

The Impact of Employee Happiness and Organizational Citizenship Behaviors in Government Entities of Abu Dhabi: Moderating Effect of Transformational Leadership

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Abstract

Organizational citizen behavior is an essential element for the success of the organization but government entities fail to retain this element that motivates the researchers to examine this area with reference to the government entities (GE) of Abu Dhabi. Thus, the present study aimed to determine the effect of employee happiness (EH) and on organization citizenship behavior (OCB) and also determine the moderating effect of TL in the EH-OCB relationship. The study adopted quantitative approach. Sample for this study, which consisted of 295 employees of the selected government entities (GE) of Abu Dhabi, was chosen using convenient sampling. Data were collected using a questionnaire and analyzed using PLS-SEM. The findings revealed a significant and positive effect of employee happiness on OCB. The findings also indicated that the transformational leadership significantly moderates among employee happiness and OCB.

These results guided the regulators to focus on transformational leadership style that enhances employee happiness and favorable OCB.

Keywords: Employee happiness, Organization citizenship behavior, Transformational leadership, Job satisfaction, Employee engagement

Introduction

Modern firms have been facing a high level of competition due to globalization, innovation and technological advancement, political and economic situations. Numerous experts have argued that public firms, including the firms belonging from the central and local state levels, need to boost their performance to show their strong presence worldwide. Thus, organizations need to be more efficient in influencing and encouraging their employees to achieve objectives in companies, transforming the firms by showing their vision in the future and motivating the followers to work towards the growth effectively. Thus, the employees commitment put a significant impact on the success of the organization (Chaubey, Sahoo, & Khatri, 2019).

However, employees are no longer concerned only about the pay they receive to do their task, but the opportunities for growth, training, and development, supervisory support, relationship with co-workers, recognition, and working environment also matter for them. Therefore, the employees have expectations from the company to accommodate them with sustainable and long-term happiness at work. Thus, organizations focus on maintaining sustainable employees by encouraging the happiness of their workers, which further improves their OCB. It has been argued that customer happiness has a major role in achieving organizational objectives and inducing employee innovation and other work-related behaviours, such as OCB. The value of OCB is evident at different levels in the organizations. It is a catalyst to make the tasks, operations, activities, and processes more improved by transforming organizational psychological and social factors (Veličkovska, 2017). However, it has also been argued that transformational leadership in the organization help in shaping and transforming the employees to work towards the organization's vision. Thus, the primary objective of the research is to find out the role of Employees Happiness (EH) on OCB by analysing the moderating effect of transformational leadership with special reference to Government Entities (GE) of Abu Dhabi.

Government Entities in Abu Dhabi

Government entity refers to any national or local state body, tribunal, court, or governing or other agency and any organization of which such body, tribunal, court, or agency is a party or to which it is subject. It is the entity assigned with the state's provision of goods or services at the national, regional, or local level (Matei & Drumas, 2015). The activities of GE range from providing social securities, handling public utilities, and providing health-related services. Although it is apparent that GE is dependent on public policy, which is different from private

policy but explaining and finding the limits is a challenging task. An important driver of governance systems is the regulatory, legal, and ownership environment where the government entity operates. In short, a government entity is an important component that determines the state's successful survival and operation (Matei & Drumas, 2015).

Abu Dhabi has remained a growing economy that has adopted western developmental methods in various domains, and GE has a huge role in its economic development. The GE of Abu Dhabi has experienced major changes and is under constant pressure to contest worldwide economies. Suppose one has to properly analyze the changes occurred in the last years within GE. In that case, it is easy to conclude that the UAE Government and Abu Dhabi specifically have majorly changed the government sector both at national and local state levels. These changes have occurred by the requirement to be reactive to the needs of the citizens by executing the best practices that can be considered ideal globally and management tools such as strategic planning in government administration for providing government services in the best way.

In the past, a tremendous amount of literature has arisen showing the change in the UAE economy and the transformation of the public sector in UAE and Abu Dhabi. As occurred to other post-colonial public entities, the public administration of UAE and Abu Dhabi specifically struggled with the transformation in the socio-economic environment. Therefore, a tremendous amount of task has been embarked to influence strategic and persistent public sector management initiative in the emirate. The task has dramatically transformed the public entities and transformed the state borders with its internal and external stakeholders. A huge amount of means and resources have been employed to grow and execute a comprehensive strategic planning framework to assist the evolution of GE and the sector founded on the socio-economic developmental objectives.

GE has a major role in the strategic plan of Abu Dhabi. The entities are dedicated to providing several important public services. It is crucial and significant to examine the trends of management and challenges faced by the management to evaluate GE's performance. Thus, public entities are very interested in adopting the latest human resource practices to achieve employee satisfaction and happiness because they influence the employee's thoughts and feelings towards the organizations.

Numerous research conducted in literature showed that managing government employees is riskier and challenging than the employees working in the private sector (Bysted & Hansen, 2015; do Monte, 2017). Therefore, numerous researches emphasize studying the phenomenon of OCB to study discretionary behavior among the employees, which further helps in achieving organizational success (Kumari & Thapliyal, 2017; Tamunomiebi & Onah, 2019)). These studies have investigated the determinants of OCB in the public sector (Ingrams, 2020). When the government employees involve in OCBs and collaborate with people in manners that show a tremendous amount of prosaic behavior, public services can be provided at the best quality and with higher economic efficiency. Moreover, OCBs of government employees could play a more

crucial part in maintaining the level of GE since government employees with a high extent of OCBs are expected to safeguard citizens and guarantee democratic values in the GE (Glińska-Noweś & Szostek, 2018). In addition, leadership also play a significant role for the establishing the effective OCBs of government employees.

Leadership and OCB remained at peak in the ground of organizational behavior studies for many years and has achieved a significant level of attention of researchers aiming to describe transformational leadership and the impact on employee's behavior (Majeed, Ramayah, Mustamil, Nazri, & Jamshed, 2017; Tran & Choi, 2019). Different leadership styles have also been studied to determine their impact on OCB (Othman, Mahmud, Noranee, & Noordin, 2018). Studies also found the role of leadership on OCB within educational context (Adewale, Ghavifekr, and Daud (2017); Deng & Guan, 2017) and different industries (ud Din, Iram, & Farooq, 2018). A very few have considered OCB in the GE setting. It is also important to note that a few pieces of research have been conducted in a non-western setting intended to find out the OCB among government employees as most of the studies are conducted in a western setting (Salas-Vallina, Alegre, & Fernandez, 2017).

Thus, based on all above discussion, the present research intends to study the determinants of OCB in the public sector of Abu Dhabi. Moreover, no study can be found in the literature investigating the impact of EH and transformational leadership on OCB in GE of Abu Dhabi. The study of Ingrams (2020) focused on the impact of leadership on OCB among government employees, but the study did not include moderating variables to test the relationships. Hence, the study attempts to fill this important gap by investigating the moderating effect of leadership in a relationship between EH and OCB in GE of Abu Dhabi.

Literature Review

This part of the research deals with the literature of past studies related to the nexus among the understudy variables given below:

Employee Happiness and Organizational Citizenship Behavior

The employees' happiness is the necessary element for the effective OCB that improve the performance of the organization. Happiness at work is expected to generate a high level of contribution in the organization by employing all the capacities effectively (Abdullah, Ling, & Ping, 2017). The positive feeling within the organization and increased level of positive interactions with the supervisor and colleagues will further improve employee's inclination to do more than expected from them to do within the organization (Nuseir et al., 2021Alparslan, 2016). In the context, along with being influenced by the emotions and thought of the workers externally from the organization, EH is known as the constant satisfaction in the organization and with the job, favorable emotions and positive feelings towards the job and facing all of these in a frequent basis rather than negative feelings (Sun et al., 2020).

Similarly, Joo and Lee (2017) showed that happy employees could be more supportive and helpful to coworkers and employees. They interact with the value and respect them more and thus, are expected to be involved in citizenship behavior. As stated by Akçakanat (2020), individuals who are contented may involve themselves in such behaviors that result in constant happy and satisfied feelings such as involving themselves in different dimensions of OCB such as altruism, empathetic or show courtesy. Akçakanat (2020) showed that OCB are more motivated towards positive feelings. Positive and happy feelings have the capability to assist sustain relationships and form thriving social interactions. Studies showed that such type of favorable interactions may make the employees more inclined towards supportive of others (altruism), behave nicely with others (courteous), and ignoring complaints that has a potential to harm the relationships (sportsmanship).

In support, Kun and Gadanez (2019) showed that happiness and positivity strengthen attention, cognition, and actions and can establish physical, knowledgeable, and social means. This type of widening thought enables people to be tolerant towards the problems, distress, and annoyance caused in the organization without showing discomfort and grievances (sportsmanship) and to be actively engaged in organizational activities and enhance the workplace (civic virtue) In the study of Rego et al. (2017) related to EH and OCB. The study of Palihakkara and Weerakkody (2019) included three dimensions of EH: job satisfaction, employee engagement, and affective organizational commitment, and tried to find the relationship with OCB. The researcher tried to form a linkage between happiness at work with citizenship behaviors among the employees. The results reveal that EH has a significant relationship with OCB (Aljumah et al., 2021. Chien, Sadiq, et al., 2021). Moreover, the study also highlighted that all three dimensions of happiness have a huge impact on OCB. Lasrado and Kassem (2020) found that being constantly joyous and happy is more significant rather than being extremely happy for just a day or inadequately happy for the next day. Constant happiness at work will result in employees' citizenship behaviors rather than being happy for a day and showing citizenship behaviors for a short period (Alshehhi, Abuelhassan, & Bhaumik, 2019). Therefore, it is important to evaluate the concept of EH as a positive emotion for a longer period of time which results in positive outcomes. Based on the literature reviewed above, following is the first hypothesis developed for the study.

H1: Employee engagement has a significant influence in increasing the OCB levels of employees.

H2: Job satisfaction has a significant influence in increasing the OCB levels of employees.

H3: Employee commitment has a significant influence in increasing the OCB levels of employees.

Transformational leadership and OCB

Effective leadership leads to increased employee-related work because effective leadership has a potential to provide a high level of motivation and eagerness within the workplace (Shair et al.,

2021). Leaders are able to motivate and influence the employees as Akanji, Mordi, Ituma, Adisa, and Ajonbadi (2019) stated that supervisors with effective leadership have an exceptional level of performance, and their followers are more inclined to be involved in extra-role behavior. The linkage can be acknowledged in terms of leader-member exchange theory, which shows that if leaders possess a positive, high level of relationship with the followers, then the followers acknowledge the kind and positive behavior with positive behavior and attitude. This type of positive workplace behavior is known as the high level of relationship between the leader and its follower (Rita, Payangan, Rante, Tuhumena, & Erari, 2018).

Different leadership roles have been studied in the literature to find out the relationship with OCB. Khalili (2017) studied ethical leadership to determine its impact on Organizational citizenship behavior and found a positive relationship between Ethical leadership and OCB. Sönmez Çakır and Adıgüzel (2020) studied OCB by examining the leadership style of Authentic Leadership as a determinant of OCB. The research found that authentic leadership positively determines OCB. Buil, Martínez, and Matute (2019) conducted an empirical investigation and found the role of transformational leadership on OCB. The researcher found that transformational leadership is significantly related to organizational citizenship behavior. W. G. Kim, McGinley, Choi, and Agmapisarn (2020) showed that transformational leaders have a major role in inducing OCB among the followers. As suggested by Kim & Park (2019), transformational leaders form such setting within the workplace, which helps in creating, sharing and exploration of knowledge. With the help of inspirational motivation and attention to the individual, transformational leaders form an inclination among the employees to involve in OCB (Nawaz et al., 2020. Aljumah et al., 2021). Transformational leadership encourages citizenship behavior of followers by inspiring the followers to perform more than they are required to do and encourage them to put additional efforts in their tasks. The study of Chaubey et al. (2019) also supports this proposition by showing that transformational leadership has a positive effect on OCB among employees (Nawaz et al., 2021). Considering the literature review above, the following hypothesis can be proposed.

H4: Transformational leadership has a significant influence in increasing the OCB levels of employees.

Transformational Leadership as Moderator of the Relationship between Employee Happiness and OCB

There are several studies conducted in the literature that have found the direct relationship between EH and OCB (Mohsin, Kamran, Nawaz, Hussain, & Dahri, 2021). Similarly, several studies also found the relationship between transformational leadership and OCB (Chaubey et al., 2019). The encouraging and enthusiastic attitude of the leaders supported by the positive environment will reduce stress and promote happiness. With the increase in the level of

happiness, i.e., satisfaction and commitment of the employees, the OCB level of employees will enhance. Simultaneously it will contribute to the performance of the organization. There is an inconsistent relationship between happiness and the workplace and the OCB levels of employees (Majeed, Nor, & Mustamil, 2017). The leadership style could affect the relations among happiness and the OCB levels of employees.

The leadership provides aspiration, challenges and increases the employees' level of confidence and excitement towards achieving objectives that enhance their satisfaction and happiness in the task (Chien, Pantamee, et al., 2021). Moreover, transformational leadership tends to build an interpersonal relationship to make them do the task, increasing their engagement and contentment level towards the task. Inspiration and involvement show the employees' exercise of involvement and happiness (E.-J. Kim & Park, 2019). In addition, when a leader chooses a transformational leadership style for his followers, the style will be taken as inspirational and motivational. That leader will be more likely to use inspirational and motivational impact on the followers to get them involved in the task. Therefore, the employee is more likely to have positive feelings towards the leadership, resulting in EH at work. A major result of that type of interaction is Organizational Citizenship Behavior among the employees. The impact is supported with the idea that transformational leader acknowledges the importance of EH which is done with the help of inspirational, consultation and motivational appeal to make the employees involved in citizenship behavior (Lee, Woo, & Kim, 2018).

According to Sharma (2018), transformational leaders closely understand the employees' attitudes working in the organization to improve the work spirit that helps predict positive emotions and happiness from the employees. He then tends to work more than his capacity for the welfare of the employees of the organization. According to social exchange theory, by using the social exchange approach, the employee shows more commitment and performs better in the organization's healthy and encouraging environment. The relationship between leader support and follower's positive emotion forces the follower to perform more than expected. The study of H. Zhang, Liu, and Wang (2020) showed that transformational leadership could bring the level of enthusiasm, eagerness, and extreme contentment of identification with his job. Individualized consideration, which is an important component of transformational leadership, includes providing individual attention to the employee by giving him proper coaching, training, affection, and understanding.

Moreover, transformational leadership intends to promote organizational learning and gives policy for a significant duration, and it is appropriate in encouraging and enhancing organizational performance. With a high level of skills, expertise, competence, and commitment of workers with the help of transformational leadership and improved job satisfaction, workers are possibly performing their duties than regular and operate way more than the expectation of the organization. Transformational leadership affects the employee's behavior, such as OCB (Majeed, Ramayah, et al., 2017; Tran & Choi, 2019). Different leadership styles have also been

studied to determine their impact on Organizational Citizenship Behavior (Othman et al., 2018). Studies also found the role of leadership on OCB within the educational context (Adewale et al. (2017); Deng & Guan, 2017). In contrast, transformational leadership is studied as an independent variable. Considering the literature review above, the following hypotheses are proposed.

H5: Transformational Leadership moderates the relationship between employee engagement and OCB levels of employees.

H6: Transformational Leadership moderates the relationship between job satisfaction and OCB levels of employees.

H7: Transformational Leadership moderates the relationship between employee commitment and OCB levels of employees.

Research Methodology

This study presupposes the application of the quantitative methods to appropriate data. Quantitative research is called so because of its focus on obtaining quantitative information about many research objects (Abu Dhabi Government Entities workers). Determining the population is an important part of the research study. The population of the study is GE of Abu Dhabi. In conducting the study, the researcher seeks to focus on the employees working in the GE of Abu Dhabi. There are 3 GE of Abu Dhabi in total, and all of them are listed below:

- 1) Abu Dhabi Health Services Company "SEHA"
- 2) Department of Community Development
- 3) Department of Education and Knowledge

Sampling is an important method in research studies that enables the researchers to include information on the population based on results from a small unit of the population representing the overall population (Hair Jr, Babin, & Krey, 2017). It is impossible to consider the whole population to participate in the research. The researcher cannot include every respondent (employees) of the targeted population, i.e., GE of Abu Dhabi, to fill out the research survey. However, to facilitate the study's validity, it is imperative to determine samples and get responses from a certain number of individuals from all departments. Therefore, this study used Abu Dhabi Health Services Company "SEHA," Department of Community Development, and Department of Education and Knowledge as the sampling GE's of Abu Dhabi from where the data will be collected. These are the GE of Abu Dhabi that play a very critical role in society. They also provide compulsory social security services to the citizens.

In order to derive a formula that allows us to calculate the sample size, one starts with a formula. The percentage of public administration, defense, and compulsory social security activity is accounted for 23.5% of the total labor force. This means the total number of public employees is 329,000.

According to the results, 288 respondents are needed to be included in the research. Therefore, the sample size of the research must be greater than 388. However, to produce greater power of the statistical test, increasing sample size will be helpful (Hair, Ringle, & Sarstedt, 2016). The researcher will distribute 543 questionnaires to the employees of Abu Dhabi GE, but after one month, only 291 valid questionnaires were returned. This study has executed the smart-PLS to examine the results of the relationship among the nexus of understudy variables. This tool has been used due to the large sample size and complex framework. This study has taken three predictors such as employee engagement (EE) with nine items, job satisfaction (JS) with five items, and affective employee commitment (AEC) with six items (Al-dalahmeh, Khalaf, & Obeidat, 2018). In addition, transformational leadership (LDS) has been sued as the moderating variable with nine items (Brissem, Atta, & Abbas, 2017), and organizational citizenship behavior (OCB) has been used as the dependent variable with twenty items (Lucey, 2017). These variables are shown in Figure 1.

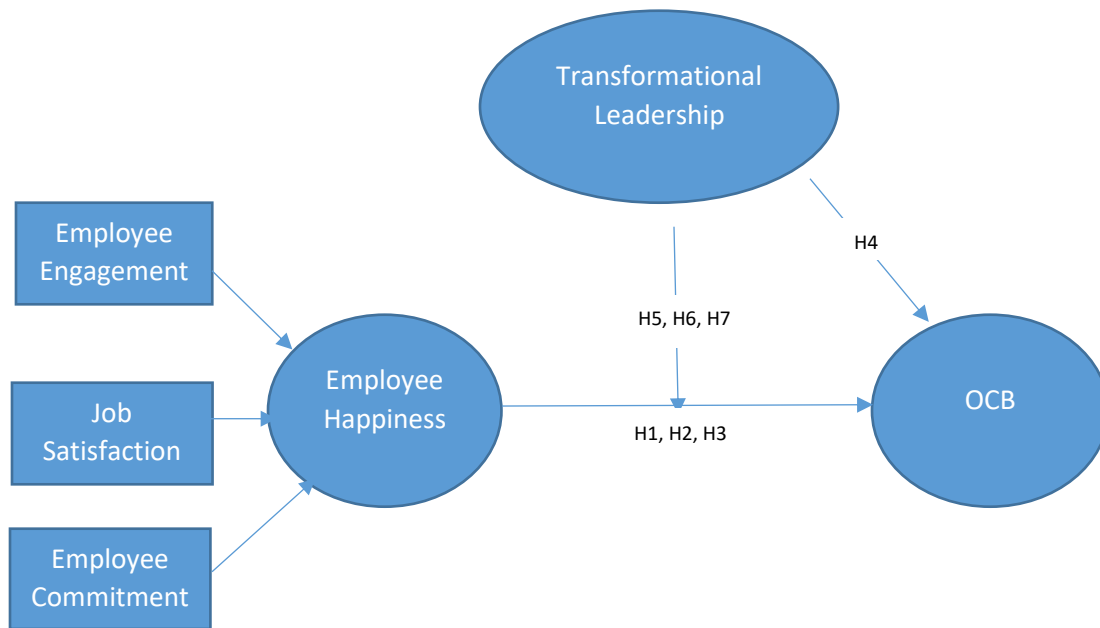


Figure 1: Theoretical Framework

Results

This study has checked the multicollinearity by using variance inflation factor (VIF). The results have been mentioned that the values of VIF are lower than five and exposed that no multicollinearity exist among the variables. These values are mentioned in Table 1.

Table 1: Multicollinearity Test

Constructs	Tolerance	Variance Inflation Factor
EE	0.327	2.105

JS	0.824	1.021
AEC	0.754	1.254
LDS	0.960	1.042
OCB	0.521	2.354

Note: EE = Employee Engagement, JS = Job Satisfaction, AEC = Affective Employee Commitment, and OCB = Organizational Citizenship Behaviour.

This study has checked the convergent validity that expose the relations among items and the figures have been indicated that the factor loadings and AVE are not smaller than 0.50. The figures also exposed that the CR and Alpha values are cross the limit of 0.70. These values indicated that high relations among items. These values are shown in Table 2.

Table 2: Internal Consistency and Convergent Validity

Constructs	Items	Loadings	AVE	CR	Alpha				
Employee Engagement	EE_3	0.788	0.545	0.893	0.860				
	EE_4	0.709							
	EE_5	0.688							
	EE_6	0.813							
	EE_7	0.726							
	EE_8	0.748							
	EE_9	0.686							
	Job Satisfaction	JS_1				0.750	0.664	0.907	0.869
		JS_2				0.628			
JS_3		0.908							
JS_4		0.850							
JS_5		0.902							
Affective Employee Commitment	AEC_1	0.866	0.700	0.903	0.862				
	AEC_2	0.873							
	AEC_3	0.854							
	AEC_4	0.746							
Transformational leadership	LDS_2	0.776	0.555	0.897	0.865				
	LDS_3	0.778							
	LDS_4	0.769							
	LDS_5	0.670							
	LDS_7	0.671							
	LDS_8	0.690							
	LDS_9	0.843							

Organizational Citizenship Behavior	OCB_1	0.669	0.584	0.959	0.955
	OCB_3	0.832			
	OCB_4	0.727			
	OCB_5	0.808			
	OCB_6	0.835			
	OCB_7	0.722			
	OCB_9	0.804			
	OCB_10	0.822			
	OCB_11	0.758			
	OCB_12	0.621			
	OCB_13	0.712			
	OCB_14	0.740			
	OCB_15	0.718			
	OCB_16	0.815			
	OCB_17	0.849			
	OCB_18	0.731			
	OCB_20	0.781			

This study has also checked the discriminant validity that expose the relations among variables and the figures have been indicated that the Heterotrait Monotrait (HTMT) ratios are not bigger than 0.85. These values indicated that low relations among variables. These values are shown in Table 3.

Table 3: Discriminant Validity (HTMT Criterion)

Constructs	AEC	EE	JS	OCB	TLDS
AEC					
EE	0.111				
JS	0.065	0.733			
OCB	0.115	0.839	0.735		
LDS	0.101	0.880	0.668	0.855	

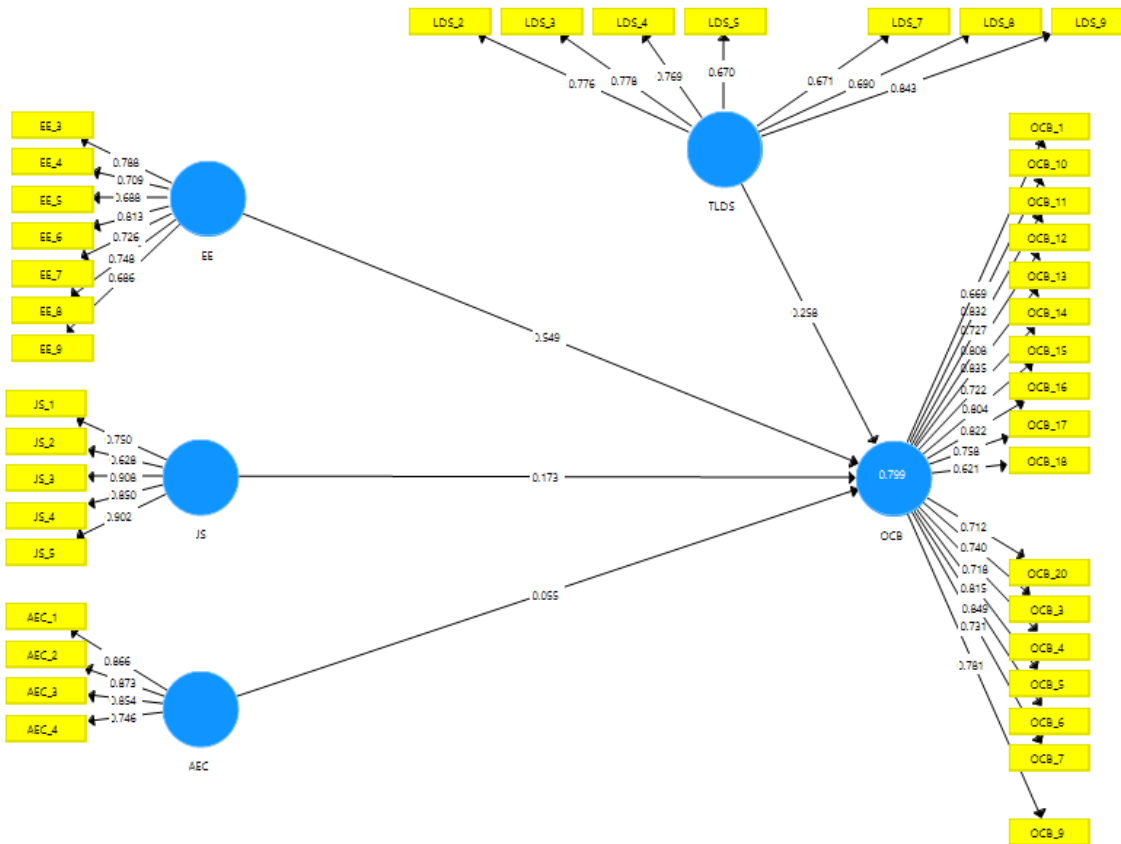


Figure 2: Measurement Model without interaction terms

Based on this result, hypothesis 1 (H1), which stated that employee engagement (EE) positively influences organizational citizenship behavior is supported at 0.005 level of significance ($\beta=0.553$, $t=10.164$, $p<0.005$). This result revealed a significant positive relationship between employee engagement and organizational citizenship behavior. Also, the second hypothesis, H2, stated that job satisfaction positively impacted organizational citizenship behavior and was also supported at the 0.005 level of significance ($\beta=0.171$, $t=3.936$, $p<0.005$). This result indicates a significant positive nexus between job satisfaction and organizational citizenship behavior. In contrary to the above result, H3 was not supported ($\beta=0.055$, $t=1.639$, $p>0.005$). This indicates that there is no significant relationship between effective employee commitment and organizational citizenship behavior. Lastly, H4, which stated that transformational leadership significantly influences organizational citizenship behavior, was also supported ($\beta=0.257$, $t=4.840$, $p<0.005$). The results indicate a significant positive relationship between affective employee commitment, transformational leadership, and organizational citizenship behavior.

Table 4: Inner Model Results

Hyp.	Hypotheses Effect	Path coefficient t	Standard Error	T Stat.	P-value	BI [2.5%;97.5 %]	Decision
H1	EE -> OCB	0.553	0.054	10.164	0.000** *	[0.438;0.652]	Supported
H2	JS -> OCB	0.171	0.043	3.936	0.000** *	[0.085;0.256]	Supported
H3	AEC -> OCB	0.085	0.034	1.639	0.102** *	[-0.045;0.104]	Not Supported
H4	LDS -> OCB	0.257	0.053	4.840	0.000** *	[0.162;0.363]	Supported

According to Table 4 and figure 3, which displayed the result below, it can be discerned that hypotheses 5 and 7 were not supported ($\beta = -0.092$, $t = 2.757$, $p < 0.05$) and ($\beta = -0.058$, $t = 2.059$, $p < 0.05$) respectively. These results indicate that the relationship between employee engagement, affective employee commitment, and organizational citizenship behavior is negatively and significantly moderated by transformational leadership. Whereas H6 ($\beta = 0.075$, $t = 4.093$, $p < 0.05$) revealed that job satisfaction and organizational citizenship behavior are positively and significantly moderated by transformational leadership. For hypotheses 5 and 7, it was observed from the result that the positive relationship between employee engagement and organizational citizenship behavior would be weaker when transformational leadership is high, and also the positive relationship between affective employee commitment and organizational citizenship behavior would become weaker when transformational leadership is also high.

As for hypothesis 6, we can posit that the positive relationship between job satisfaction and organizational citizenship behavior would be stronger when transformational leadership is higher. However, the degree and nature of this impact are not easy to describe from examining the path coefficients alone, and it even becomes more so when one or more of the moderating effects coefficients are negative as we have in this study, or when the standard deviation of the exogenous and moderator variables are different.

Thus, Figure 4 - 6 represents the simple slope analysis of the interaction plot between the exogenous and moderating variables. For the simple slope analysis, the red slope represents the relationship between exogenous variable(s) and endogenous variable(s) at the lower moderator variable. In contrast, the blue slope represents the relationship between exogenous variable(s) and endogenous variable(s) at the mean level of moderator variable, and lastly, the green slope represents the relationship between exogenous variable(s) and endogenous variable(s) at higher moderator level. Thus, the interaction plot of fig. 4, which shows the moderating effect of TLDs

on the EE-OCB nexus, indicates that at higher transformational leadership, employee engagement fails to influence organizational citizenship behavior. In addition, this shows that the relationship between employee engagement and organizational citizenship behavior becomes weaker at a higher level of transformational leadership. This result is also evident through the mean and lower level of transformational leadership, showing that at the lower transformational leadership level, the relationship between employee engagement and organizational citizenship behavior becomes stronger.

In addition, the interaction plot of fig. 5 also shows the moderating effect of LDS on the JS-OCB nexus indicates that job satisfaction influences organizational citizenship behavior at higher transformational leadership. This revealed that job satisfaction and OCB nexus becomes stronger at a higher level of transformational leadership. This result is also evident through the mean and lower level of transformational leadership, showing that at lower transformational leadership, the relationship between job satisfaction and organizational citizenship behavior becomes weaker. Thus, in an organization with high transformational leadership, job satisfaction becomes important in explaining organizational citizenship behavior. Lastly, the interaction plot of fig 6 revealed that the relationship between affective employee commitment and organizational citizenship behavior is weaker at higher transformational leadership.

Table 5: Results of Moderating Effects

Hyp.	Constructs	Beta	Standard Error	T Statistics	P-value	Decision
H5	EE * LDS -> OCB	-0.092	0.033	2.757	0.006***	Supported
H6	JS* LDS -> OCB	0.075	0.042	1.981	0.048***	Supported
H7	AEC * LDS -> OCB	-0.058	0.028	2.059	0.040***	Supported

***: P<0.005; **: P<0.01; *: P<0.1

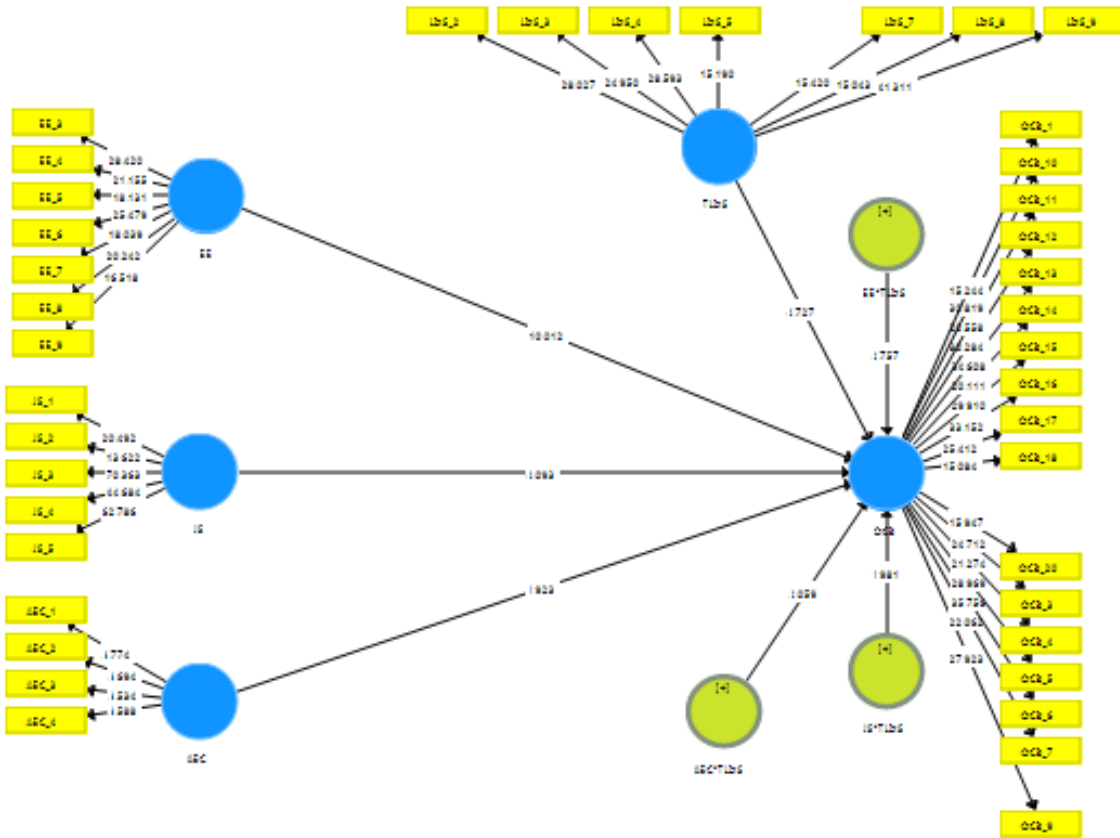


Figure 3: Full Model with Interaction Terms

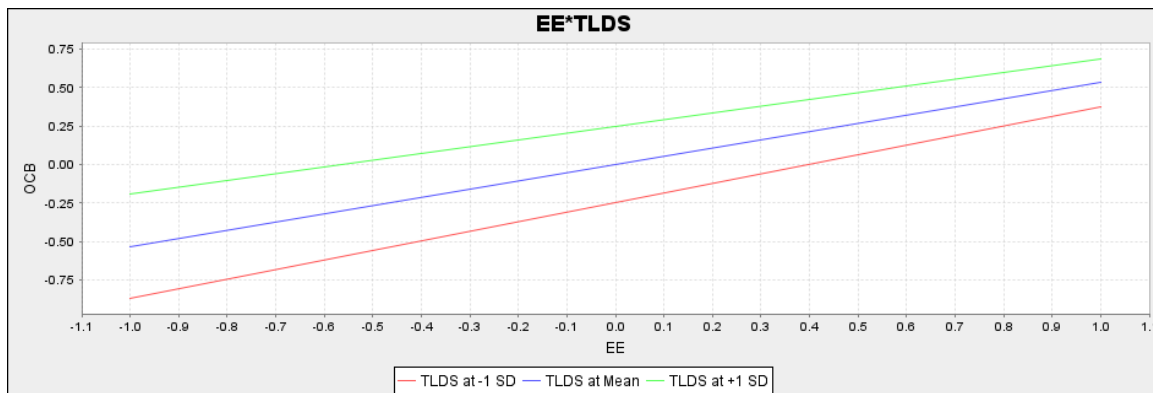


Figure 4: Simple slope analysis of EE-LDS

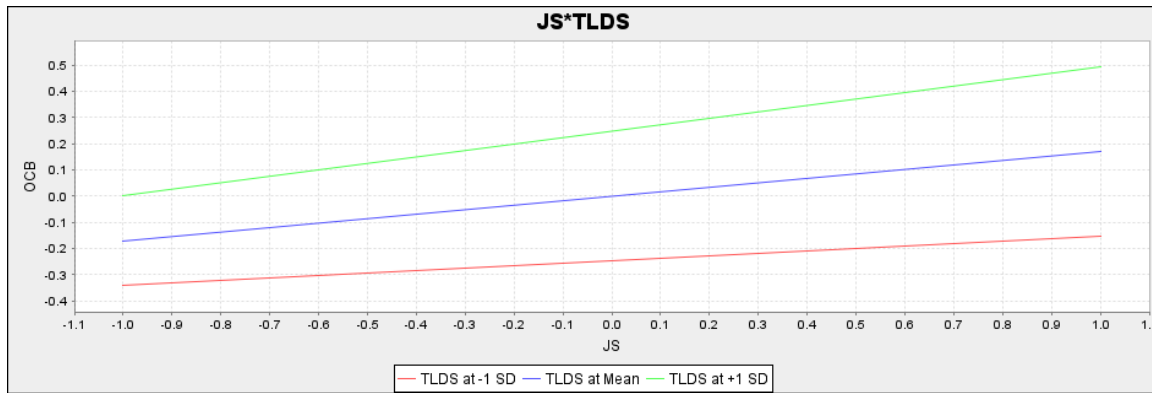


Figure 5: Simple slope analysis of JS-LDS

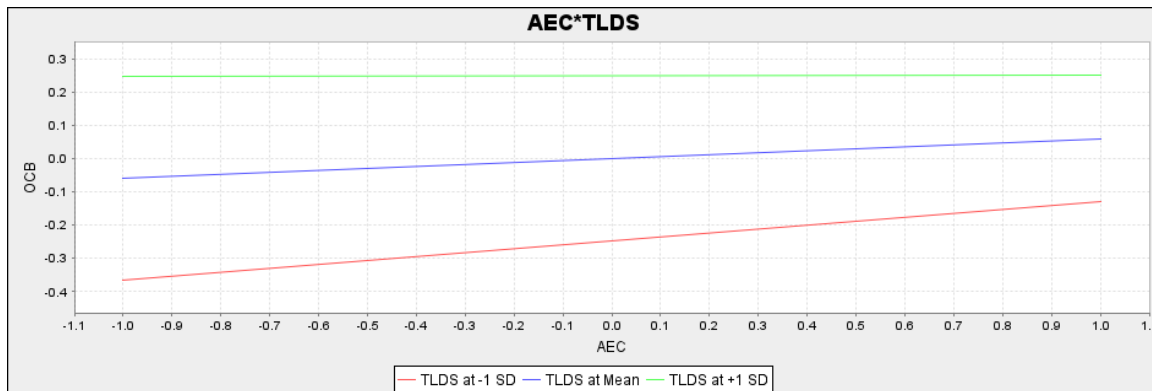


Figure 6: Simple slope analysis of AEC-LDS

Discussions and Implications

The study results have indicated that employee engagement, the part of employee happiness, has a positive association with OCB. These results are in line with the past study of Y. Zhang, Guo, and Newman (2017), which states that the employees who have a passion for their job assign the high organization value, and pay special heed to remove the problems of the organization and achieves higher performance, they interact and behaves within the organization positively and perform positive actions beyond the job requirements. The study results have also shown that job satisfaction, the part of employee happiness, has a positive relationship with OCB. These results are also in line with the previous study of Torlak, Kuzey, Sait Dinç, and Budur (2021). This study examines the level of satisfaction of employees with their job and the behaviors and actions of employees as a result. This study concludes that when the employees are highly satisfied with all the aspects of their job (emotionally, physically, and economically satisfied), they adopt positive behavior towards the organization, personnel, and the tasks assigned to them, and they get ready to work voluntarily even out of the job description. It has also been shown by the study results that employee commitment, one of the forms of employee happiness, is linked with the OCB in a positive manner. These results are also in line with the previous study of

Eliyana and Ma'arif (2019), which demonstrates that the organization where the employees are happy with the organization, its beliefs, values, and goals, and have an emotional attachment with the organization, the employees communicate with others in a positive manner, shows positive behavior towards the organization, and put discretionary efforts to the best of their abilities.

The study results have also indicated that transformational leadership has a positive association with the OCB. These results are supported by the past study of Mi et al. (2019), which indicates that under transformational leadership, the leader cooperates with the team members, acts as a role model for the organization, and thus, creates positive emotions in the employees for the organization and motivates them to work in favor of organization even beyond the job description. These results are also in line with the past study of H. Kim (2014), which states that organizations, where the employees work under transformational leadership have positive emotions for the organization, positive behaviors towards the fellow workers, and work out of devotion but with responsibility. The study results also shown that transformational leadership plays a moderating role between the part of employee happiness, employee engagement, and OCB. These results are in line with the past study of W. G. Kim et al. (2020), which examines that the adoption of transformational leadership enables the leader to make the employee happy and engaged within the organization and thereby create and improves citizenship behavior in employees. These results are also in line with the previous study of Buil et al. (2019), which states that when the employees work under transformational leadership, they feel happier and get engaged in the work. Thus, they not only act upon the job instructions but also think and perform beyond the job inscription. The study results have also shown that transformational leadership moderates between the part of employee happiness, job satisfaction, and OCB. These results are in line with the past study of Lee et al. (2018), which examines that the adoption of transformational leadership helps the leader to make the employee happy and engaged with the work, and thus, improves citizenship behavior in employees.

The study results have also indicated that transformational leadership plays a moderating role between the part of employee happiness, employee commitment, and OCB. These results are also in line with the previous study of Nasra and Heilbrunn (2016), which under the transformational leadership, the leader arouses positive feelings in the team members for the organization creating the perception that the organization values the employees and takes great care of their needs within or outside the organization. It creates commitment between the employees and the organization, which further brings improvement in the degree of OCB. The present study has a great theoretical significance for its remarkable contribution to the economic literature. It presents the association between the three dimensions of employee happiness, such as employee engagement, job satisfaction, and employee commitment, and OCB. This study addresses the moderating influences of transformational leadership between the three parts of employee happiness, such as employee engagement, job satisfaction, and employee commitment, and OCB. In the past literature, the influences of transformational leadership have been shown

on employee engagement, job satisfaction, and employee commitment, and OCB, but not at the same time. Moreover, only a few past studies have dealt with the influences of transformational leadership on the mutual association of employee engagement, job satisfaction, and employee commitment, and OCB. In this way, our study addresses transformational leadership as a moderator between employee engagement, job satisfaction, and employee commitment, and OCB. In addition, the current study is also very significant in practical life. It is of great importance to organizational management because it provides a guideline on how to bring improvement in OCB. It elaborates that OCB can be improved by having increased employee engagement, job satisfaction, and employee commitment which are the forms of employee happiness.

Conclusion and Limitations

The study analyzes the OCB in the economy of Abu Dhabi, the capital of UAE. For this purpose, it examines the different forms of employee happiness such as employee engagement, job satisfaction, and employee commitment and also examines the association between the aforementioned factors and OCB. The study examines that employee engagement which is a part of employee happiness, improves the OCB. When the employees are happy and emotionally attached to the organization and the tasks assigned to them and put extra effort to perform their functions efficiently, it determines higher OCB on the part of employees. The study also implies that the employees' satisfaction with their job results in an improvement in OCB. The employees who are both emotionally and economically satisfied with all the aspects of their job adopt positive behaviors towards the organization and its personnel and do something useful and extra voluntarily in favor of the organization. Similarly, the study examines that employees' attachment with the organizational policies and goals, and the tasks assigned to them, have inward motivation to adopt positive behaviors towards the co-workers while interacting with them, perform their duties honestly out of devotions, and also do something positive and beneficial which is not the part of their job description. Moreover, in case the team leader adopts transformational leadership to interact with the employees under his guidance, the employees' happiness turns into higher OCB.

The study has several limitations, like other literary workouts. These limitations are recommended to be removed by the researchers and practitioners in the future. Only employee happiness with three dimensions, such as employee engagement, job satisfaction, and employee commitment, has been analyzed by the author in this study while analyzing the degree of OCB in business organizations. Many organizational factors like organizational support, culture, and climate also significantly affect the behaviors and actions of employees. Unfortunately, all these factors have utterly been ignored by the author in this study. Thus, future authors are expected to bring positive change in the number of factors affecting OCB. Moreover, the quantitative data used in this study to support the hypothesis has been collected through questionnaires. The use of

a single source to acquire data confines the validity of the study. Thus, multiple sources for the collection of data must be applied in the future.

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