

Mediating Effect of Marketing Self-Efficacy on Organizational Citizenship Behavior and Innovative Behavior

ARUOREN, Emmanuel Ejiroghene¹, OKWUISE, Uguru Young², OBIEROMA, Andrew Ajedafemu³ and IYOMATERIE, Ajiri Joseph⁴

Abstract

An examination of marketing self-efficacy (MSE) role as a mediator between marketers' innovative behavior (IB) and organizational citizenship behavior (OCB) in five Nigerian breweries was the ultimate objective of this research. A cross sectional survey design was adopted in collecting data from a non-probability purposive sample of two hundred and fifty-eight marketers in the selected breweries. Data collection was by means of a self-administered questionnaire. STATA statistical software was used in data analysis and hypotheses were tested using structural equation modeling. Findings showed that IB was positive and significantly related to both OCB ($\beta = 0.069, p < 0.05$) and MSE ($\beta = 0.498, p < 0.05$), while MSE was positive and significantly related to OCB ($\beta = 0.152, p < 0.05$). Furthermore, it was found that MSE partially mediates the relationship between OCB and IB (since the indirect effect was significant at $p < 0.05$). The study concluded that among marketers, OCB directly predicted IB and that MSE partially mediated the relationship between OCB and IB. The study recommends that marketers in the brewery industries in Nigeria should develop MSE to improve their innovative and citizenship behaviors, which will in turn enhance organizational performance.

Keywords: Innovative Behavior, Marketing Self-Efficacy, Organizational Citizenship Behavior.

INTRODUCTION

Earlier, Drucker (1954) notes that two of the most basic competencies a company must have for survival and sustainable growth are marketing and innovation. In a competitive climate, organizations rely more on their workforce to compete and survive. Employees who generate, suggest, put into practice, and enforce new ideas throughout the organization are sources of sustainability. Organizations are concentrating on employee commitment, support, and trust to promote innovative behavior (IB) and ensure that employees engage in it with complete dedication, enthusiasm, and zeal. IB has been described as the initiation, generation, implementation, execution, and realization of ideas (De Jong & Den Hartog, 2007). Organizations must be more flexible and imaginative if they wish to keep growing in present day economic globalization and intensifying market competitiveness. This calls for its staff members to take on greater responsibility outside of their regular responsibilities, exercise more initiative, engage in adaptable and creative behavior, and bring forth strength and wisdom to the organization. Employee innovation has attracted and still attracting the concerns of the academia and industries.

Studies on factors influencing IB of employees is an important topic among the academia and industry. This is because IB enables employees to produce innovative ideas, implement such ideas and improve the organizational innovative ability. Innovation is thus essential for firms to thrive in this competitive era. Without employees' active participation, creativity cannot occur; therefore, understanding organizational behavior that fosters innovation is crucial for the success of organizations.

Since they are essential to an organization's success, organizational citizenship behaviors (OCBs) have grown in relevance as a research issue in recent years (Andrade & Neves, 2022). According to Han, Zhou and Wang (2022), managers and researchers are paying more attention to OCB because it increases organizational

¹ Senior Lecturers, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Nigeria.

² Senior Lecturers, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Nigeria.

³ Doctoral Students, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Nigeria.

⁴ Doctoral Students, Department of Business Administration, Faculty of Management Sciences, Delta State University, Abraka, Nigeria

performance, aid in the organization's adaptability to shifting competitive market environments, and support other cutting-edge management techniques. Self-efficacy (SE), especially marketing self-efficacy (MSE) plays an important role in organizational marketing activities (Veeck, Quareshi, O'Reilly, Mumuni, MacMillan, Luqmani, Luqmani, & Xie, 2023). SE is a belief possessed by a person by first understanding the potential that exists within, so that he has the urge to complete certain challenges or tasks. The term "MSE" refers to a person's level of belief in their ability to learn or successfully complete specific roles and tasks related to marketing activities, such as segmentation-targeting-positioning (STP), brand naming, sales goal, advertising, and promotion strategy (Antoncic, Antoncic, & Aaltonen, 2016). The results of multiple studies indicate a strong and favorable correlation between MSE and IB. Although earlier research has examined the connections between workers' IB, OCB, and MSE, there is lack of empirical research that examined MSE's mediating function in the interaction between employees' IB and OCB.

LITERATURE REVIEW

Most people agree that innovation is crucial to a company's performance and success (Mielniczuk & Laguna, 2020). It is necessary for businesses because of increasing consumer requirements and expectations and the worldwide evolution of markets through globalization (Breier, Kallmuenzer, Clauss, Gast, Kraus, & Tiberius, 2021). There are numerous definitions of IB. According to Kim (2022), IB center on employee behaviors that drive the introduction and application of new ideas, products, and procedures that are beneficial for the organization. IB is a person's action intended to bring about the initiation and deliberate implementation of novel and practical concepts, procedures, goods, or processes at work (Botha & Steyn, 2022). Gkontelos, Julie, and Dimitrios (2022) suggest that IB deals with the intentional generation, introduction and application of novel concepts in a firm or organization to benefit the individual, the group and/or the organization as a whole. In light of the definitions already mentioned, we see IB as a voluntary, iterative, multi-stage process in which employees' tries to purposefully develop unique ideas, including preparation for and execution strategy towards the long-term gain for the entire organization. Srirahayu, Ekowati, and Sridadi (2023) note that some precursors of IB includes employee voice, employee engagement, psychological contract, organizational justice, leader-member exchange, and OCB.

Tambe and Shanker (2015) describe OCB as actions of employees that is voluntary in nature and such conduct is beyond their assigned roles and responsibilities. Extra-role activities performed by employees, sometimes referred to as OCB, are considered crucial for the success of organizations (Donglong, Taejun, Julie, & Sanghun, 2020) and can give any company a significant source of long-term competitive advantage (Yaakobi & Weisberg, 2020). According to studies, OCBs are significant since they are linked to elevated levels of commitment, goal achievement, good quality standards, work satisfaction, low absenteeism, organizational loyalty, and workplace happiness (Andrade & Neves, 2022; Aruoren & Oisamoje, 2023; Aruoren, 2018).

The notion SE was described by Bandura (1977) as a belief pattern characterizing an individual's evaluations about their capacities to arrange and execute courses of action required for obtaining specific types of performances in an organizational setup. SE is an individual's perception of himself or herself when they use their skills or behaviors to accomplish their work (Singh, Pradhan, Panigrahy & Jena, 2019). SE affects one's level of self-confidence, which influences one's propensity to begin and finish an activity (Artino, 2012). High SE people are confident in their capacity to complete a task (Albrecht & Marty, 2020). Furthermore, those with low SE are skeptical about their capacity to finish a task (Hameli & Ordun, 2022). MSE, or marketing self-efficacy, is a measure of an individual's confidence in their ability to learn and perform certain marketing-related roles and tasks, such as segmentation-targeting-positioning (STP), branding, sales targets, advertising, and promotion strategies. It is specifically connected to skills and competencies in the marketing field (Antoncic et al., 2016). Confident individuals are more certain of their skills at work (Saleem, Saba, & Adnan, 2012). Therefore, a person who has high SE can identify the thoughts, feelings, and motivations that drive their conduct. When someone has confidence in their talents, they can persevere through challenges and finish activities. In contrast, when someone has doubts about their abilities, they are more likely to give up easily and show poor dedication to finishing jobs (Yulanie & Irawanto, 2021).

Some studies have looked into the connections between OCB and IB, in addition to the mediating effects of MSE. Employing a sample of 503 full-time Saudi Arabian employees, Alajhar and Salam (2022) examined the influence of OCB as a predictor of IB. The results obtained from Partial Least Squares Structural Equation Modeling (PLS-SEM) showed that OCB significantly predicted IB. The idea that there is a positive correlation between OCB and Teacher Innovativeness was examined in a study conducted by Nurhasan, Rubini, and Sunaryo (2021). The study involved 270 Indonesian elementary school teachers. According to correlation analysis results, teachers' innovativeness was significantly predicted by OCB. In Malaysia's manufacturing sector, Ismail and Rodzalan (2021) examined the link between OCB and IB of 384 workers. Using Pearson Correlation Analysis, a moderate and positive correlation between OCB and IB was discovered.

SE is the fundamental component of innovation, according to Yang (2021), and it may help workers express their creativity and continue to be highly innovative in their work. By calculating the effect sizes across seven international journals published over a ten-year period, Dasmo, Sunardi, Notosudjono, and Wulandari (2021) conducted a meta-analysis to determine the strength of the association between SE and IB. There was a strong positive connection between SE and IB, according to the research conducted utilizing the Random Effect model. Sofiyan, Sembiring, Danilwan, Anggriani, and Sudirman (2022) research aimed at investigating how big SE contribute to IB and its impact on 215 teacher's performance in Indonesia. According to the PLS-SEM results, SE strongly and positively influenced IB. Aruoren, Odirri, and Erhuen (2023) study investigated the relationship between SE and IB among 126 employees of NNPC Retail Limited (NRL) in Nigeria. Linear regression analysis revealed that SE was positive and significantly related to IB.

The relationship between SE and performance has recently attracted several empirical studies. Anfajaya and Rahayu (2021) recently reviewed six international research journals published between 2014 and 2018, about the role of SE in OCB. According to the review's findings, most studies found that those with high SE also typically have high OCB, and vice versa. Thus, concluding that there was a direct positive effect of SE on OCB. In their study, Na-Nan, Kanthong, and Joungtrakul (2021) looked at both the direct and indirect impact of SE on OCB as shown by 400 employees' job satisfaction, commitment, and engagement in Thailand's auto parts manufacturing sector. Results obtained from SEM revealed that SE had a direct effect on OCB with statistical significance. Raharso (2022) investigated the effect of SE and OCB on the knowledge-sharing behavior of 151 minimarket personnel in Indonesia. Result obtained from multiple regressions indicated a positive and significant relationship between SE and OCB. Shahidi and Hadadnia (2021) studied the relationship between, OCB, SE and teaching quality of 252 teachers in primary schools in Iran. Findings obtained from Pearson's correlation coefficient and SEM indicated a positive and significant relationship between teachers' OCB and their SE.

The mediating role of SE in several organizational studies have been reported recently. Uppathampracha, and Liu (2022) investigated the link between ethical leadership and IB by examining the role of SE as a mediating factor among 441 bank employees in Thailand. The findings from SEM analysis revealed that SE mediated the relationship between ethical leadership and IB. Hamzah, Musa and Mohamad (2022) investigated the impact of career aspiration and organizational support on subjective career success, as well as the mediating role of SE in these relationships among 146 Malaysian women managers. Multiple linear regression analysis revealed a favorable correlation between subjective career success and high levels of aspiration for a career and perceived organizational support. SE mediated both connections in this context. Liao, Li, Zhang, and Yang (2022) investigated a moderated mediation model of creative SE as a mediator and support for innovation as a moderator linking intrapreneurship with opportunity recognition using a sample of 206 college students from Chinese universities. Results obtained from linear regression and hierarchical multiple regression analysis indicated that intrapreneurship is positively related to opportunity recognition, and this relationship was mediated by creative SE. Qahir, Karim, and Kakar (2022) conducted a study in Pakistan with 94 healthcare workers to investigate the impact of emotional intelligence, both directly and indirectly, on employees' creativity through SE. PLS-SEM results showed that SE moderated the effect of emotional intelligence on workers' creative thinking.

Studies examining the mediating effect of MSE on the relationship between OCB and IB among marketers in Nigeria's brewery industry are scarce, despite the fact that some studies have established significant associations among the variables this study examined. Thus, the purpose of this investigation was to examine the mediating effect of MSE on the relationship between OCB and IB, with particular reference to the Nigerian Brewery Industry. This study therefore proposes a research model concerning the link between organizational citizenship behavior (OCB), innovative behavior (IB), and marketers' self-efficacy (MSE) as shown in Figure 1.

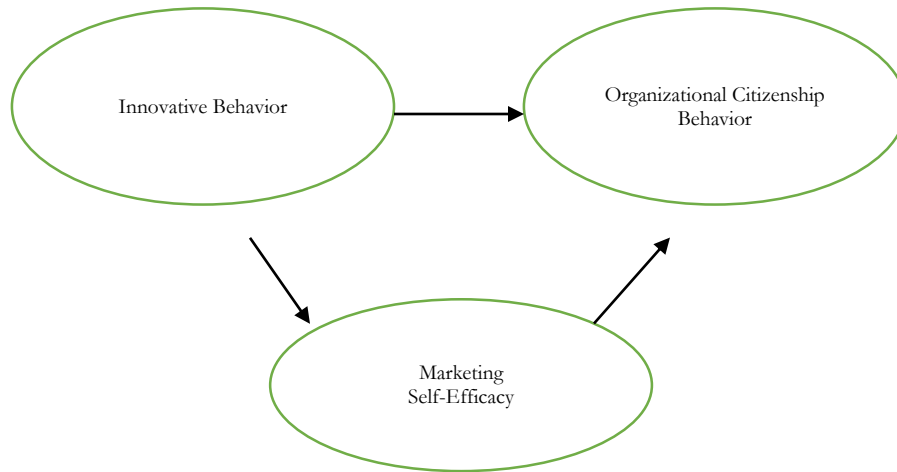


Figure 1: Conceptual Framework

In light of the literature review and empirical evidence, the following hypotheses were formulated:

H1: Innovative behavior is positive and significantly related to organizational citizenship behavior.

H2: Innovative behavior is positive and significantly related to marketing self-efficacy.

H3: Marketing self-efficacy is positive and significantly related to organizational citizenship behavior.

H4: Marketing self-efficacy mediate the relationship between innovative behavior and organizational citizenship behavior.

Method

The mediating function of MSE in the relationship between IB and OCB was examined in this study using a cross-sectional survey design. Surveys were used to gather primary data since they were useful in determining respondents' beliefs, attitudes, and level of knowledge—all of which are in line with the goals of this research. Participants consisted of two hundred and ninety-seven marketers in five selected breweries in Nigeria. The selected breweries were International Breweries Plc, Nigerian Breweries Plc, Guinness Nigeria Plc, Intafact Beverages Limited, and Champions Breweries Ltd. All these breweries are publicly limited liability companies, listed on the Nigerian Stock Exchange. Their major objective is to brew beer and non-alcoholic malt drinks, which are sold in Nigeria. Although, these companies have production plants in several cities in Nigeria, their head offices are located in South-West and South-East Geopolitical Zone of the country.

Data was gathered from respondents via a structured questionnaire. The questionnaire has two separate parts. The first section is dedicated to gathering demographic information, which included gender, age, marital status, educational qualification, and work experience. The second section measured the three variables studied in this research (IB, OCB and MSE). The independent variable (OCB) was measured by items adopted from Spector, Bauer, and Fox (2010). This scale consists of ten items and respondents were required to indicate the frequency with which they have exhibited certain behavior in their present job, using a five point Likert scale ranging from '1 = never' to '5 = everyday'. Ten items adopted from De Jong and Den Hartog (2010) measured the dependent variable (IB). These items were rated on a 4-point Likert scale ranging from '1 = strongly disagree' to '4 =

strongly agree'. Furthermore, the mediating variable (MSE) was measured by eight items adopted from Chen, Gully and Eden (2001). Respondents were asked how much they agreed or didn't agree on a five point likert scale ranging from "0 = Neither agree nor disagree" to "4 = strongly agree". 297 copies of questionnaires were administered to a purposive sample of marketers in these selected breweries in Nigeria, however after incomplete questionnaires were excluded, 258 copies of questionnaires were used for further analysis amounting to a response rate of 86.87 percent.

STATA statistical software was used for data analysis, and analysis was done in two stages. The first stage analyzed the demographic variables, while the second stage used structural equation modeling in assessing both the measurement model and the structural model. Assessing the measurement model involves performing exploratory factor analysis, Cronbach alpha coefficients, average variance extracted, composite reliability, and discriminant validity. The hypotheses were tested by analyzing both the direct and indirect effects in the structural model. Sobel test was further used in assessing the significance of the indirect effect.

RESULTS

Table 1 shows the demographic profile of the respondents, 161 (62.40%) are male and 97 (37.60%) are females. Based on age, 37 (14.34%) respondents are between 20 and 29 years, 85 (32.95%) respondents are between 30 and 39 years, 92 (35.66%) respondents are between 40 and 49 years, while 44 (17.05%) respondents are above 50 years. Based on marital status, 50 (19.38%) respondents are single, 168 (65.12%) respondents are married, 19 (7.36%) respondents are divorced, 14 (5.43%) respondents are widowed, while 7 (2.71%) respondents are separated. Based on highest educational qualification, 57 (22.09%) respondents have a diploma degree, 145 (56.20%) respondents have a Bachelor's degree, while 56 (21.71%) respondents have a postgraduate degree. Finally, based on work experience, 70 (27.13%) respondents have below 10 years' experience, 110 (42.64%) respondents have between 10 and 19 years' experience, 52 (20.16%) respondents have between 20 and 29 years' experience, while 26 (10.08%) respondents have above 30 years work experience.

Table 1: Demographic Characteristics of Respondents

Characteristics	Options	Respondents	
		N	%
Gender	Male	161	62.40
	Female	97	37.60
Age	20 – 29 years	37	14.34
	30 – 39 years	85	32.95
	40 – 49 years	92	35.66
	Above 50 years	44	17.05
Marital Status	Single	50	19.38
	Married	168	65.12
	Divorced	19	7.36
	Widowed	14	5.43
Educational Qualification	Separated	7	2.71
	Diploma	57	22.09
	Bachelor's Degree	145	56.20
	Postgraduate Degree	56	21.71
Work Experience	Below 10 years	70	27.13
	10 – 19 years	110	42.64
	20 – 29 years	52	20.16
	Above 30 years	26	10.08

The mean for OCB, IB, and MSE were 3.71, 3.05, and 3.02, respectively (Table 2). These values exceeded the mid-point of 2.50 for OCB on a five-point Likert scale ranging from 1 (never) to 5 (everyday), and 2.00 for IB, and MSE on five-point Likert scale ranging from 0 (neither agree nor disagree) to 4 (strongly agree). Furthermore, the standard deviation for OCB, IB, and MSE were 0.71, 0.87, and 0.81 respectively indicating adequate spread of participants' responses. Using Pearson correlation coefficients, the link between the study variables were evaluated. OCB was positive and significantly associated with IB, with $r = +0.400, p < 0.05$ (Table 2). In addition, MSE was positive and significantly associated with OCB and IB with $r = +0.193, p < 0.05$ and $r = +0.523, p < 0.05$ respectively (Table 2).

Table 2: Mean, Standard Deviation (SD), and Correlation Matrix

Variable	Mean	SD	OCB	IB	MSE
OCB	3.71	0.71	1.000		
IB	3.05	0.87	0.400*	1.000	
MSE	3.02	0.81	0.193*	0.523*	1.000

N = 258; * $p < 0.05$;

The factor structure of the obtained dataset was examined using exploratory factor analysis (EFA). Prior to conducting EFA, Kaiser-Meyer-Olkin (KMO) value was used to examine the adequacy of the dataset. KMO value of more than 0.8 is highly recommended. KMO value for the present study was 0.889 which was excellent as per the research standard. Therefore, the dataset are adequate for this study. In addition, Bartlett's Test of Sphericity revealed a significant Chi-square value of 260.122 with a degree of freedom of 3, and $p = 0.000$ (Hair, Black, Babin, & Anderson, 2010).

Following Hair et al. (2010) recommendation, factor loading below 0.5 were eliminated. Table 3 shows that nine indicators of OCB were retained since an item had factor loading below 0.5. These retained items had an eigenvalue of 6.93 which accounted for 36.39 % variance. Eight indicators of MSE were retained, and had an eigenvalue of 5.47 accounting for 28.71% variance. However, of the ten indicators of IB, two indicators had factor loadings below 0.5, and were eliminated. The remaining eight indicators were retained for IB, which had an eigenvalue of 3.83 accounting for 20.09% variance (Table 3). The extracted components from the EFA are displayed in a Scree plot in Figure 2. The point where the curve leveled out suggested the number of variables that ought to be included in the investigation. The Scree plot confirms that the three components that accounted for 85.19% of the study's total variance were retained for further analysis.

The measurement model consists of 25 items (9 for OCB, 8 each for MSE and IB). Table 3 shows the Cronbach alpha (α), composite reliability (CR), and average variance extracted (AVE) for the study variables. All three latent variables (OCB, MSE, and IB) have α coefficients 0.83, 0.79, and 0.86, respectively which were above the 0.7 threshold for internal consistency (Lance, Butts, & Michels, 2006). The CR scores for OCB, MSE, and IB were 0.92, 0.97, and 0.89 respectively and were high compared to the minimum required value of 0.6 as recommended by Hair et al., (2010). Furthermore, the AVE all three variables (OCB, MSE, and IB) were 0.55, 0.80, and 0.51 respectively and these were above the cutoff of 0.50 (Fornell & Larcker, 1981).

Table 3: Retained Items, Cronbach Alpha (α), Composite Reliability (CR), and Average Variance Extracted (AVE)

Retained Items	Organizational			α	CR	AVE
	Citizenship Behavior	Marketing Self-Efficacy	Innovative Behavior			
ocb6	0.71	0.05	0.17	0.83	0.92	0.55
ocb7	0.78	0.04	0.07			
ocb8	0.76	0.03	0.08			
ocb9	0.75	0.13	0.22			
ocb10	0.69	0.01	0.04			
ocb11	0.73	0.13	0.23			
ocb12	0.70	0.05	0.19			
ocb13	0.74	0.15	0.09			
ocb14	0.81	0.02	0.18			
ocb15	0.35	0.07	0.11	0.79	0.97	0.80
mse16	0.02	0.97	0.07			
mse17	0.07	0.64	0.01			
mse18	0.04	0.81	0.08			
mse19	0.09	0.71	0.03			
mse20	0.11	0.74	0.23			
mse21	0.06	0.90	0.03			
mse22	0.04	0.86	0.10			
mse23	0.24	0.77	0.07	0.86	0.89	0.51
ib24	0.01	0.03	0.77			
ib25	0.07	0.09	0.65			
ib26	0.17	0.07	0.70			
ib27	0.32	0.14	0.21			
ib28	0.12	0.09	0.74			
ib29	0.16	0.05	0.68			
ib30	0.14	0.20	0.75			
ib31	0.12	0.08	0.73			
ib32	0.01	0.10	0.41			
ib33	0.05	0.16	0.69			

Eigenvalues	6.93	5.47	3.83
% of Variance	36.39	28.71	20.09

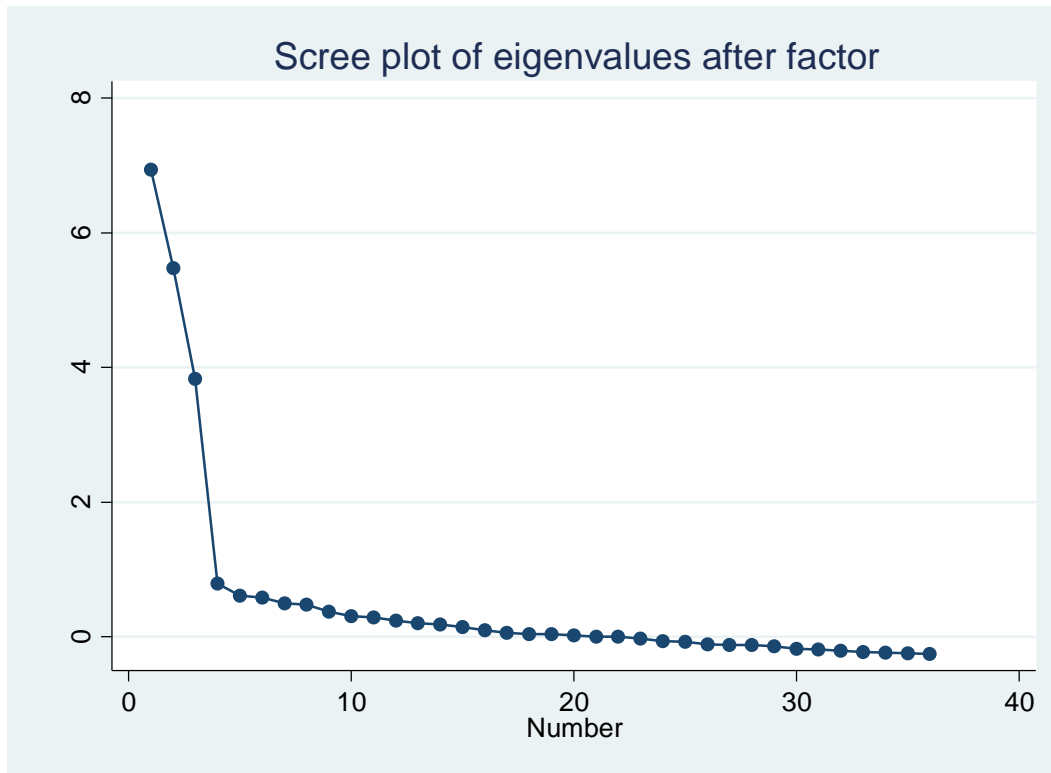


Figure 2: Scree plot

In this study, Herman's single factor test was used to ascertain whether common method variance constituted a problem (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Three components were retrieved whose eigenvalues were greater than one, as seen in the EFA (Table 3). Together, these three factors accounted for 85.19% of the variance. Moreover, no single variable accounted for more than half of the variance. This suggests the absence of common method variance. Fornell and Larcker (1981) suggest that discriminant validity can be assessed by contrasting the correlation coefficients of other variables with the square root of the AVE. The correlation coefficients (off-diagonal entries) of the other variables were less than the square root of the AVE (diagonal entries), as shown in Table 4. The study variables' discriminant validity is therefore established. These findings guaranteed the measures' validity and reliability.

Table 4: Discriminant Validity

Variable	OCB	IB	MSE
OCB	(0.742)		
IB	0.400*	(0.714)	
MSE	0.193*	0.523*	(0.894)

* $p < 0.05$;

Several goodness-of-fit indices (including Chi - square/df (χ^2/df), root mean square error of approximation (RMSEA), comparative fit index (CFI), goodness-of-fit index (GFI), and adjusted goodness-of-fit-index (AGFI) were also used in assessing the measurement model by comparing the observed values with the recommended cutoff values. The measurement model contains three constructs (which were measured by 25 items), and by comparing the observed fit indices with the cut-off criteria specified by Ali and Naushad (2023), Table 5 shows acceptable model fit.

Table 5: Goodness- of – Fit Indices

Fit Indices	Recommended Value	Observed Values	Decision
χ^2/df	Less than 5	2.741	Acceptable
CFI	0.8 – 0.9	0.976	Acceptable
GFI	≥ 0.9	0.952	Acceptable
AGFI	≥ 0.8	0.901	Acceptable
RMSEA	Less than 0.08	0.044	Acceptable

To test all hypotheses, the study adopted Baron and Kenny (1986) approach via structural equation modeling. These researchers suggested four steps in testing for mediation. Step 1 involves justifying that the independent variable (OCB) is significantly related to the dependent variable (IB). Step 2 involves justifying that the independent variable (OCB) is significantly related to the mediator variable (MSE). Step 3 involves justifying that the mediator variable (MSE) is significantly related to the dependent variable (IB). Finally, step 4 involves justifying that the independent variable (OCB) will no longer be significantly related to the dependent variable (IB) after the mediator variable (MSE) is controlled. While meeting the first three requirements suggests partial mediation, meeting each of the four criteria proves total mediation.

Table 6 and Figure 3 reveals a positive and significant impact of OCB on IB ($\beta = 0.069$, $z = 2.39$, and $p = 0.017 < 0.05$). Therefore, H1 cannot be rejected (Step 1). Similarly, there is a positive and significant impact between IB and MSE ($\beta = 0.498$, $z = 4.36$, and $p = 0.000 < 0.05$). Thus, H2 cannot be rejected (Step 2). Further, MSE has a positive and significant impact on OCB ($\beta = 0.152$, $z = 2.87$ and $p = 0.004 < 0.05$). Thus, H3 cannot be rejected (Step 3). As shown in Table 6, since step 1 was still significant after the mediator variable (MSE) is controlled (Step 4), Sobel’s test was used to assess the significance of the indirect effect (Sobel, 1982). As shown in Table 7, the indirect effect was significant with $p = 0.016 < 0.05$. Therefore, H4 cannot be rejected. Thus, MSE partially mediate the relationship between OCB and IB. The mediation analysis summary is presented in Table 6 and Figure 3.

Table 6: Path Coefficients for Direct, Indirect, and Total Effect

Path	Direct Effect	Indirect Effect	Total Effect	Std Err	z	p>/z/	[95% Conf. Interval]	
IB → OCB	0.069*	-	0.069*	0.029	2.39	0.017	0.012	0.126
IB → MSE	0.498*	-	0.498*	0.114	4.36	0.000	0.274	0.721
MSE → OCB	0.152*	-	0.152*	0.053	2.87	0.004	0.048	0.255
IB → MSE → OCB	0.069*	0.075*	0.144*	0.030	2.51	0.012	0.017	0.134

Table 7: Sobel Test for Indirect Effect

Estimates	Delta	Sobel	Monte Carlo
Indirect Effect	0.075	0.075	0.076
Std Err	0.030	0.031	0.032
z – value	2.508	2.401	2.369
p – value	0.012	0.016	0.018
Conf. Interval	0.016, 0.134	0.014, 0.137	0.026, 0.147

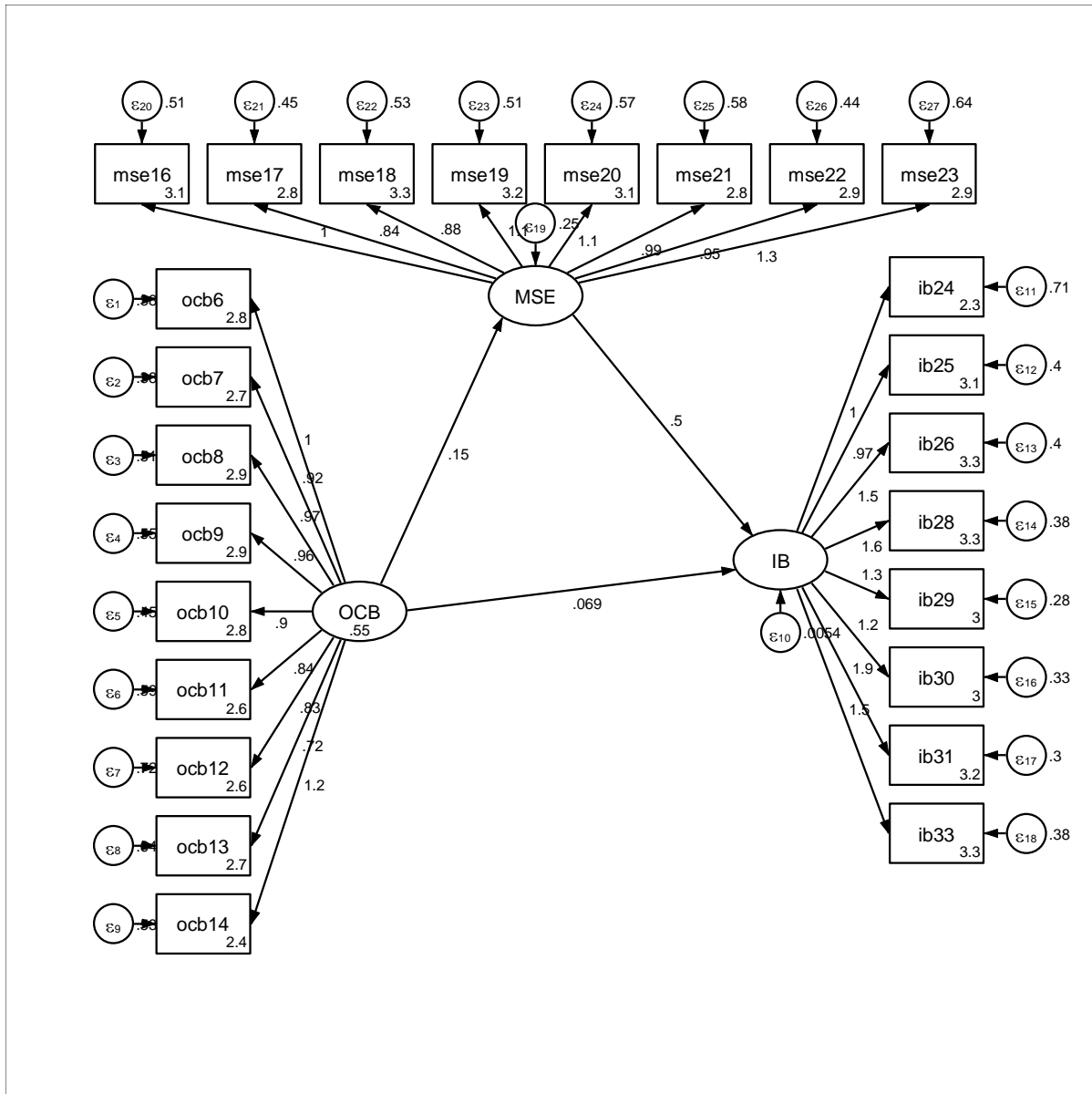


Figure 3: Path Diagram

DISCUSSION

This study aims to investigate the impact of OCB on IB of marketers in breweries in the presence of MSE. This study mainly consists of three variables: one dependent (IB), one independent (OCB), and MSE as a mediating variable. The results revealed a number of significant findings which concur with previous research studies.

First, the study proposed that 'IB is positive and significantly related to OCB'. This hypothesis was accepted since a direct positive and significant relationship was established ($\beta = 0.069, p = 0.017 < 0.05$). This finding concurs with those of prior studies like Alajhar & Salam (2022), Nurhasan et al. (2021), and Ismail & Rodzalan (2021). However, this finding was in conflict with Suwanti and Udin (2020) who documented that OCB is not significantly related to IB among Indonesian banking employees. OCB is essential to corporate transformation because it promotes constructive and good employee actions and behaviors along with organizational protocols, policies, and strategies. Thus, employee who are able and willing to display IB will expand their contribution

beyond their work scope (Yildiz, Uzun, & Coşkun, 2017). Such employees must be able to perform tasks that go beyond the routines that have been set for their team, group, or organization. They might look for new technologies, suggest new ways to achieve goals, apply new work methods, and investigate and secure resources for implementing new ideas. It is deemed crucial for companies to facilitate and support employees' OCB for improved IB.

The results of testing the impact of MSE on IB have a path coefficient value of $\beta = 0.498$, with a significant level (p - value) of $= 0.000 < 0.05$. Put another way, greater IB results from more MSE. Conversely, less IB is felt when MSE is low. Accordingly, the result affirmed that MSE positively affects IB (H2 is accepted). Employees with higher SE have more confidence, which will encourage employees to participate more actively in innovation work. Marketers who have high SE tend to put more effort into improving work processes, performing challenging tasks, and practicing innovation at work. This finding agrees with Dasmo et al. (2021) and Sofiyan et al. (2022) who note that employees who have high SE tend to generate, evaluate and implement new ideas.

The results of the hypothesis 3 test showed that MSE is positive and significantly associated with OCB ($\beta = 0.152, p = 0.004 < 0.05$). This finding can be explained since a marketer with high level of MSE behaves with confidence in their work responsibility in order to achieve success. This person is determined to perform various behaviors as identified by Organ (1997). These behaviors include altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Based on the result, MSE has statistically significant direct effects on OCB. This result agree with Na-Nan et al. (2021), Raharso (2022), and Shahidi & Hadadnia (2021) which similarly found that SE statistically significantly affected OCB of employees. Employee performance is expected to meet some baseline behaviors. In order to succeed in their work and for the benefit of their organization, people who possess SE, on the other hand, plan to go above and beyond what is required of them at work.

Furthermore, the results of this study have empirically shown the indirect relationship between OCB and IB. Thus, confirming that MSE mediates the effect of OCB on IB. This finding is consistent with that of prior researchers (Uppathampracha & Liu, 2022; Hamzah et al. 2022; and Liao et al. 2022) that found that SE mediates several organizational relationships. Thus, when marketers perceive that they have a high level of SE, they are more likely to exhibit citizenship and innovative behaviors.

CONCLUSION

This study investigated the effect of OCB on IB via the role of MSE among marketers in selected breweries in Nigeria. The study came to the conclusion that OCB directly predicted IB among marketers and that MSE partially mediated the association between OCB and IB. OCB therefore play important roles in employees' IB. Although, SE has been employed in a broad range of research as a mediator, the mediating effect of MSE on the linkage between OCB and IB have not been explored in the Sub-Saharan Africa countries especially in the Nigerian context. The findings indicate that marketers who have a higher level of SE also have higher levels of OCB which leads to higher levels of employees' IB. This is the most important contribution that this study make to the current body of knowledge.

Practically, the findings of this study will enable the management of breweries in Nigeria to take into account the role played by MSE and OCB in enhancing IB among marketers, especially during training and development initiatives in their organizations. A major limitation of the study was that respondents were drawn only from the brewery industries. Future research should replicate this study in a broader context, considering other sectors or industries.

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