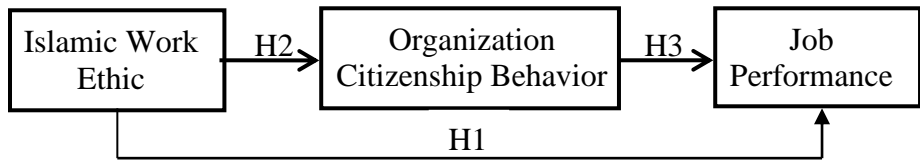


Figure 1 Conceptual Model of the Study

Methodology

The employees of Commercial banks of KP Pakistan were the target population of the study. Choosing a sample requires careful consideration since it must accurately represent the target population. Samples are frequently thought of as the most practical and efficient way to gather data from the population of interest. In current study, the focus was not only on the quality and quantity of relationship of IWE with job performance but also IWE with OCB and OCB with job performance. Moreover, the mediating role of OCB was also tested between IWE and job performance. The data was collected by using multi-stage sampling technique. Data was gathered from employees of commercial banks of KP Pakistan. 85% participants included male while 15% were female. Majority of the respondents 261 were having graduation and master degree while 48 of the respondents were having MS/Mphil degree. Total 408 questionnaires were distributed among 336 were received back, having 82.3% response rate which is a good response rate.

Table 1 Demographic Profile of Survey Respondents (N=336)

Sample characteristics	Frequency (n = 336)	Percent (%)
Gender		
Male	289	86
Female	47	14
Education		
Intermediate	12	3.6
Graduation	111	33.0
Masters	150	44.6
MS/M.Phil	48	14.3
Ph.D	1	0.3
Others	14	4.2

Research Instruments and Measurements

Data was gathered with the help of a self-administrated questionnaire. The scale used for qualitative measurement was of the Likert type. IWE was measured by using an instrument consists of 17 items which is the shorter version of the original

instrument developed by Ali (1988). The reliability of the instrument in previous studies is ($\alpha = 0.93$). OCB was measured with the customized form of 16-items scale developed by Lee and Allen (2002). The reliability of the scale has individually been validated in the previous studies. Similarly, job performance was measured six items scale originally developed by Dubinsky and Mattson (1979) and modified by Singh, Verbeke, and Rhoads (1996).

Analysis of Collected Data

Data was analyzed with SPSS and SmartPLS-4. For descriptive statistics SPSS and for inferential statistics SmartPLS-4 was employed.

Results

Descriptive Statistics

Table 2 provides the descriptive statistics for the data that were gathered for this investigation. Table 8 displays the scale's mean, standard deviation, inter-correlation, and reliabilities. Each scale's reliabilities ratings are higher than the Cronbach Alpha cutoff value of 0.70. The respondents' responses were consistent, as indicated by the mean and standard deviation numbers. IWE, OCB and job performance have mean scores that are above the mean and to the left of the scale. It means that respondents' have been experiencing high level of these variables because the left side of the scale was labeled with the options of strongly disagree and disagree. All of the variables' standard deviation values are likewise close to one another, indicating that there is no significant variability in the data. According to the study's correlation coefficient, every variable has a significant correlation with one another at the 0.01 level. The level of correlation between IWE and OCB is of moderate level and the correlation of IWE with job performance is low.

Table 2 *Descriptive Statistics*

Constructs	Mean	SD	Composite Reliability	Cronbach's Alpha	IWE	Job Performance	OCB
IWE	3.89	3.94	0.822	0.815	1.00		
Job Performance	3.99	4.00	0.717	0.718	0.37*	1.00	
OCB	3.88	3.94	0.874	0.868	0.54*	0.40**	1.00

** . Correlation is significant at the 0.01 level (1-tailed).

Inferential Statistics

Path Coefficients are calculated to test the relationships among the variables of a study. Path coefficients value for variables relationships fluctuates between +1 and -1. The value near to one show strong relationship between the variables, 0 value shows no relationship between the variables and negative (-) sign shows negative relationship between the variables. Statistical significance of the path coefficient is determined with *t*-test and *p*-value. The critical value for *t*-test in social science

research is 1.96 at a significance level of 0.05. Statistical significance of the path coefficient can also be determined through bootstrap confidence interval. However, bootstrap confidence interval is not in practice whereas *t*-test and *p*-value are commonly used for testing significance. The path coefficients for all variables—IWE, OCB for the dependent variable "job performance" are reported in table 3. The reported *t*-values, *p*-values and the bootstrapping confidence intervals all criteria exhibit significant path coefficient. Path coefficient values, *p*-value and *t*-value for IWE with OCB, show significant path. In this integrated model for significant path the highest value is 0.582 for IWE to OCB and the lowest value is 0.257 for IWE to job performance. All the hypotheses for direct relationships are supported by empirical data.

Table 3 Path Coefficients of Structural Model

Predictor → Job Performance	Path Coefficients	T Value	P Value	95% Confidence Interval		(p < 0.05)
				Lower	Upper	
IWE → JP	0.257	3.64	0.00	0.137	0.370	Yes
OCB → JP	0.285	3.52	0.00	0.159	0.426	Yes
IWE → OCB	0.582	14.15	0.00	0.526	0.661	Yes

Mediating effects of OCB on the relationship of IWE and job performance

Hypothesis H4 of the study hypothesized that OCB would mediate the relationship between IWE and job performance. Because of the mediation effect, people with higher OCB scores would have a stronger link between IWE and job performance than people with lower OCB scores. The results revealed a significant indirect effect of IWE on job performance through OCB (H4, $\beta = 0.66, t = 3.069, p < 0.001$). The total effect of IWE on job performance is significant ($\beta = 0.138, t = 2.539, p < 0.006$), by including the mediator (OCB). This indicates complementary partial mediation of OCB in the relationship of IWE and job performance. Hence H4 was empirically supported by the collected data in the hypothesized model.

Table 4 Path Coefficients of Specific Indirect effect in Structural Model

Specific Indirect Effect	Path Coefficients	T Value	P Value	95% Confidence Interval		(p < 0.05)
				Lower	Upper	
IWE → OCB → JP	0.166	3.07	0.00	0.090	0.269	Yes
Total Indirect Effect IWE → JP	0.138	2.54	0.00	0.060	0.238	Yes

Discussion and Conclusion

Relationship between IWE and job performance

Relationship of Islamic work ethics with job performance was the first hypothesis of this study which is grounded on the theory of self-concordance and social exchange theory. Positive relationship of IWE with job performance was hypothesized which was found statistically significant. These findings are align with the outcomes of many past studies (Abdi et al., 2014) in Malaysia. Similar results were already reported in Central Java and Yemen through the findings of some studies (Aflah et al., 2021; Ali et al., 2022; Udin et al., 2022). In Pakistan also similar findings were reported by the study results (Imam et al., 2013; Naeem & Rashid, 2022).

The outcomes are also obviously in line thewith contention of the theory of self-concordance as when actions are in line with the belief of the employees their performance increases. These results have validated that IWE effects the job performance of the employees. Another explanation of the relationship of IWE and job performance is also that the individuals who score high on IWE not only are in a belief to be rewarded in this world but also in the life hereafter as cited in Quran “Allah has promised those who believe and do deeds of righteousness, that for them there is forgiveness and a great reward, i.e. Paradise” (The Quran,5:9). Finding of these results negate the myth that practical Muslims are lazy and are not committed to their jobs and evidenced that those who score high on IWE scale are probably take more interest in job as it benefits both in this world and hereafter.

Relationship between IWE and OCB

Relationship of IWE with organization citizenship behavior was the second hypothesis of this research which was also validated and statistically supported by the empirical results of the applied tests. Positive relationship of IWE with OCB was hypothesized. These results are align to the results of many past studies (Azhari et al., 2023; Mohammad, Quoquab, & Idris, 2015; Ramalu & Rashid, 2016, 2017; Thani et al., 2023) in Malaysia. Similar empirical results were already reported in Indonesia through the findings of the studies (Akhmadi et al., 2023; Hafidloh et al., 2023; Romi et al., 2020) undertaken there. In addition to these studies, findings of some researches (Arif et al., 2023; Murtaza et al., 2014; Tufail, Anam, Shahzad, & Jahangir, 2018; Usman, Shahzad, Roberts, et al., 2015) in Pakistan have also somehow similar results.

The results are also obviously in line with the common teachings of Islam which put great emphasis on extending helping hands to all human beings in general and Muslims in particular irrespective of the fact whether it comes under the umbrella of an employee formal job and responsibility or not, or even with rewards. Quran Majeed, the revealed book carries many verses that teach this behaviour. For example, the Quran says: “Cooperate with one another in goodness and

righteousness, and do not cooperate in sin and transgression. And be mindful of Allah. Surely Allah is severe in punishment” (Quran 5:2). Similarly, on another occasion the Quran clearly affirms rewards and punishment in these words: “Whoever intercedes for a good cause will have a share in the reward, and whoever intercedes for an evil cause will have a share in the burden. And Allah is Watchful over all things” (Quran, 4:85).

Relationship between OCB and job performance

This hypothesis of current research hypothesized the relationship of OCB with job performance such that they have positive relationship. The empirical findings, again, validated. The relationship was found statistically significant. These findings are in line with the findings of (Hafidloh et al., 2023) in Indonesia. Similar results were already reported in India through the findings of the (Basu & Pradhan, 2017). Same is the case Taiwan through empirical findings of the study by (Wei, 2014).

These results are also consistent with several theories of organizational psychology and management research including social exchange theory, norm of reciprocity, role theory, social identity theory and organization support theory. The crux of all these theories is that when employees are happy from the support and incentives of the organization, they involve themselves in OCB, which in return enhances their performance.

Relationship between IWE, OCB and job performance

OCB mediation in between the relationship of IWE with job performance was hypothesized in H4 and also validated through the empirical results. This relationship was found statistically significant. In the mediation effect first the direct relationship of IWE with OCB and job performance was tested which was found significant. Next total direct effect was tested from IWE to job performance which was also found significant means partial mediation of OCB exists. As per figure 6 in the final step all the relationships were check for positive/negative sign to decide whether the mediation is complementary or competitive which was found positive. So, the current researcher concluded that there exists a complementary partial mediation of OCB. These results are regular with the results of some past researches (Satrianto et al., 2023; Sugianingrat et al., 2019) in Indonesia.

These results are also consistent with the contention of conventional behavioral theories looking in the context of Islam. In SET within the context of IWE, the employees engage in OCB as a form of reciprocity driven by the firm belief in Allah's accountability and rewards. This belief is the driving force for the Muslims to discharge OCB as discharging religious obligation. As a result, employees who advocate IWE would be more inclined towards OCB which would lead to increased job performance. Moreover, Islam educates Muslims for the norm of

reciprocity and benevolence. Muslims who observe IWE may feel a sense of obligation to reciprocate the benevolence shown by their organization by engaging in OCB. This reciprocity can foster positive relationships within the organization and contribute to improve job performance. Looking at the organization support theory with the lens of Islam, organizations are not supposed to provide only tangible support but also intangible support in the form of spiritual and moral support to employees. Spiritual and moral values are closely related to IWE for Muslim employees. The recognition of these values helps in fostering a sense of commitment and loyalty in employees. This loyalty and commitment give rise to OCB which positively influence job performance.

Research Conclusion

The major purpose of this study was to dig out the impact of IWE on job performance with the mediation of OCB for which the employees of the commercial banks of Pakistan were studied. An integrated model with these variables and support from the relevant theories was presented with the mediation of OCB and was put to empirical testing. Moreover, results showed significant positive direct relationship of OCB and job performance. The findings exhibited the existence of direct positive relationships of IWE with job performance and OCB and OCB with job performance. In addition, the findings revealed a significant complementary partial mediating effect of OCB in the relationship of IWE and job performance.

The findings of this research are expected to help in more thorough understanding of such complex relationships with empirical support. Provide good enough insights to the management and policy makers of the commercial banks of Pakistan to deal with the different variables of IWE, OCB and job performance.

Limitation and Future Research Directions

The research contains a number of limitations, which must be considered and appreciated within that context. It is perception based cross sectional study which has all the limitations of cross sectional design. It is a self-report study in which social desirability bias may exist. The study results may be limited to the commercial banks of KP Pakistan and may not be generalized to all the organization due to specific working and culture. Though certain limitations are inherent and cannot be avoided, there are few limitations that can be addressed in future studies to achieve more comprehensive results. In future studies longitudinal design may use to overcome the limitation of current research. Similarly, multi-source data may be gathered like subordinate- supervisor to overcome the social desirability bias in future study. Other important variables like workforce deviant behavior, organization politics, job engagement, organization culture, emotional well-being, organizational performance and locus of control etc. in relationship with IWE may be studied in future.

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