THE IMPACT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND TRAINING ON THE PERFORMANCE OF THE YEMENI PETROLEUM COMPANY'S EMPLOYEES: THE MEDIATING ROLE OF EMPLOYEES ENGAGEMENT

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Abstract

The purpose of this research is to explore the mediating role of Employee Engagement on the relationship between Organizational Citizenship behaviour and Training with Employee Performance in the Yemeni Petroleum Company (YPC). Moreover, the researcher has followed the quantitative research method in this research for randomly selected sample of 416 respondents from Yemeni Petroleum Company (YPC) employees. The data analysis was carried out using Smart PLS. The findings revealed a significant relationship between Organizational Citizenship behaviour, Training, and Employee Engagement from hand, and Employee Performance from another hand. In addition, the mediation role of Employee engagement was found to partially mediating the relationship between Organizational Citizenship behaviour and Employee Performance, while no mediation effect was found on the relationship between Training and Employee Performance. The Scarcity of the studies of the role of employee engagement in Yemen was the major gap this study is designed to bridge, there are no noted publication that target this important relationship.

Keyword: Organizational Citizenship behaviour, Training, Employee Performance, Employee engagement, Yemen

1.INTRODUCTION

An engaged employee performs above average standards of performance and adds greatly to group effectiveness; an engaged team is a cause of unit or departmental efficiency; yet an engaged staff is a possible source of widespread competition and strategic advantage for the company [1]. Engaged workers are passionate about their job, dedicated to the goal and vision of the company and eager to move beyond their given tasks to accomplish it [2]. Based on that, employee engagement is defined in general as the level of commitment and involvement an employee has towards their organization and its values. When an employee is engaged, he is aware of his responsibility in the business goals and motivates his colleagues alongside, for the success of the organizational goals [3]. The positive attitude of the employee with his work place and its value system is otherwise called as the positive emotional connection of an employee towards his/her work. Engaged employees go beyond the call of duty to perform their role in excellence. According to Anitha, (2014), employee engagement is a helpful technique to support each company seek to achieve competitive edge over others. Individuals are one element that rivals cannot replicate or mimic, and are perceived to be the most essential asset if properly managed and engaged [4].

In Yemen, several studies reported that service sector has been suffering from poor Employee Performance and pointed out that the Yemeni service sector has low levels of satisfaction, productivity and profitability, and mentioned that this sector is incapable of establishing

any international competitiveness, which therefore will not just be unable to grow, but could actually start deteriorating has the Yemeni service industry continues to perform at such low levels of success [5]. In addition, per Min, Homaid, Minai and Zain (2019) they found that the association between organizational performance and total quality management in the Arabic region, especially in Yemen, has not been studied [6]. Furthermore, Saleh, Nusari, Habtoor and Isaac (2018) stated in their study that the organizational performance of the workers in the manufacturing sector in Yemen faces a lot of issues and problems that hinder the development of this sector. According to the researchers, Yemen, compared to surrounding countries, is considered poor, and there are no other researches that talked about this issue in Yemen as a case of study, which left the problems escalated without further solutions [7]. Moreover, Yemen is a small oil producer and does not belong to the Organization of the Petroleum Exporting Countries (OPEC), income from oil production constitutes 70 to 75 percent of government revenue and about 90 percent of exports. Yemen contains proven crude oil reserves of more than 4 billion barrels (640,000,000 m3), while oil provides around 90% of the country's exports [8]. Yemen petroleum Company (YPC), which is subsidiary of the Yemen general oil and Gas Corporation, is among the leading distributing petroleum company in Yemen, however, Kassem et al. (2021) have reported that this company is suffering from poor performance and low employee engagement at work [9], similar findings were presented in the study of Naji et al. (2020) that several subsidiaries of the Yemen general oil and Gas Corporation have reported low level of employees performance [10]. Therefore, the purpose of this study is to study the mediating role of Employee Engagement on the relationship between Organizational Citizenship behavior and Training with Employee Performance Yemeni Petroleum Company (YPC).

2.LITERATURE REVIEW

The issue of the competency of employees and their performance in the petroleum industry is an ongoing concern. Concerning the Oil and Gas industry, top managements are committed to ensure that their workforce is knowledgeable and skilful enough to address the issue of competency in executing their tasks

and activities in the process of Oil and Gas production. It is becoming increasingly difficult to ignore the importance of the factors influencing the performance of employees in petroleum industries [11]. Human Resources form part of the competence structures of Oil and Gas companies in which the staff engagement ensures the protection of all future risks [12], [13]. The support required by Oil and Gas staff to improve their expertise and abilities will permit them to meet the requirements of the International Human Resources Development Corporation [12].

This risk may lead to environmental harm, economic loss to businesses, and even human's death. The working staff may take the risk mitigation involved in balancing all potential hazards in the Oil and Gas sector [14]. The staff in the Oil and Gas businesses should be capable to organize appropriate essential abilities in a committed skills framework. The availability of this staff is therefore important in ensuring that both the required knowledge and aptitudes are accurately inserted and upgraded to ensure their safe working environments without sacrificing quality efficiency [14]. There has recently been increased enthusiasm for establishing a skills framework for employees in the field of technology despite the nature of this activity, subjected to high risks [12], [13].

Additionally, it is necessary to implement different activities from diverse zones by properly managing them. Therefore, the Oil and Gas management and employee groups in the platform region offshore are capable to carry out operations in a safe manner The Oil and Gas organizations have the opportunity to improve their existing skills framework through persistent progress in these essential facilities [12]. This should enable the front-line staff of Oil and Gas to meet the basic requirement for the safety of agents to prevent accidents and company disruption in cases where components of the competency framework do not appear [12], [15].

Oil and Gas businesses and their associations should provide advancement in adjusting and modifying the current competency framework. Over the last century, the Oil and Gas industry has rapidly evolved and the interests of skills and academic qualifications have been significantly increased. However, from the perspective of workers and employers, it has been shown that the qualifying skills are vital compared to those of the power companies. The latest sophisticated technology shows

that the identification of jobs is different from other classical methods, while skills alone are not informative enough [12], [16].

There should be no major difference between changes in the fundamental section of the competence structure and the procedure for implementing the aspects of different sections of Oil and Gas businesses. According to van Wieringen (2019), the Oil and Gas companies are considered to be of international standing with a workable skills framework, fulfilling the Oil and Gas goals [17]. The skillful and well-prepared workforce will benefit the Oil and Gas companies and, in the end, will contribute to the success of the entire Oil and Gas business [12].

These employees' successes and disappointments will have an overall impact on Oil and Gas Company's sustainability in the future, and competent employees contribute mightily to the entire industry, whose successes and failures can have a global effect [12].

2.1. Organizational Citizenship Behaviour

Employee motivation is described as an employee's inherent passion in and desire to complete work-related tasks. Employee motivation refers to the internal force that propels a person to take action [9]. Many studies were dedicated to assess the effect of Employee Motivation on their performance. For instance, according to van der Kolk et al. (2019), there is a link between intrinsic and extrinsic motivation and performance, emphasizing the significance of having a motivated staff in the governmental sector [10]. Furthermore, Tampubolon (2017) revealed that job motivation positively and significantly influenced Employee Performance [11]. Moreover, Sandhu, Iqbal, Ali, and Tufail (2017) conducted empirical research to assess the association between job motivation and employee performance in small and medium enterprises (SMEs), and found that employee motivation has a positive relation with employee performance. This demonstrated that the motivation type considered to the workers in a firm has a significant role on their performance [12]. The results of the study conducted by Dharma (2018) indicated that the work motivation had positive and significant impact on performance of employees [13]. Therefore, one could hypothesize the following:

Organizational citizenship behavior is a concept occurs when an employee acts in a way that improves the psychological well-being and social environment of an organization. Organizational citizenship behavior generally leads to a more desirable workplace, more positive social interactions, and higher job performance [18]. Organizational citizenship behavior is behaviors that are not required of organizational members but that contribute to and are necessary for organizational efficiency, effectiveness, and competitive advantage [19]. It refers to work-related behaviour that goes above and beyond that is dictated by organizational policy and one's job description [20]. To link the Organizational citizenship behavior with the Employee Performance, Basu et al. (2017) found that Organizational citizenship behavior significantly predicts job performance [21]. Patnaik and Shukla, (2020) revealed that there is a positive impact of Organizational citizenship behavior on perceived organisational performance [22]. Garg (2018) found that Organizational citizenship behavior was regressed on organizational performance and relationship is found to be significant and positive [23]. Moreover, Anwar et al. (2020) concluded that Organizational citizenship behavior have a positive and significant effect on organizational performance [24]. Notanubun (2020) also stated that Organizational citizenship behavior have an influence on Organizational Performance [25]. In addition, Park (2018)'s model confirmed that Organizational Performance had positive and significant relationships with organizational performance [26]. Therefore, one could hypothesized the following:

H1: Organizational citizenship behaviour significantly affects Employee Performance

2.2. Training

In the second segment of the current study, Training is defined as the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies [27]. Training involves offering current or new workers the skills they need to do their work. Training can include explaining the work to the new recruit or multi-week classroom or internet lessons by the current job holder [28]. The relationship between Training and Employee performance is addressed in several previous studies. For instance, respondents in

the study conducted by Panagiotakopoulos (2020) that completed formal training interventions argued that their firms achieved increased profitability; improved staff productivity; very low staff turnover rate; and enhanced staff satisfaction and motivation compared with the less-trained owners of small firms in the same sector [29]. Results of Bhatti et al. (2021) study showed the positive and significant roles of training content on employee performance [30]. In addition, Rosli et al. (2017) presented results that training methodology significantly predict employee performance, as well as, the authors proposed the need for employers to redesign the methodology for training employees in soft skills [31]. Moreover, Tabiu et al. (2018) found that training significantly influence employees' adaptive performance, therefore, these results suggested that greater the attention given to employees' training, higher will be their adaptive performance [32]. However, the results of the hypothesized model suggested by Lee and Welliver (2018) indicated that there is a direct and positive effect of continuous learning opportunities on job performance but was statistically insignificant [33]. Overall, one could hypothesized the following:

H2: Training significantly affects Employee Performance

2.3. Employee Engagement

Employee engagement is the extent to which an employee's thoughts and behaviours are focused on his or her work and their employer's success. Interest in employee engagement has been growing in the field of HR management because the process can affect many important performance outcomes. For instance, engaged workers are more productive, exhibit greater dedication, perform at higher levels, and show higher retention than do unengaged workers [18]. In this study, Employee Engagement was introduced as a mediating effect on the relationship between Organizational Citizenship Behaviour and Training on Employee Performance. Previously, Guan and Frenkel (2019) found that work engagement mediated the relationship between training and in-role task performance [34]. Moreover, Talebzadeh and Karatepe (2020) indeicated that management should make sure that the work environment consists of supportive supervisors and co-workers who are trained on how they can enhance the cooperation and collaboration among employees [35]. Furthermore, Ojo et al. (2020) results indicated that

human resource management practices are significant predictors of job performance, but training and development could be counter-productive to performance unless it stimulates employees' engagement in work behaviour [36]. Ibrahim et al. (2019) stated that work engagement is on the decline and employee turnover is on the rise, however, no attention has been given to investigating the impacts of supervisor support and self-efficacy simultaneously on call centre employees' work engagement and quitting intentions so far [37]. The findings of Bernt (2016) revealed that work engagement significantly mediates the relationship between HRM practices and employee performance; this suggested that selection and training procedures impact performance indirectly through work engagement [38]. In addition, Karatepe, (2013) results suggested that work engagement acts as a full mediator of the effects of High-performance work practices on job performance. Specifically, High-performance work practices, as manifested by frontline employees' appraisal of training enhance work engagement [39]. Sugianingrat et al. (2019) found that employee engagement and Organizational citizenship behaviour in improving employee performance [40]. Finally, Abas et al. (2019) result showed that work engagement mediates the effect of transformational leadership on job performance. Moreover, Abas et al. (2019) study provides evidence to support our intended hypothesizes, by applying correlation and regression analysis which result have revealed that transformational leadership effects Organizational citizenship behaviour through the mediating effect of work engagement [41].

H3: Employee Engagement significantly Employee Performance

H3a: Employee Engagement mediates the relationship between Organizational citizenship behaviour and Employee Performance

H3b: Employee Engagement mediates the relationship between Training and Employee Performance

2.4. Organizational Performance

Performance of individual employees can be defined as their work-related behaviours. Their behaviours or actions represent their contribution to their organization. Their behaviours result in outputs and outcomes, which may, however, also be influenced by

other factors depending on the function [42]. For managerial jobs, by contrast, the behaviours of the individuals typically combine with various context factors, such as technology, markets, and the behaviours of other employees, to yield performance outcomes. Thus, performance and performance results may be more or less correlated [43]. In practice, performance appraisal frequently involves the appraisal of results. As a matter of fact, it is only against the backdrop of relevant context factors that performance requirements can be defined and performance evaluated. As far as employees can exert influence over context factors, the respective influencing behaviours should form part of the performance expectations [44].

2.5. Overview of the conceptual framework

Since its appearance in the wake of the twenty-first century, the Job Demands-Resources (JD-R) Model [45], [46] has gained high popularity among researchers. Currently, the JD-R model is recognized as one of the leading job stress models. The JD-R model assumes that employee health and well-being result from a balance between positive (resources) and negative (demands) job characteristics. This study applies the JD-R model as a base model and extends it by addressing the mediating effect of employee engagement. Overall, this study examines Organizational Citizenship Behaviour and Training to determine employee performance in YPC. As such, Figure 1 displays the proposed framework.
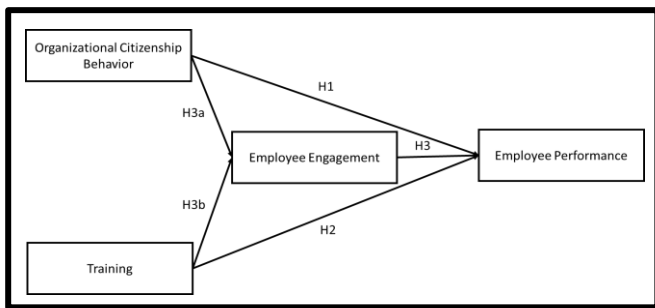

Figure 1 Research Conceptual Framework
3.METHODOLOGY

In this research, the researcher will utilize quantitative research methods. Primary data was collected from employees working in YPC in Sanaa, Yemen. The researchers contacted human resources in YPC and acquired their permissions to perform data collection. According to Zawya.com (2018), the company employment file reports a total of 5000 employees [47]. Therefore, the researcher systematically selected 424 respondents from YPC employees and contacted them for participating in the questionnaire survey, however, 416 valid responses were returned, resulting in a response rate of 98 percent.

4.RESEARCH INSTRUMENT

The development of instruments was carefully executed in order to reflect the nature of this study. As such, the questionnaire was designed to include 25 items and the variables were measured using the five-point Likert scale, with five standing for 'Strongly Agree' and one standing for 'Strongly Disagree'. Due to the fact that the respondents were Arabic speakers, it was vital for the questionnaire to be precisely translated from English to Arabic. Therefore, a back translation was performed which is a procedure extensively applied to test the precision of the translation in a cross-cultural survey [48]. Furthermore, the validated instruments shown in Appendix A are adopted from related previous studies to measure the variables of this study.

5.FINDINGS

The current study has assessed the proposed model in two steps consisting of the assessment of the measurement model (outer model) and the assessment of the structural model (inner model). However, prior to these two steps, a brief explanation is given regarding the respondents' profiles.

5.1. Respondent Profile

In the demographic information section, respondents in YPC were categorized by their gender, age, Educational level, Employment level, and Years of Experience, as displayed in Table 1.

Items		Frequency	Percent
Gender	Male	260	62.5
	Female	156	37.5

Age	20-25	184	44.2
	26-35	186	44.7
	36-45	35	8.4
	46-55	8	1.9
	56 and above	3	.7
Educational level	High school	24	5.8
	Bachelor Degree	190	45.7
	Diploma	87	20.9
	Master and PhD	115	27.6
Employment level	Registrar	184	44.2
	Executive	161	38.7
	Head of Department	39	9.4
	Top Management	32	7.7
Years of Experience	1-3 Years	111	26.7
	4-5 Years	96	23.1
	6-10 Years	113	27.2
	11 Years and above	96	23.1

Table 1. Respondents profile

5.2. Measurement model

The research model of this study was tested using SmartPLS 3.3. In addition, an examination was conducted in regard to the measurement model (validity and reliability of the measures) and the structural model (testing the hypothesized relationships). As a result, Employee Engagement (EME) scored low value of Cronbach's Alpha (.675). This value is below the cutoff point for Cronbach's Alpha (0.7), as recommended by Hair et al. (2017) [49]. In addition, EME1 scored low factor loadings (-0.224) which was below the recommended level of 0.4 by [50]. Therefore, a form of modification was considered in the second run and, consequently, EME1 was deleted in order to achieve satisfactory levels of Cronbach's Alpha and factor loadings. Overall, all variables have achieved the cutoff point, as illustrated in Table 2.

Variable	Item	Factor loading	Cronbach's Alpha	Composite Reliability	Average variance extracted (AVE)
Employee Engagement	EME2	.774	.841	.893	.677
	EME3	.849			
	EME4	.858			
	EME5	.807			
Organizational Citizenship behavior	OCB1	.841	.775	.863	.590
	OCB2	.896			
	OCB3	.873			
	OCB4	.178			
	OCB5	.803			
Employee Performance	PER1	.738	.881	.914	.680
	PER2	.831			
	PER3	.811			
	PER4	.868			

	PER5	.867			
Training	TRA1	.898	.820	.897	.679
	TRA2	.060			
	TRA3	.925			
	TRA4	.926			
	TRA5	.932			
(*) EME1 has been deleted due to low Cronbach's Alpha					

Table 2. Convergent Validity

Secondly, the discriminant validity was examined in order to assess how truly distinct a construct is from other constructs. In the area of distinguishing validity, the correlations between variables.

In the estimation of the model did not exceed 0.95, as suggested by Kline (2016) [51], and the validity was tested based on measurements of the correlations between constructs and the square root of the average variance derived for a construct [51], [52]. Hence, Table 3 contains the results of the Fornell and Larcker Criterion and shows no value above the recommended cutoff point of 0.95 [52].

	EME	OCB	PER	TRA
EME	.823			
OCB	.446	.768		
PER	.464	.686	.824	
TRA	.344	.678	.737	.824

Moreover, the Heterotrait-Monotrait ratio (HTMT) is an estimate of what the true correlation between two constructs would be if they were perfectly measured (i.e., if they were perfectly reliable). Furthermore, HTMT is the mean of all correlations of indicators across constructs measuring different constructs (i.e., the Heterotrait-Monotrait correlations) relative to the (geometric) mean of the average correlations of indicators measuring the same construct (i.e., the Heterotrait-Monotrait correlations) and can be used for discriminant validity assessment [49]. As such, the accepted level of HTMT is 0.90, as recommended by Gold et al. (2001) [53] (see Table 4).

	EME	OCB	PER	TRA
EME				
OCB	.588			
PER	.531	.815		
TRA	.461	.84	.835	

Table 4. HTMT ratio

5.3. Structural Model

The structural model represents the theoretical or conceptual element of the path model. Also referred to as the inner model in PLS-SEM, the structural model includes the latent variables and their path relationships [49]. The next step after the evaluation of the measurement model is to assess the structural model. In sync with PLS-SEM, there are five steps required to assess the structural model according to Hair et al. (2017) including the assessment of collinearity (step one), assessment of the path coefficients (step two), coefficient of determination (R^2 value) (step three), blindfolding and predictive relevance Q^2 (step four), and effect size f^2 (step five) [49].

Table 5 illustrates the results of PLS bootstrapping consisting of the Beta value, t-values, p-values, hypothesis results (whether supported or not) BCILL, BCIUL, f^2, and VIF scores. Furthermore, Appendix C summarizes the results of the structural model and PLS bootstrapping:

H	Path	Std. Beta	Std. Error	T-value	P Values	Decision	BCILL	BCIUL	f^2	Effect size	VIF
H1	OCB -> PER	.278	.047	5.861	P < .001 (.000)	Supported	.183	.368	.152	Medium	2.048
H2	TRA -> PER	.489	.042	11.691	P < .001 (.000)	Supported	.411	.570	.348	Medium	1.860
H3	EME -> PER	.171	.035	4.907	P < .001 (.000)	Supported	.101	.241	.063	Week	1.253

Table 5. Summary of Structural Model (PLS bootstrapping)

5.3.1. Assessment of the Structural Model for Collinearity Issues

The first step in the structural model is to assess collinearity issues. It is vital to safeguard against collinearity issues between the constructs before performing a latent variable analysis in the structural model. As such, the collinearity has been measured by measuring the VIF value. The threshold value for the assessment is 3.3, following the recommendation of Diamantopoulos and Siguaw (2006) [54]. In this study, as illustrated in Table 5, all inner VIF values for the constructs are within the range of 1.253 to 2.048. All are less than 3.3, thus indicating that collinearity is not a concern in this study.

5.3.2. Assessing the Significance of the Structural Model Relationships

In order to test the hypotheses, the bootstrapping procedure has been employed to produce results for each path relationship in the model, as demonstrated in Table 5.

Bootstrapping in PLS is a nonparametric test which comprises of repeated random sampling with replacement from the original sample with the goal of producing a boot-strap sample and attaining standard errors for hypothesis testing [49]. In regard to the number of resampling, Chin (2010) suggested performing bootstrapping with 1000 samples [55]. In this study, three hypotheses have been developed for the constructs. To test the significance level, t-statistics for all paths have been generated using the bootstrapping function in SmartPLS 3.3. The bootstrapping has been set to a significance level of 0.05, two-tailed test, and 1000 subsamples. The critical

value for the significance level of five percent (α = 0.05) is 1.645 for the two-tailed test [50].

Based on the findings shown in Table 5, the value of the path coefficients has a standardized value approximately between -1 and +1 (values from 0.14 to 0.485). According to Hair et al., (2017) [49], estimated path coefficients near +1 demonstrate strong positive relationships and the closer the value gets to zero, the weaker the relationships become. In the next step, toward conducting the T-test, relationships are found to have T-values of more than or equal to 1.645. Therefore, these relationships are significant at 0.05 for H1 (β = .278, T = 5.861, P < 0.001), H2 (β = .489, T = 11.691, P < 0.001) and H3 (β = .171, T = 4.907, P < 0.001). A summary of these findings is illustrated in Table 5.

5.3.3. The Coefficient of Determination (R2)

The next stage is to evaluate the model's predictive accuracy through the derived value of the coefficient of determination (R2). The value of R2 is linked to the model's predictive power and ranges from zero to one, with a higher value indicating a higher level of predictive accuracy [49]. Using the SmartPLS algorithm, the value of R2 has been calculated as shown in Table 6 (See Appendix B as well).

Since there exists a variety of sets of rules regarding the acceptable value of R2, this study has followed guidelines set by Cohen (1989), designating the values of 0.02, 0.13, and 0.26 to represent a weak, moderate, and substantial level of predictive accuracy [56]. Overall, referring to Table 6, Organizational Citizenship behavior (OCB) and Training (TRA) explain 20.2 percent of the variance in Organizational Citizenship behavior (OCB), Training (TRA), and Employee Engagement (EME) which indicates a moderate level of predictive accuracy. Moreover, and Employee Engagement (EME) explains 63

percent of the variance in Employee Performance (PER). This signifies a substantial level of predictive accuracy.

Variable	R Square
EME	.202
PER	.630

Table 6. The coefficient of determination (R2)

On the whole, the R2 values found in this study are extremely similar to those reported in a majority of extant works of research in the corresponding literature. For instance, in a study conducted by Mira and Odeh (2019), the R2 value reported is 0.628 from which it can be concluded that the model can predict up to 62.8 percent of the factors influencing employee performance [57]. This percentage is deemed to be satisfactory in the context of a social science study.

5.3.4. Assessment of the effect size (f2)

In this stage, the effect sizes (f2) have been evaluated. The value of f2 is connected to the relative impact of a predictor construct on endogenous constructs. According to Sullivan and Feinn (2012), aside from reporting the p-value, both the substantive significance (effect size) and statistical significance (p-value) are crucial to be reported [58]. Furthermore, in order to measure the effect size, a guideline set by Cohen (1988) has been followed [59]. Based on the study of Cohen (1988), the values of 0.02, 0.15, and 0.35 represent small, medium, and large effects respectively [59]. As it can be viewed in Table 5, Organizational Citizenship behavior (OCB) and Training (TRA) have medium effects on generating the value of R2 for Employee Performance (PER). In addition, Employee Engagement (EME) has a weak impact on the production of the value of R2 for Employee Performance (PER).

5.3.5. Assessment of the Predictive Relevance (Q2)

As the final step, the predictive relevance of the model has been assessed through the blindfolding procedure, as suggested by Hair et al. (2017) [49], and Table 7 contains the corresponding findings. On this subject, the value of Q2 is larger than zero, implying that the model has sufficient predictive relevance. The analysis of the value of Q2 or predictive relevance has been conducted using the blindfolding procedure. As such, on the

foundation of the blindfolding assessment, the values of the predictive relevance Q2 for Employee Engagement (EME) and Employee Performance (PER) are 0.132 and 0.419 respectively. This indicates that the model is in possession of predictive relevance since the Q2 values are considerably above zero.

Variable	Q^2
EME	.132
PER	.419

Table 7. The Predictive Relevance (Q2)

5.3.6. Assessment of Mediation Analysis

After evaluating the direct effect, the mediation hypothesis has been tested. The core characteristic of a mediating effect (i.e., indirect effect or mediation) is that it involves a third variable that plays an intermediate role in the relationship between the independent and dependent variables. Technically speaking, the effect of the independent variable Y1 on the dependent variable Y3 is mediated by a third variable, Y2, called the mediating variable or mediator (see Figure 2). Thus, when the researcher formulates mediation hypotheses, the researcher focuses on how, or by what means, an independent variable (Y1) affects a dependent variable (Y3) through one or more potential intervening variables, or mediators (Y2) [60].
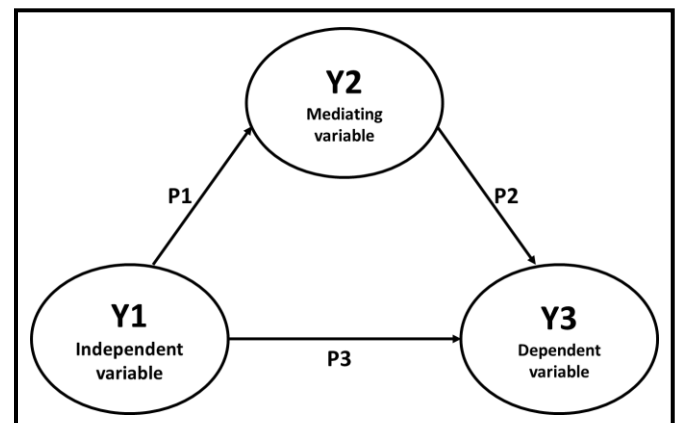

Figure 2 Mediating Paths

As shown in and observed from, the current study presented 2 hypotheses were constructed in order to

assess the mediating effect of Employee Engagement (EME). In the current study, the mediating effect analysis carried out using Smart PLS found the following:

In H4: Employee Engagement (EME) plays a significant mediating role on the relationship between Organizational Citizenship behavior (OCB) and Employee Performance (PER) with partial mediation level and complementary mediating.

In H5: Employee Engagement (EME) has no significant mediating role on the relationship between Training (TRA) and Employee Performance (PER) as the mediating analysis results showed that no effect was noticed.

H	Relationship	Path P1 Beta	Path P2 Beta	Path P3 Beta	Indirect P1*P2	Std Error	T-value	P value	Decision	Mediation size of effect
H4	OCB-> EME -> PER	.394	.171	.278	.068	.016	4.114	P<.05 (.000)	Supported	Complementary (Partial mediation)
H5	TRA -> EME -> PER	.077	.171	.489	.013	.011	1.187	P>.05 (.236)	Rejected	Direct only (No mediation)

Table 8. The results of PLS bootstrapping for the indirect effect

6.DISCUSSION

With this discussion is presented after the data analysis, the aim of this study is to explore the mediating role of Employee Engagement on the relationship between Organizational Citizenship behaviour and Training with Employee Performance in the Yemeni Petroleum Company (YPC). In This study, Organizational Citizenship behaviour was hypothesized to have significant and positive impact on Employee Performance and this hypothesis was supported. Therefore, it is suggested that the commitment of the employees and their citizenship behaviour can be crucial for higher level of Employee Performance. One can assume that employees who maintain their citizenship behaviour are expected to perform better. The obtained findings are in consistent with many researches, like the findings of Nielsen, Bachrach, Sundstrom, and Halfhill (2015) and Lee and Ha-Brookshire (2018) which both found that Organizational Citizenship behaviour has a significant and positive impact on employee performance [61], [62]. Moreover, the current study hypothesized that Training have a positive and significant relationship and this hypothesis was supported. It can be observed that training the staff in a recurrent schedule is vital for increasing the employee's performance. The obtained findings are in consistent with the findings of Bao and

Nizam (2015) and Ji et al., (2012) which they both found a significant association between Rewards System and Employee Performance [63], [64].

In addition, Employee Engagement was included in this study as a mediating effect on the relationship between Organizational Citizenship behaviour and Training with Employee Performance. Firstly, the relationship between Employee Engagement and Employee Performance was found to be statistically significant and positive, which means that engaged employees are well expected to perform well. The first mediating hypothesis was on the relationship between Organizational Citizenship behaviour and employee performance. Employee Engagement was found playing a significant partial mediating role and complementary mediating on the relationship between Organizational Citizenship behaviour and Employee Performance. Therefore, with proper and sufficient employee engagement, the Organizational Citizenship behaviour will be higher and more effective in terms of employee performance. It means that the management of YPC is required to make sure that their employee is well engaged in their organization, as the employees engagement encourage the employees to perform better and have a higher level of Organizational Citizenship behaviour. Furthermore, the second mediating hypothesis was on the relationship between Training and employee performance. Employee Engagement did not show any mediating effect on the relationship between Training and Employee Performance. Therefore, whether the

employees are well engaged in their organization or not, it will not change the fact that well-planned Training is required if the YPC is looking up for better level of employee performance.

7.MANAGERIAL AND THEORETICAL CONTRIBUTIONS

This study presented a plenty of Managerial implications for the human resources management. The study suggests that maintaining the Organizational Citizenship behaviour among staff impact the performance of the employees, yielding tangible and intangible benefits to YPC. As well as, ensuring that staff is well trained on their daily tasks would increase the level of their performance. In addition, engaging staff with work and operations are linked positively in this study with the level of their performance.

In addition, continuous Training sessions would be helpful for Oil industry firms in Yemen, as well as, making sure that the staff are behaving in accordance with the organizational citizenship behaviour. The employee engagement is another aspect the organizations are asked to take care of in order to increase the performance. Furthermore, employee engagement partially increase the level of effect of organizational citizenship behaviour toward employee performance.

Moving on to the contribution to the body of literature, other theoretical implications are also found. The purpose of this study is to determine how Training, Organization Citizenship Behaviour, and Employee engagement are related to employee performance. In order to achieve better results from this study, the researcher has introduced Employee engagement as mediating effect of the relationship between the variables. The target population for this study are the employees of the Yemen petroleum Company (YPC) which is subsidiary of the Yemen general oil and Gas Corporation. This study suggests significant association between Organization Citizenship Behaviour, and Employee engagement from hand, and employee performance from another hand, which support what was found in the previous published literature. But unlike the publish literature, Employee Engagement had insignificant mediating effect. In this study, employee engagement would be linked with the relationship between organizational citizenship behaviour and performance.

In addition, with regard to methodological implication, the study proposes a suitable model to guide answering the research questions and specifying the critical factors of the study. In addition, the study follows a scientific way to achieve the research objectives and answers the research questions. The methodology of the study contains many phases to achieve the goals. The review of the literatures relate to the JD-R Framework Model, in the field of Human Resources Management, especially in Yemen petroleum Company (YPC) in order to identify the theories and factors suitable to the area and environment of this study and build a research model.

The published literature lacked the empirical, holistic researches about managing the Yemeni Petroleum companies. In addition, the link between employee engagement and employee performance was rarely mentioned in the studies about the Yemeni industrial or governmental sector. Moreover, the role of the training sessions and programs in the private and governmental (industrial) sector, and theirs effects on the employees' performance, have not been addressed academically in a proper way [5], [65]. Furthermore, an empirical and holistic study in the relationship between training and employee performance. Although studies found that Organizational citizenship behaviour plays many key roles in the human resources management studies, but the link between Organizational citizenship behaviour and employee performance were not explored previously in the Yemeni case study [66], [67]. The Scarcity of the studies of the role of employee engagement on employee performance in Yemen was the major gap this study is designed to bridge, there are no noted publication that target this important relationship.

8.LIMITATIONS AND FUTURE RECOMMENDATIONS

This study was limited to single case study, which is the YPC employees, studying other type of industries' staff would increase the study outcomes. Another limitation of this study was the type of sectors of this study; this study focused on the public and government-owned business, implementing the research framework of this study on the private companies would come back with different and varied results. This study was conducted during a short period of time, redoing the same study with the same framework for longer period of time would enhance the results. This study was limited to 2

independent variables, Organizational Citizenship behaviour and Training, there are long list of factors that could be found in the published literature, namely; Employee Motivation, Reward, and Work Environment which may influence the employee performance.

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Appendix A

Construct	No of Items	Adapted	Citation
Organizational Citizenship behaviour	5	OCB1: I am willing to maintain the reputation of my organization OCB2: I do not mind doing new and challenging tasks OCB3: I will always comply with the rules that apply at my organization OCB4: I am willing to cooperate and communicate with my colleagues OCB5: I am willing to help complete the work of colleagues when needed	[68]
Training	5	TRA1: "This organization is much concern about my career development and growth Opportunities for the future by performance management" TRA2: "Training programs provided by the organization are adequate for my development" TRA3: "Staff training allows employees to proactively identify future challenges' TRA4: "With training, I am completely focused on my work". TRA5: "In my organization employees adapt quickly to difficult situation due to training.	[69]
Employee Engagement	5	EME1: At this institution, I feel energetic to do my work EME2: At this institution, I feel strong and capable to do my work	[70]

		EME3: I can continue working for very long period at a time	
		EME4: I find the work that I do full of meaning and purpose	
		EME5: I am enthusiastic about my job	
Employee Performance	5	PER1: My supervisor has a good understanding of my job performance and accomplishments.	[70]
		PER2: Appropriate, objective measures are used to evaluate my performance	
		PER3: My performance appraisal is a fair reflection of my performance.	
		PER4: In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	
		PER5: Overall, if I am engaged enough my performance will be increased	

Appendix B
PLS Algorithm results
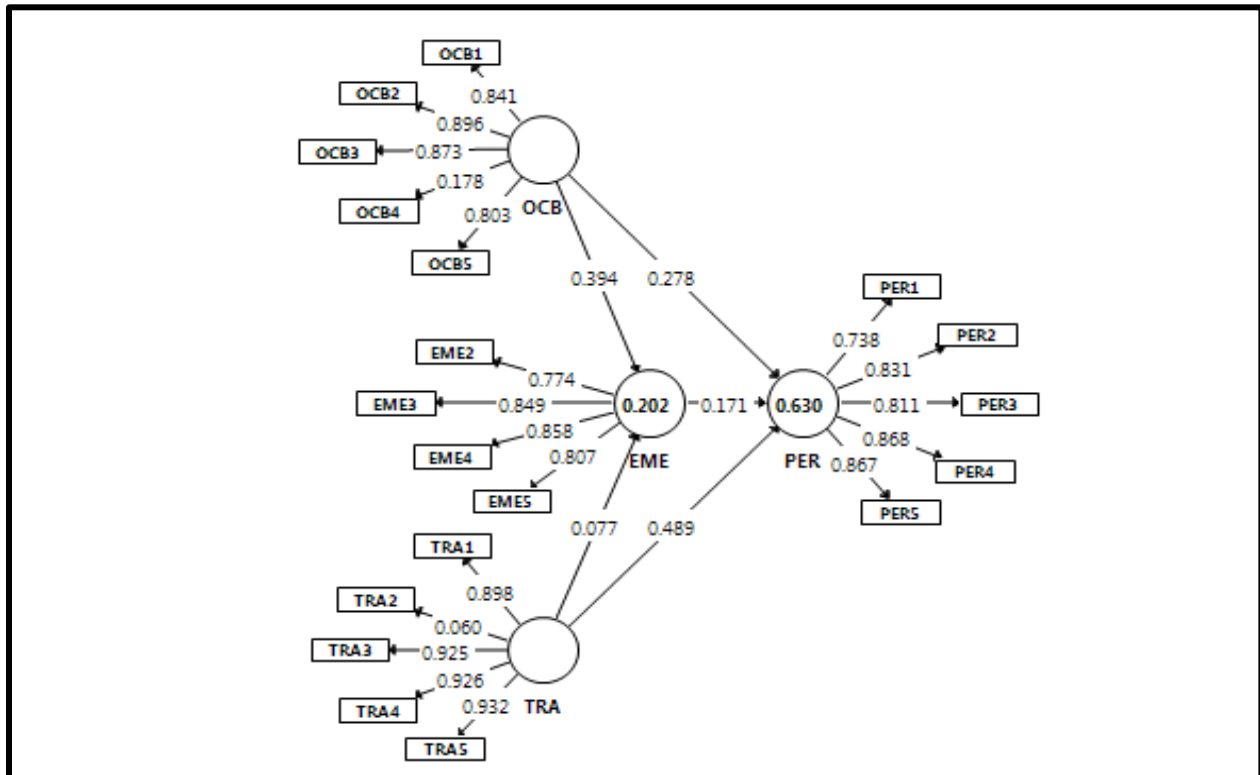
Appendix C
PLS bootstrapping results