

# THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: IS EMPLOYEE ENGAGEMENT MEDIATOR OR MODERATOR?

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## ABSTRACT

*In recent decades, scientists have researched how to develop employees' positive attitudes and have shown how these attitudes are correlated with each other. In this paper, attention is paid to examining the relationship between organizational commitment, employee engagement, and organizational citizenship behavior in small Croatian companies. The findings of this study could provide valuable insights for managers of small companies, helping them understand and enhance employees' positive attitudes and behaviors. For this purpose, a bibliometric analysis of citations was made using the database of published articles in the Web of Science over the last 10 years. Additionally, quantitative primary research was conducted in small Croatian companies, ensuring the reliability of the findings. Valid data was collected from 20 industrial, trade, and service companies, with a sample consisting of 213 employees. A bibliometric analysis showed that organizational citizenship behavior is related to many constructs, including organizational commitment and employee engagement. Also, research results showed a positive relationship between organizational commitment and organizational citizenship behavior and indicated that employee engagement does not mediate or moderate the relationship between organizational commitment and organizational citizenship behavior.*

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**Key words:** *employee attitudes, organizational commitment, employee engagement, organizational citizenship behavior, small companies.*

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## 1. INTRODUCTION

Contemporary trends show that managers in modern business conditions face numerous challenges in business environment and human resources management. In addition to employees being expected to perform their tasks in accordance with formally set requirements defined by legal acts and internal rules, employees are increasingly expected to perform extra-role behavior that is not part of their formal job requirements. Also, one key challenge for managers is achieving high employee motivation and *establishing* a good working atmosphere. Accordingly, considerable attention has been given to understanding and enhancing employees' positive attitudes and behaviors in their professional environment.

Several employee attitudes are mentioned in the literature, and certainly one of the best-known and most researched attitudes of employees toward the organization is organizational commitment (OC). Research has shown that OC can positively affect the organization and is associated with higher work performance<sup>1,2,3,4</sup>. Also, in recent times, great attention has been paid to research on employee engagement (EE) as one of the important elements of the job demands-resources (JD-R) model, which assumes that job resources have motivational potential and lead to high job satisfaction, high EE, and high job involvement, as well as positive individual and organizational outcomes<sup>5</sup>. Conversely, organizational citizenship behavior (OCB), as another attitude of employees toward the organization, is often mentioned in the literature as an

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<sup>1</sup> Hendri, M. I.: The mediation effect of job satisfaction and organizational commitment on the organizational learning effect of the employee performance, *International Journal of Productivity and Performance Management*, 68(7) 2019, pp. 1208-1234.

<sup>2</sup> Loan, L. T. M.: The influence of organizational commitment on employees' job performance: The mediating role of job satisfaction, *Management Science Letters*, 10(14) 2019, pp. 3307-3312.

<sup>3</sup> Suharto, Suyanto, Hendri, N.: The impact of organizational commitment on job performance, *International Journal of Economics and Business Administration*, 7(2) 2019, pp. 189-206.

<sup>4</sup> Sungu, L. J., Weng, Q., Xu, X.: Organizational commitment and job performance: Examining the moderating roles of occupational commitment and transformational leadership, *International Journal of Selection and Assessment*, 27(3) 2019, pp. 280-290.

<sup>5</sup> Schaufeli, W. B., Bakker, A. B.: Defining and measuring work engagement: Bringing clarity to the concept, in: Leiter, M., Bakker, A. (eds.): *Work Engagement: A Handbook of Essential Theory and Research*, East Sussex, 2010, pp. 10-24.

outcome and dependent variable, and its relationship with other employee attitudes is frequently investigated.

The purpose of this paper is to examine the role of EE in the relationship between OC and OCB. In addition, the paper examines the direct relationship between OC and OCB. A literature review revealed a lack of research into EE as a moderating effect on the relationship between these two variables. In other words, most research has looked at the mediation effect of EE. Therefore, this paper examines both the moderation and mediation effects of EE and the relationship between OC and OCB. Along with the fact that research of this type was conducted for the first time in small Croatian companies, this is one of the important scientific contributions of the paper.

The first part of the paper includes the theoretical background related to employee attitudes, with a special emphasis on OC, EE, and OCB, as well as the results of the bibliometric analysis. The second part of the paper presents the findings of the research conducted in small Croatian companies and a discussion of the obtained results, along with limitations and recommendations for future research.

## **2. THEORETICAL BACKGROUND**

This chapter describes the importance and role of employees' attitudes towards work and towards the organization, with special emphasis on OC, EE, and OCB, which are explained in more detail and combined with the results of the bibliometric analysis. Many managers believe that employee attitudes are complex and that they are difficult to understand, and even more difficult to change. Therefore, it is challenging for management in today's business conditions to take into account and manage the employees' attitudes.

### *2.1. EMPLOYEE ATTITUDES*

People have different attitudes about their work and the organizations that employ them. However, several of the most important employee attitudes are mentioned in the discipline of organizational behavior. These attitudes form employees' positive or negative evaluations of their work environment<sup>6</sup>. The importance of employee attitudes stems from the fact that attitudes influence

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<sup>6</sup> Robbins, S. P., Judge, T. A.: *Organizational Behavior* (18th ed.), New York: Pearson, 2019.

employees' workplace behavior<sup>7,8</sup>. Moreover, an employee with a positive attitude is well aware of business dynamics and can adapt to the organizational environment, leading to holistic development in the performance and productivity of the organization<sup>9</sup>.

Pološki Vokić<sup>10</sup> stated that employee attitudes can be divided into two categories: attitudes toward work and attitudes toward organizations. Employee attitudes toward work include job satisfaction, job involvement, and EE, whereas attitudes toward organizations include OC, organizational justice, OCB, perceived organizational support, and employee loyalty. This paper emphasizes the role of EE in the relationship between OC and OCB; therefore, the importance of the employee attitudes mentioned is explained below.

According to Leiter and Bakker<sup>11</sup>, EE is a positive, fulfilling, emotional, and motivational state of well-being at work that can be considered the opposite of burnout. Schaufeli et al.<sup>12</sup> define EE as a multidimensional construct and as a positive and fulfilled state of mind associated with work characterized by vigor, dedication, and absorption. Pološki Vokić and Hernaus<sup>13</sup> pointed out that EE provides numerous benefits; for example, engaged employees create value for the organization in terms of better work performance, creative and proactive thinking, innovative work behavior, reduced absenteeism and turnover, enduring loyalty, improved OCB, greater career satisfaction, greater life satisfaction, and fewer safety incidents in the workplace, as well as more satisfied and loyal customers and clients because of better service, higher productivity, and increased profitability.

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<sup>7</sup> Certo, S. C., Certo, S. T.: *Moderni menadžment* (10th Edition), Zagreb: MATE, 2008.

<sup>8</sup> Robbins, S. P., Judge, T. A.: *Organizational Behavior* (18th ed.), New York: Pearson, 2019.

<sup>9</sup> Rahiman, U. H., Kodikal, R.: Impact of employee work related attitudes on job performance, *British Journal of Economics, Finance and Management Sciences*, 13(2) 2017, pp. 93-105.

<sup>10</sup> Pološki Vokić, N.: Uloga i važnost ljudi za organizacijski uspjeh, in: Hernaus, T., Brčić, R. (eds.): *Koraci uspješnog organiziranja*, Zagreb: Školska knjiga, 2018, pp. 203-220.

<sup>11</sup> Leiter, M. P., Bakker, A. B. (2010). Work engagement: Introduction, in: Leiter, M. P., Bakker, A. B. (eds.): *Work Engagement: A Handbook of Essential Theory and Research*, East Sussex: Psychology Press, 2010, pp. 1-9.

<sup>12</sup> Schaufeli, W. et al.: The Measurement of Engagement and burnout: a two sample confirmatory factor analytic approach, *Journal of Happiness Studies*, 3(1) 2022, pp. 71-92.

<sup>13</sup> Pološki Vokić, N., Hernaus, T.: The triad of job satisfaction, work engagement and employee loyalty-The interplay among the concepts, *EFZG Working Paper Series*, (07) 2015, pp. 1-13.

Porter et al.<sup>14</sup> define OC as the strength of employee identification and involvement in a particular organization. Meyer and Allen<sup>15</sup> argue that many definitions of OC describe at least three components: emotional attachment to the organization, perceived costs associated with leaving the organization, and commitment to stay with the organization. Based on these topics that define OC, a model with three dimensions of OC (affective, continuance, and normative) was developed<sup>16</sup>. Organizational commitment also has numerous positive impacts on modern organizations. These positive impacts are especially expressed when organizations are exposed to certain problems and crises in which committed employees can help their organizations. According to Mowday, Steers and Porter<sup>17</sup>, OC can be characterized by at least three related factors: a) strong beliefs in and acceptance of organizational goals and values; b) the willingness to invest significant effort on behalf of the organization and c) a strong desire to stay in the organization.

Organ, Podsakoff and MacKenzie<sup>18</sup> define OCB as individual employee behavior that is discretionary; even though it is not directly or explicitly recognized as part of a formal reward system, it promotes the efficient and effective functioning of the organization. These authors emphasize that such behavior is discretionary because it is specific to the situation, it is not defined by the employment contract, and includes a degree of personal choice. Most of the research on OCB has tried to find a connection between OCB and other employee attitudes. Through a quantitative analysis of 55 studies, Organ and Ryan<sup>19</sup> found that job satisfaction, OC, organizational justice, and perceived organizational support are attitudes that are significantly related to OCB. Also, Ahmed, Rasheed and Jehanzeb<sup>20</sup> presented a model that elaborates on OCB

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<sup>14</sup> Porter, L. W. et al.: Organizational commitment, job satisfaction, and turnover among psychiatric technicians, *Journal of Applied Psychology*, 59(5) 1974, pp. 603-609.

<sup>15</sup> Meyer, J. P., Allen, N. J.: A three-component conceptualization of organizational commitment, *Human Resource Management Review*, 1(1) 1991, pp. 61-89.

<sup>16</sup> Meyer, J. P., Allen, N. J., Smith, C. A.: Commitment to organizations and occupations: Extension and test of a three-component conceptualization, *Journal of Applied Psychology*, 78(4) 1993, pp. 538-551.

<sup>17</sup> Mowday, R. T., Steers, R. M., Porter, L. W.: The measurement of organizational commitment, *Journal of Vocational Behavior*, 14(2) 1979, pp. 224-247.

<sup>18</sup> Organ, D. W., Podsakoff, P. M., MacKenzie, S. B.: *Organizational citizenship behavior: its nature, antecedents, and consequences*, Thousand Oaks: SAGE Publications, 2006.

<sup>19</sup> Organ, D. W., Ryan, K.: A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior, *Personnel Psychology*, 48(4) 1995, pp. 775-802.

<sup>20</sup> Ahmed, N., Rasheed, A., Jehanzeb, K.: An exploration of predictors of organizational citizenship behaviour and its significant link to employee engagement, *International Journal of Business, Humanities and Technology*, 2(4) 2012, pp. 99-106.

and its significant relationships with job satisfaction, OC, EE, and the climate of human resources development.

## *2.2. BIBLIOMETRIC ANALYSIS OF EE, OC, AND OCB*

Before the literature was reviewed, a bibliometric analysis of citations was conducted using a database of articles in Web of Science published over the last 10 years. This analysis was conducted using the VOS Viewer software tool. To implement the method of bibliometric analysis, a database was prepared according to predetermined criteria. First, the primary base of papers for all three constructs was narrowed according to the most important and relevant Web of Science index—the Social Sciences Citation Index (SSCI). After that, this base was narrowed down to the scientific fields of management, applied psychology, psychology, and multidisciplinary. In the end, the only document types selected were articles.

Considering all these criteria, a total of 3.109 articles related to EE, 1.898 articles related to OC, and 1.750 articles related to OCB were considered from 2014 to 2024. In the Web of Science database, all papers are ranked according to the criterion of relevance because such a ranking considers the extent to which the title of the paper, the abstract, and the keywords of each paper match the given terms in the search. Table 1 shows the results of this analysis.

The results of the bibliometric analysis show that two of the keywords associated with EE were OC and OCB. Interestingly, articles on OCB, EE, and OC were largely related. The most cited authors in the field of EE were still Bakker and Demerouti, whereas in the field of OC, Moris and Meyer were the most cited authors. New authors such as Koopman and Johnson appeared in the field of OCB and were the most cited in the last 10 years.

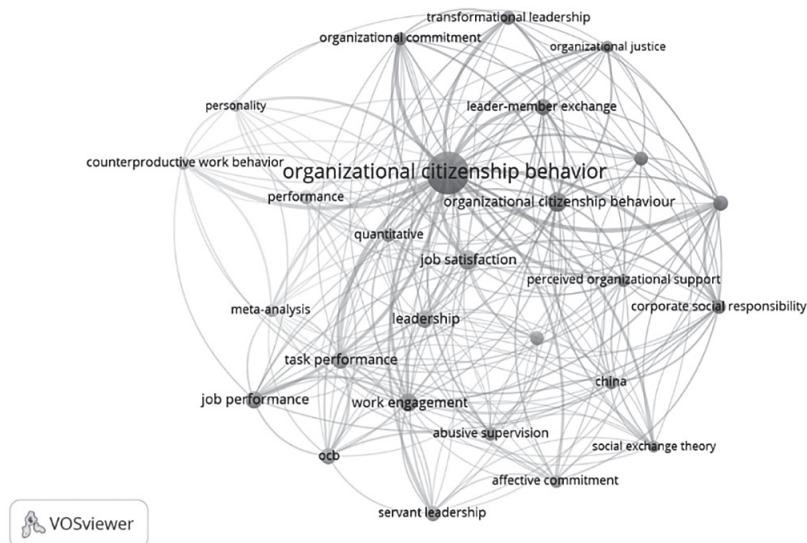
**Table 1. The results of the bibliometric analysis**

<b>Construct</b>	<b>Criteria</b>	<b>Keywords</b>	<b>Most cited authors</b>
<b>EE</b>	Key words: minimum 20 occurrence  Authors: minimum 5 articles	2.188 keywords; 16 keywords met criteria: work engagement, employee engagement, job engagement, job crafting, job satisfaction, burnout, job resources, self-efficacy...etc.	2.657 authors; 20 authors met criteria: Bakker, Arnold B.; Demerouti, Evangelia; Breevaart, Kimberley; Derks, Daantje; Alfes, Kerstie; etc.
<b>OC</b>	Key words: minimum 30 occurrence  Authors: minimum 6 articles	4.392 keywords; 26 keywords met criteria: organizational commitment, commitment, affective commitment, affective organizational commitment, job satisfaction, transformational leadership, turnover intention, <b>work engagement</b> ...etc.	5.052 authors; 20 authors met criteria: Morin, Alexandre J.S.; Meyer, John P.; Vandenberghe, Cristian; De Cuyper, Nele; Zacher, Hannes; etc.
<b>OCB</b>	Key words: minimum 30 occurrence  Authors: minimum 7 articles	3.784 keywords; 27 keywords met criteria: organizational citizenship behavior, organizational citizenship behaviour, task performance, organizational identification, <b>organizational commitment</b> , <b>work engagement</b> , job performance...etc.	4.336 authors; 18 authors met criteria: Koopman, Joel; Johnson, Russell E.; Bolino, Mark C.; Karatepe, Osman M.; Newman, Alexander; etc.

Source: authors' calculations

Figure 1 also shows the visualization of keywords for the construct of OCB. As can be seen, OCB was associated with other employee attitudes (including EE and OC) but also with numerous other concepts such as task and job performance, transformational leadership, corporate social responsibility, and leader-member exchange.

**Figure 1. Visualization of key words for the construct of OCB**



Source: authors' calculations

### 2.3. PREVIOUS RESEARCH AND HYPOTHESES

According to the results of the bibliometric analysis of the keywords, examining the relationships between EE, OC, and OCB is relevant. OCB relates to various constructs, including OC and EE. Saks<sup>21</sup> found the mediating effect of EE in research on predictor variables of EE and job satisfaction, OC, and OCB. Lavy and Littman-Ovadia<sup>22</sup> determined the mediating effect of EE in research on productivity, job satisfaction, and OCB. The mediating effect of EE was also found in research on job characteristics and OCB<sup>23</sup>. Furthermore, Zeinabadi<sup>24</sup> states that job satisfaction and OC are predictor variables of OCB.

<sup>21</sup> Saks, A. M.: Antecedents and consequences of employee engagement, *Journal of Managerial Psychology*, 21(7) 2006, pp. 600-619.

<sup>22</sup> Lavy, S., Littman-Ovadia, H.: My Better Self: Using Strengths at Work and Work Productivity, Organizational Citizenship Behavior, and Satisfaction. *Journal of Career Development*, 44(2) 2017, pp. 95-109.

<sup>23</sup> Marić, M. et al.: Job Characteristics and organizational citizenship behavior: a multisource study on the role of work engagement, *Društvena istraživanja*, 28(1) 2019, pp. 25-45.

<sup>24</sup> Zeinabadi, H.: Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of Teachers, *Procedia – Social and Behavioral Sciences*, 5 2010, pp. 998-1003.

Najafi et al.<sup>25</sup> determined that OC affects OCB. Additionally, Sani<sup>26</sup> found a positive relationship between OC and OCB. Also, some previous research has established a positive relationship between EE and OCB<sup>27,28,29,30,31</sup>.

A previous research review revealed a lack of research examining the role of EE in the relationship between OC and OCB, and even fewer studies investigated the moderation effect of EE. For that reason, the following three hypotheses were formulated:

*H1. In small Croatian companies, a positive relationship exists between OC and OCB.*

*H2. In small Croatian companies, EE mediates the relationship between OC and OCB.*

*H3. In small Croatian companies, EE moderates the relationship between OC and OCB.*

Based on these research hypotheses, three different models were formulated that tested the role of EE in the relationship between OC and OCB, as shown in Figure 2.

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<sup>25</sup> Najafi, S. et al.: Investigating the relationship between organizational justice, psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior: an empirical model, *African Journal of Business Management*, 5(13) 2011, pp. 5241-5248.

<sup>26</sup> Sani, A.: Role of procedural justice, organizational commitment and job satisfaction on job performance: the mediating effects of organizational citizenship behavior, *International Journal of Business and Management*, 8(15) 2013, pp. 57-67.

<sup>27</sup> Babcock-Roberson, M. E., Strickland, O. J.: The Relationship Between Charismatic Leadership, Work Engagement, and Organizational Citizenship Behaviors, *The Journal of Psychology*, 144(3) 2010, pp. 313-326.

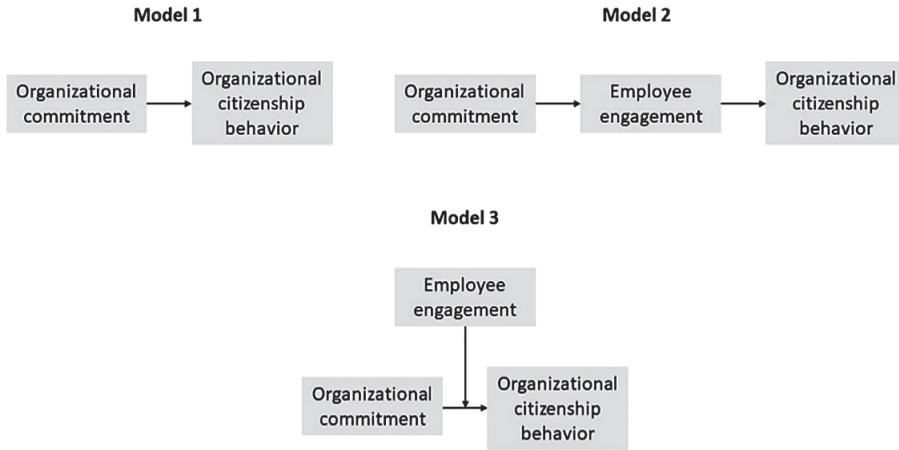
<sup>28</sup> Kataria, A., Garg, P., Renu, R.: Employee engagement and organizational effectiveness: the role of organizational citizenship behavior, *International Journal of Business Insights & Transformation*, 6(1) 2012, pp. 102-113.

<sup>29</sup> Marić, M. et al.: Job Characteristics and organizational citizenship behavior: a multisource study on the role of work engagement, *Društvena istraživanja*, 28(1) 2019, pp. 25-45.

<sup>30</sup> Rurkkhum, S., Bartlett, K. R.: The relationship between employee engagement and organizational citizenship behaviour in Thailand, *Human Resource Development International*, 15(2) 2012, pp. 157-174.

<sup>31</sup> Wahyu Ariani, D.: The relationship between employee engagement, organizational citizenship behavior, and counterproductive work behavior, *International Journal of Business Administration*, 4(2) 2013, pp. 46-56.

**Figure 2. Tested models and hypotheses**



Source: authors' calculations

### 3. METHODOLOGY

Within this chapter, the methodology of the conducted research is presented in detail. The methodological aspects of the conducted research are described in the two parts. The first part is description of research instruments, and the second is sampling, data collection and data analyses.

#### 3.1. RESEARCH INSTRUMENTS

The study used three well-established measurement instruments: a short version of the Utrecht Work Engagement Scale<sup>32</sup> to assess EE, the Organizational Commitment Scale<sup>33</sup> to assess OC, and the OCB-O and OCB-I scales<sup>34</sup> to assess OCB. The instruments used a five-point Likert-type scale to evaluate items, from 1 = strongly disagree to 5 = strongly agree. Each item was either positively or negatively stated, and before the data analysis, negatively stated items were recorded (i.e., reverse scored).

<sup>32</sup> Schaufeli, W. et al.: The measurement of engagement and burnout: a two sample confirmatory factor analytic approach, *Journal of Happiness Studies*, 3(1) 2022, pp. 71-92.

<sup>33</sup> Meyer, J. P., Allen, N. J., Smith, C. A.: Commitment to organizations and occupations: Extension and test of a three-component conceptualization, *Journal of Applied Psychology*, 78(4) 1993, pp. 538-551.

<sup>34</sup> Lee, K., Allen, N. J.: Organizational citizenship behavior and workplace deviance: The role of affect and cognitions, *Journal of Applied Psychology*, 87(1) 2002, pp. 131-142.

The EE measurement instrument contains nine items equally divided into three subscales measuring the three dimensions of EE: vigor, dedication, and absorption. The OC measurement instrument contains 18 items equally divided into three subscales measuring the three dimensions of OC: affective, continuance, and normative commitment. The OCB measurement instrument contains 15 items divided into two subscales measuring the two dimensions of OCB: OCB-O, behaviors that benefit the organization (seven items), and OCB-I, behaviors that benefit the individual and also contribute to the organization (eight items)<sup>35</sup>. In this research, the internal consistency, measured through Cronbach’s alpha coefficient, was satisfactory (> .70) for all scales, as shown in Table 2.

**Table 2. Cronbach’s Alpha coefficients for measurement instruments**

<b>Scales</b>	<b>Cronbach’s alpha coefficient</b>
<b>Vigor</b>	0.882
<b>Dedication</b>	0.898
<b>Absorption</b>	0.790
<b>Affective commitment</b>	0.804
<b>Continuance commitment</b>	0.749
<b>Normative commitment</b>	0.832
<b>OCB-O</b>	0.770
<b>OCB-I</b>	0.810

Source: authors’ calculations

### *3.2. SAMPLING, DATA COLLECTION, AND DATA ANALYSES*

The sample consisted of 90 small Croatian companies from 16 sectors of activity grouped into industrial, trade, and service companies. Valid data was collected from 20 companies, and 213 respondents and employees of these companies participated in the survey. The study was conducted from May 2022 to April 2023. The survey was administered through LimeSurvey ([www.limesurvey.srce.hr](http://www.limesurvey.srce.hr)), an online survey system, and by visiting the companies onsite. Table 3 shows the structure of companies that participated in the study according to the formed sector activity groups.

<sup>35</sup> Organ, D. W., Podsakoff, P. M., MacKenzie, S. B.: *Organizational citizenship behavior: its nature, antecedents, and consequences*, Thousand Oaks: SAGE Publications, 2006.

**Table 3. Number of companies that participated in the study**

Group	Number of companies	
	N	%
Industrial companies	4	20%
Trade companies	9	45%
Service companies	7	35%
<b>SUM</b>	<b>20</b>	<b>100%</b>

Source: authors' calculations

Regarding demographic characteristics, 117 respondents were male (54.93%), and 96 were female (45.07%). The largest number of respondents were between the ages of 30 and 44 (56.61%) and had up to 10 years of experience in the company (72.77%). Also, the largest number of respondents worked as executive employees (60.09%).

Table 4 shows descriptive statistics (total mean scores and standard deviations) for the dimensions of three main variables. The dimensions of OC have the lowest mean values. Such lower values were somewhat expected because the respondents who participated in the research had 10 years or less of working experience in the company where they were currently employed. Preliminary research has shown that the length of time working in an organization is positively related to OC<sup>36,37,38</sup>. In other words, employees with more working experience show higher level of OC.

<sup>36</sup> Bakotić, D.: How do demographic characteristics relate to organizational commitment? Evidence from Croatia, *Ekonomika istraživanja*, 35(1) 2022, pp. 3551-3570.

<sup>37</sup> Meyer, J. P., Stanley, D. J., Herscovitch, L., Topolnytsky, L.: Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences, *Journal of Vocational Behavior*, 61(1) 2002, pp. 20-52.

<sup>38</sup> Salami, S. O.: Demographic and psychological factors predicting organizational commitment among industrial workers, *Anthropologist*, 10(1) 2008, pp. 31-38.

**Table 4. Descriptive statistics for dimensions of research variables**

Variable	N	Mean	Std. Deviation
<b>EE</b>			
Vigor	213	3.71	0.94
Dedication	213	4.07	0.89
Absorption	213	4.22	0.74
<b>OC</b>			
Normative commitment	213	3.62	0.88
Continuance commitment	213	3.35	0.83
Affective commitment	213	3.69	0.84
<b>OCB</b>			
OCB-O	213	4.23	0.57
OCB-I	213	4.20	0.56

Source: authors' calculations

#### 4. RESEARCH RESULTS AND DISCUSSION

Regarding statistical methods, to test the first hypothesis correlation analysis was used. The regression analysis with Model 1 and Model 4 of the PROCESS MACRO code for SPSS<sup>39</sup> was used to test the second and third hypotheses. Correlation analysis was also done using the SPSS v.26 software tool. As shown in Table 5, correlation analysis using Spearman's rho correlation coefficient showed a positive medium strength and statistically significant relationship between OC and OCB, so Hypothesis H1 can be accepted. These results align with previous research results<sup>40,41,42</sup>, and it must be emphasized that these are valuable findings because the study was conducted in small companies, which was not the case in previous research.

<sup>39</sup> Hayes, A. F.: *Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach* (Second Edition), New York: The Guilford Press, 2018.

<sup>40</sup> Najafi, S. et al.: Investigating the relationship between organizational justice, psychological empowerment, job satisfaction, organizational commitment and organizational citizenship behavior: an empirical model, *African Journal of Business Management*, 5(13) 2011, pp. 5241-5248.

<sup>41</sup> Sani, A.: Role of procedural justice, organizational commitment and job satisfaction on job performance: the mediating effects of organizational citizenship behavior, *International Journal of Business and Management*, 8(15) 2013, pp. 57-67.

<sup>42</sup> Zeinabadi, H.: Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers, *Procedia – Social and Behavioral Sciences*, 5 2010, pp. 998-1003.

**Table 5. Results of correlation analysis**

				<b>OC</b>	<b>OCB</b>	
<b>Spearman's rho</b>	<b>OC</b>	Correlation Coefficient		1.000	<b>.513**</b>	
		Sig. (2-tailed)		.	.000	
		N		213	213	
		Bootstrap	Bias		.000	-.001
			Std. Error		.000	.053
			95% Confidence Interval	Lower	1.000	.408
				Upper	1.000	.608
	<b>OCB</b>	Correlation Coefficient		<b>.513**</b>	1.000	
		Sig. (2-tailed)		.000	.	
		N		213	213	
		Bootstrap	Bias		-.001	.000
			Std. Error		.053	.000
			95% Confidence Interval	Lower	.408	1.000
				Upper	.608	1.000

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

Source: authors' calculations

The results of the first regression analysis showed that EE does not mediate the relationship between OC and OCB. These results are shown in Table 6. The direct effect of OC on OCB is significant, but the indirect effect is not significant. According to Hair et al.<sup>43</sup>, the results suggest that in this case, we had direct-only non-mediation as one of the group non-mediation or the absence of a mediating effect. The results also showed a negative relationship between OC and EE, but it was not significant. This means that if EE increases, OC will decrease. Although it was expected that OC would be higher if EE increased, OC can decrease because of increased EE. If employees are too engaged, this can result in fatigue, so they may look for an alternative job. However, there was also a weak positive relationship between EE and OCB, which is also not

<sup>43</sup> Hair, J. F. et al.: *A primer on partial least squares structural equation modeling (PLS-SEM)* (Third Edition), Los Angeles: SAGE Publications, 2022.

significant. Such results contradict previous research results<sup>44,45,46,47,48,49,50</sup>. Accordingly, Hypothesis H2 cannot be accepted. Although the mediating effect of EE in the relationship between OC and OCB has not been confirmed, these are valuable research findings and a foundation for future research that has not been abundant.

**Table 6. Results of regression analysis – mediation effect of EE**

	Consequent					
	M (EE)			Y (OCB)		
Antecedent	coeff	SE	p	coeff	SE	p
X (OC)	-0.055	0.074	<b>0.455</b>	0.350	0.042	<b>0.000</b>
M (EE)	---	---	---	0.026	0.039	<b>0.510</b>
Constant	4.192	0.268	0.000	2.865	0.225	0.000
	R <sup>2</sup> = 0.003			R <sup>2</sup> = 0.246		
	F (1, 211) = 0.561, p > .05			F (2, 210) = 34.197, p < .05		
<b>Direct effect of X on Y</b>	0.350	0.042	<b>0.000</b>	<b>significant</b>		
<b>Indirect effect of X on Y</b>	-0.001	0.004	BootLLCI = <b>-0.011</b> BootULCI = <b>0.068</b>	<b>not significant</b>		

Source: authors' calculations

<sup>44</sup> Babcock-Roberson, M. E., Strickland, O. J.: The relationship between charismatic leadership, work engagement, and organizational citizenship behaviors, *The Journal of Psychology*, 144(3) 2010, pp. 313-326.

<sup>45</sup> Kataria, A., Garg, P., Renu, R.: Employee engagement and organizational effectiveness: the role of organizational citizenship behavior, *International Journal of Business Insights & Transformation*, 6(1) 2012, pp. 102-113.

<sup>46</sup> Lavy, S., Littman-Ovadia, H.: My better self: using strengths at work and work productivity, organizational citizenship behavior, and satisfaction, *Journal of Career Development*, 44(2) 2017, pp. 95-109.

<sup>47</sup> Marić, M., et al.: Job characteristics and organizational citizenship behavior: a multisource study on the role of work engagement, *Društvena istraživanja*, 28(1) 2019, pp. 25-45.

<sup>48</sup> Rurkkhum, S., Bartlett, K. R.: The relationship between employee engagement and organizational citizenship behaviour in Thailand, *Human Resource Development International*, 15(2) 2012, pp. 157-174.

<sup>49</sup> Saks, A. M.: Antecedents and consequences of employee engagement, *Journal of Managerial Psychology*, 21(7) 2006, pp. 600-619.

<sup>50</sup> Wahyu Ariani, D.: The relationship between employee engagement, organizational citizenship behavior, and counterproductive work behavior, *International Journal of Business Administration*, 4(2) 2013, pp. 46-56.

Likewise, the results of the second regression analysis showed that EE does not moderate the relationship between OC and OCB. It can be concluded that the positive relationship between OC and OCB will not increase under the moderating variable of EE. These results are shown in Table 7. The regression coefficient for XW is not significant because the p-value is greater than .05. Accordingly, Hypothesis H3 cannot be accepted. Previous research has not included the moderating effect of EE in the relationship between OC and OCB. Although the moderating effect of EE has not been confirmed, these are valuable research findings and a foundation for future research.

**Table 7. Results of regression analysis – moderation effect of EE**

	<b>coeff</b>	<b>SE</b>	<b>t</b>	<b>p</b>
<b>Constant</b>	2.018	0.857	2.545	0.012
<b>OC (X)</b>	0.541	0.235	2.304	0.022
<b>EE (W)</b>	0.193	0.205	0.938	0.349
<b>OC x EE (XW)</b>	<b>-0.047</b>	<b>0.056</b>	<b>-0.827</b>	<b>0.409</b>
		R <sup>2</sup> = 0.248, MSE = 0.197		
		F (3, 209) = 22.992, p < .05		

Source: authors' calculations

## **5. CONCLUSION, RESEARCH LIMITATIONS, AND RECOMMENDATIONS FOR FUTURE RESEARCH**

In the last few decades, organizations have realized that their success depends mostly on their employees' abilities and their comfort in the workplace. Therefore, the various attitudes of employees toward work and the organization are increasingly being researched so that scientists and managers can determine how to influence employees' positive attitudes and improve their work performance.

The most important scientific contribution of this research is that it is the first of its kind to examine the role of EE as a mediator and moderator in the relationship between OC and OCB in small Croatian companies in such a way. Contrary to theoretical assumptions and the results of previously conducted research, EE neither mediates nor moderates the relationship between OC and OCB. Also, no statistically significant relationship was determined between EE and OC or EE and OCB. Such contradictory research findings can provide the foundations for further research on these constructs in small companies worldwide. Additionally, such contradictory research results can be considered as paradoxes in organizational theory and employee behavior.

It should be emphasized that the confirmed positive relationship between OC and OCB also contributes to contemporary literature on organizational theory. The research results can help managers form positive employee attitudes and determine which attitudes require particular attention to influence employees' motivation, as well as, work and organizational performance.

This research has several limitations. The first is related to the sample size. Because of the greater reliability of research results, it is always good to have a larger sample of respondents participating in the research. Another limitation is related to the fact that only respondents from small Croatian industrial, trade and service companies took part in the research, and ICT companies, for example, were not included. Certainly, future research should be conducted in small companies only or in ICT companies only. Future research should also investigate the negative relationship between EE and OC and test the assumption that a higher level of EE can lead to leaving the organization and a lower level of OC. Future research could also be based on the relationship between employee attitudes and different types of organizational climate, such as stewardship climate.

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