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Article

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Organizational Identification and Extra-Role Behavior: Mediating Role of Communal Orientation and Psychological Well-being

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Abstract

Organizations need competent human resources to cope with unpredictable technological and environmental changes for their survival. One of the main human resources facets is taking ownership of the organization's activities and performing extra duties for the organization's welfare. Hence, the extra role behavior of employees plays a vital role in being competitive in this complex and uncertain business environment. The study aims to find the antecedents of extra-role behavior, like organizational identification, communal orientation, psychological well-being, and perceived corporate social responsibility. This study has presented a comprehensive new behavioral mechanism model for understanding antecedents of extra-role behavior with the help of social identity theory, unlike previous studies that included a few sets of variables. For this purpose, a cross-sectional study is conducted, and a well-structured questionnaire is established to distribute to Pakistan's IT firms. The data is collected from the 383 employees working on different levels / designations in software houses / IT companies. Structural equation modeling (SEM) is used to test path analysis, and Hayes macro process is used for moderation testing. After analyzing the data, it is found that organizational identification is directly related to extra-role behavior and communal orientation; psychological well-being can also relate to their relationship by performing a role as mediators. Additionally, perceived corporate social responsibility as a moderator strengthens the relationship between organizational identification and communal orientation.

Keywords: Organizational identification, extra-role behavior, communal orientation, psychological well-being, perceived corporate social responsibility, IT companies.

1. Introduction

In present circumstances, organizations are competing on people orientation because now they consider people the most important competitive edge for the firm, which they cannot easily copy (Cai, Khapova, Bossink, Lysova, & Yuan, 2020). Employees' concern for the organization plays an important role in the firm's success, and employees' involvement is an edge for any business. The shift from classical to technological modes brought organizations new challenges: the employee-organizational relationship, employee-coworker relationship, and satisfaction with their working life (Demir et al., 2015; Donbesuur et al., 2020). Therefore, when employee and organizational relationship is strong, they will encourage to do more and put extra effort into the organization's success (Blader et al., 2017; Avanzi et al., 2018; Peng et al., 2020). This coherence is underlying the dependency of the extra-role behavior on organizational identification because employees work extra from the assigned duties in the presence of extra-role behavior.

Moreover, employee relationship with co-workers is also important for engaging employees in working activities and making them more active (Pepple & Davies, 2019). When employees are motivated to build strong relations with others in the presence of belongingness, they put extra effort into their job (Fritz & Knippenberg, 2017; Peng et al., 2020). The employees' perception of belongingness towards their firms increases their closeness towards employees and enhances caring behavior towards other workers (Pepple & Davies, 2019). Organizational identification is also a reason for employees' satisfaction and relational behavior towards other employees, giving them happiness and a clear understanding of their work environment (Krug et al., 2020). Furthermore, employees perceive that their organization is working for the environment and acknowledge a sense of belongingness, which leads to positive emotions toward the workplace environment (Afsar et al., 2018). This study is also important for exploring how an individual's sense of communal orientation can significantly impact employees to perform extra (Fritz & Knippenberg, 2017). Hence, this study examines individual identity perceptions about the organization, making them more social and enhancing their positive emotions and subjective well-being. The outcome of these relations will be extra-role behavior of individuals toward association. Specifically, it investigates how organizational identification has positively associated with communal orientation and psychological well-being and, in the presence of their mediation, the impact on extra-role behavior.

Some important practical implications can be drawn from the findings of this study. Organizations can benefit greatly from understanding the role of organizational identification, communal orientation, and psychological well-being in employee engagement, satisfaction, and performance by designing strategies to enhance these factors.

Organizations can create a work environment where employees feel a sense of belonging, promote positive emotions, and feel encouraged to exceed their prescribed responsibilities by cultivating a sense of communal orientation and positive emotions. A further contribution of this study is that it contributes to the broader field of organizational behavior by providing valuable insights into the dynamics of employee-organizational relationships in contemporary organizations in which they are complex.

1.1 Study Context

Pakistan is an underdeveloped country, and Pakistan's IT sector needs high employee engagement within its organizations (Khan & Malik, 2017). According to a survey by Waseem et al. (2020), only 13% of employees fully engage in work activities and feel belongingness with the employer, much less than in developed countries. However, employees in IT sectors lack strong communication within the teams and groups; therefore, they cannot perform extra activities (Nizam et al., 2020). Because when there is a relational factor among employees, they help each other for good performance and sometimes beyond the performance (Altarifi, 2020).

In the modern era, innovation is required in the IT sector. Consequently, it needs time and extra-role behavior because employees work on assigned tasks and projects, which require extra time and attention of employees (Khan & Malik, 2017). Pakistan is an emerging market for information technology, as Khan & Malik (2017) stated, and we have expanded this study by working on a specific sector that is facing this problem and needs these types of directions, which give them possible solutions for making their employees more productive and behavior to do extra work. This study has explored how employees react under the perception of strong social relations with positive emotions toward others and the employer. As Hsieh and Chan (2012) stated, employees who perceived that their organization fulfilled their social responsibilities felt more to identify themselves within the organization. When employees perceive that they are part of a firm that works for the welfare, they are encouraged to strengthen their relations with their subordinates which help them to do more (Newman & Trump, 2019).

There are certain reasons to examine this phenomenon, such as; extra efforts are needed in IT, but employees are not performing, which can make them more efficient and extra in the organization (Waseem et al., 2020). Secondly, in previous studies, researchers explored the relationship between organizational identification and extra-role behavior (Cheema et al., 2020). However, the impact of mediators on communal orientation (Resdianto, 2020) and psychological well-being is not studied yet in this context. Additionally, perceived corporate social responsibility is a moderator in this research, strengthening the relationship between organizational identification and communal orientation.

2. Hypothesis Development

2.1. *Organizational Identification and Extra Role Behavior*

A sense of oneness with the organization enhances the individual to perform in-role behavior and extra for the organization (Ahearne & Gruen, 2005). Many researchers have studied that employees' attitudes towards the organization are positive in the presence of identification, and they work voluntarily without any assigned commitment (Hong & Yang, 2009; Kim et al., 2018; Roy & Parsad, 2018; Wu & Tsai, 2008). Previous studies indicate that identification predicts various employee behavior outcomes and extra-role behavior is one of them (Balaji et al., 2016; Heffernan et al., 2018). People identify with a firm when they assume the organization has a good reputation. Working in that organization increases self-esteem, confidence, morale, and cognitive behavior (Grimes, 2020). Therefore, employees would become more loyal to organizations and work extra to maintain that identity and good image of the organization (Öngöre, 2020).

Social identity theory provides the base for their relationship that organizational identification positively affects individuals' behavior, due to which employees tend to perform beyond the expectations of the firms (Teng et al., 2020). This theory suggests that people have the charisma to identify their affiliated groups, allowing them to identify themselves within the group uniquely and encouragingly (Moser & Ashforth, 2020). In line with this justification, identifying themselves within the workplace makes them prouder and happier, strong in their self-concepts, and enhances their abilities. In return, employees do more for the firm and give extra effort to the employer to complete its goals (Elfering et al., 2020; Humphrey, 2012). Therefore, we can propose that:

- H1: Organizational identification is significantly related to extra-role behavior.

2.2 *Organizational Identification and Communal Orientation*

Tsai and Hung (2019) suggested that the individual's identity in a group encourages sharing of information and interpersonal cooperation. Due to high identity, employees share a strong bond with co-workers and enhance relational orientation. Bartel (2001) emphasized the role of identification in the relationship among employees within the workplace; in her study, she stated that social identity within the organization emphasizes employees' interaction with each other and sharing their experiences through their developing a relationship workplace. More specifically, employees like to share their positive attitude towards other employees when they receive a positive response from the organization (Kim & Sung, 2016), and employees sense positive responses from the organization in the presence of organizational identification.

Social identity theory argues that the identity of employees develops many positive attitudes and relations with other employees (Hogg & Terry, 2020; Trepte, 2013). When

employees recognize themselves in the perceptive of a group, they consider group norms and values as part of their personality (Huddy, 2001). Employee organization relationships are a mixture of the collaborative exchange relationship in which employees exchange their relations with others, often developed by the employer's identical response (Smith, 2012). Based on this literature, this study hypothesizes that:

- H2: Organizational identification is significantly related to communal orientation.

2.3 Communal Orientation and Extra Role Behavior

The previous study shows that helping behavior is related to an individual's extra-role behavior (King et al., 2005). Hertz & Donovan (2000) stated that there is a relationship between extra-role behavior and personality, including helping and concern for others. As the absorbent study explained that helping behavior is that type of behavior in which an individual voluntarily helps other organizational members in work-related tasks (George, 1991) and extra-role behavior is also associated with performing beyond work activities for the well-being of the organization or the people (King et al., 2005). Hung (2005) explains in his study that employees perceive communal and exchange relationships with their workplace; simultaneously, they feel that the organization cares for them and works for their well-being and origination, expecting something in return. Therefore, identity and communal orientation increase the working perception of the individual in the workplace. Relationship-oriented behaviors have shown positive outcomes such as job performance, creativity, and organizational effectiveness (Chen et al., 2016; Morrison, 2014; Nikolaou et al., 2008). According to communal scholars, the organizational relationship management approach influences employees' intentions to actively engage in the creative work environment (Saldert et al., 2018).

- H3: Communal orientation is significantly related to extra role behavior.

2.4 Mediating Role of Communal Orientation

Being communal towards others increases the individual intention to work for the benefit of others (Gail Hepburn & Enns, 2013), as well as enhances care for the community where there are living, as belongingness increases the communal aspect. Due to this, employees will perform extra and be more committed to the workplace (Fritz & Knippenberg, 2017). Furthermore, when employees' relationship with their organization involves exchanging norms and believing that their efforts are fairly rewarded, due to which employees increase their concerns with their members and try to create a friendly environment, then they are also likely to share more working experience and give their more efforts for maintaining these relationships (Jeong et al., 2017). Peng et al. (2020) stated in their study that communal relations are important for making employees stronger in decision-making and solving the issue without specific leadership, which highlights that in the presence of communal orientation, employees tend to perform without hesitation, and this behavior is

showing extra-role behavior. Identity scholars have explained that positive attitudes significantly increase identity, and when positive attitudes appear in the workplace, employees establish caring behaviors with their subordinates (Brown, 2020). Therefore, these caring attitudes emphasize them joining their skills and working more for the organization's success. Hence, these strong arguments strengthen the mediating role of communal orientation between organizational identification and extra-role behavior. Therefore, we hypothesized that:

- H4: Communal orientation significantly mediates between organizational identification and extra-role behavior.

2.5 Organizational Identification and Psychological Well-being

Affective commitment is reflected in the individual's sense of belongingness toward the workplace, which is considered organizational identification (Panaccio & Vandenberghe, 2009). When an individual experience attachment to the organization and considers its benefit as their own, they will feel the demand of their work involved and be satisfied with their job (Irving & Coleman, 2003). Kahneman et al. (1999) suggested that researchers had to focus on the positive behaviors of organizations that greatly increase individuals' well-being. Then employees would give so many outcomes such as engagement (Bakker & Demerouti, 2008), thriving (Albrecht, 2013), passion (Seligman, 2011), and flow (Cameron, 2010). Previous studies examined and elaborated that employee identification with the organization is significantly related to their psychological well-being (Erkutlu & Chafra, 2016; Nie & Lämsä, 2018).

According to social identity theory, identifying with the organization helps employees to reduce uncertainty and cognitive pressure through which employees feel happy and energetic (Korte, 2007). Employees can reposition his/herself, can create a relationship with others, and feel empowered (SalasVallina et al., 2020), which are the basic dimensions of psychological well-being. Verkuyten and Martinovic (2017) stated that more identification of the employee in a group means more significant self-identity in individual psychological well-being. When employees perceive identification collectively, it helps to develop an individual's self-perception (He et al., 2019). As the basis of identification, employees feel empowered to take action, feel autonomy, and feel that they can easily understand the environment, enhancing their attitude and increasing their psychological well-being (Karanika Murray et al., 2015; Lee et al., 2018). Based on this evidence, it is proposed that:

- H5: Organizational identification is significantly related to psychological well-being.

2.6 Psychological Well-being and Extra Role Behavior

In the presence of subjective well-being, employees tend to behave in a way to accomplish their goals and engage more with work activities. Due to satisfaction with work, they tend to give extra effort to the organization (Jena et al., 2018). As a previous study has shown, due to the presence of this variable, employees have positive feelings toward their organization (Jena et al., 2018), which can increase their citizenship behavior in the workplace. Demirtas et al. (2017b) suggested that when employees feel happy and encouraged to complete his/her task, they do extra for the organization because they are pressured less and can make any beneficial decision for the betterment of the organization. Furthermore, employees' engagement in working activities makes them more creative and increases their ability to commit to their work for a long (Demirtas et al., 2017a). It is argued that when employees feel autonomy, self-recognition, and understanding of the environment, they behave differently and will be more focused and committed. The literature has documented that employees' well-being has various outcomes for the individual personality and the organization, such as performance and productivity increases due to employee well-being (Hewett et al., 2018), customer satisfaction (Sharma et al., 2017), employee engagement (Tisu et al., 2020) and employee citizenship behavior (Mousa et al., 2020). From these studies, it is hypothesized that:

- H6: Psychological well-being is significantly related to extra-role behavior.

2.7 Mediating Role of Psychological Well-being

Employees tend to be helpful toward their colleagues due to their positive emotions (Lee, Park, & Koo, 2015). Previous research shows that employees focus more on psychological well-being and go the extra mile (Albrecht, 2012). Organizational belongingness enhances subjective well-being (Lee, 2019); therefore, studies can explore the relationship between identification and the extra mile by mediating psychological well-being. Identification of employees within the workplace affects the employees' attitudes and behaviors and provides many beneficial outcomes (Krug et al., 2020; van Dick et al., 2018). These positive attitudes and behaviors increase employees' well-being, happiness, and satisfaction (van Dick et al., 2018). Employees who feel happy and satisfied with their job automatically engage in work activities and make their own decisions (Kundi et al., 2020).

The social identity theory argues that people sense identity not informed of personal identity but also in the form of social identity; consequently, they think about us instead, which makes them help build relationships and increase their performance (van Dick et al., 2018). Social identity theory's standpoint concluded in his study that group identification is positively associated with the employee's well-being and provides many psychological resources to employees, such as a sense of social support, meaning and purpose, and a sense of control (Steffens et al., 2019). A recent meta-analysis has proved that social identification decreases depression, due to which employees perform well and are active

and support the organization in the long run (Muldoon et al., 2019). These arguments help hypothesize the mediating relationship of psychological well-being between organization identification and extra-role behavior.

- H7: Psychological well-being significantly mediates between organizational identification and extra role behavior.

2.8 *Psychological Well-being and Communal Orientation*

Communal-oriented leads to the individual's personality trait, which enhances positive emotions and creates a feeling to do more for the organization in the workplace (Hepburn & Enns, 2006). George (1991) stated that employees felt satisfaction about their life and work due to their well-being, resulting in positive behavior towards others. This component makes them more social and helps workers toward others. More specifically, it argued that in addition to workplace behaviors, positive emotions, relationships, meaning, and achievement are core elements of well-being (Wagner et al., 2020), relating the communal aspects to psychological well-being. It is a general phenomenon that when employees feel happy and satisfied, they build their relations with others and try to make strong relationships (Mousa et al., 2020), proving that psychological well-being enhances the community. Semedo et al. (2019) stated that happy and satisfied employees with their lives and work tend to be attached to the organization and their subordinates. This study has proposed the hypothesis that psychological well-being relates to communal orientation.

- H8: Psychological well-being is significantly related to communal orientation.

2.9 *Serial Mediation of Psychological Well-being and Communal Orientation*

The social identity approach has suggested that with identification, the core aim of the organization is to share social identity among employees, which can decrease stress and increase their well-being (Stets et al., 2020). A recent meta-analysis has argued that employees' well-being helps them promote their relationships within the workplace because employees tend to behave well with others. A happy employee generates more happy relationships because employees work creatively, think, and engage fully in the workplace (Steffens et al., 2019); this argument proves that well-being also plays a role in organizational identification and communal orientation. Moreover, Hepburn & Enns (2013) stated that individuals who are high in the well-being of self would be more able to perceive collaborative relationships than those who are low in well-being because of stress and depression. In their study, Hepburn & Enns (2013) has proven that social undermining has negatively affected the organizational extra-mile behavior, and communal orientation weakens the relationship between extra-mile behavior and social undermining. Therefore, we could be a purposed relationship in that a communally oriented person could be the

extra mile because if communal orientation weakens the relationship between social undermine. The extra mile positively affects extra-role behavior.

Communal orientation has two personality traits agreeableness and consciousness (Hepburn & Enns, 2013). Consciousness is related to well- and agreeableness is linked with the trait of an employee who will perform in the organization by putting in extra effort and showing citizenship behavior toward the workplace (Mousa et al., 2020). Therefore, communal orientation is also giving way between well-being and extra-role behavior because to be an extra mile employee; he has to be agreeableness and conscious about his work and place for making self-decision. Thus, we can hypothesize that:

- H9: Psychological well-being and communal orientation mediate the relationship between organizational identification and extra-role behavior.

2.10 Moderating Role of Perceived Corporate Social Responsibility

Employees and stakeholders perceive that companies involved in perceived corporate social responsibility engage their employees, pay fairly, feel insecure about the environment, and assume that employees work like a team (Zientara et al., 2015). As a result, perceived corporate social responsibility enhanced the employees' engagement with tasks. It increases their creativity, and they sense that the employee's image is theirs (Fu et al., 2014). Furthermore, in recent years scholars are exploring the impacts of Perceived corporate social responsibility on employees that how employees perceive CSR, and how their feeling changes within the workplace due to Perceived corporate social responsibility (Dewhurst et al., 2010; Park & Levy, 2014; Youn et al., 2018). Furthermore, there is a need to explore whether employees' perception of Perceived corporate social responsibility can increase their positive feelings and emotions toward their organization and other employees (Kim, 2020).

Social identity theory assumes that the perception of Perceived corporate social responsibility can increase the employee's well-being, relationships, work engagement, and energy to do work because Perceived corporate social responsibility promotes the organization's goodwill. Employees consider goodwill their own, so they tend to maintain it (Singh & Singh, 2019). Corporate social responsibility tends to enhance identification because it will help employees keep engaging in social and moral activities (Turker, 2009). In the organization and employee relationship setting, the communal relationship is established when employees perceive that the company cares for them. Building communal relationships are difficult for employers because it can enhance the long-term brand image and enable organizations to practice corporate social responsibility. Therefore, we can build a hypothesis that:

- H10: Perceived corporate social responsibility positively moderates the relationship between organizational identification and communal orientation

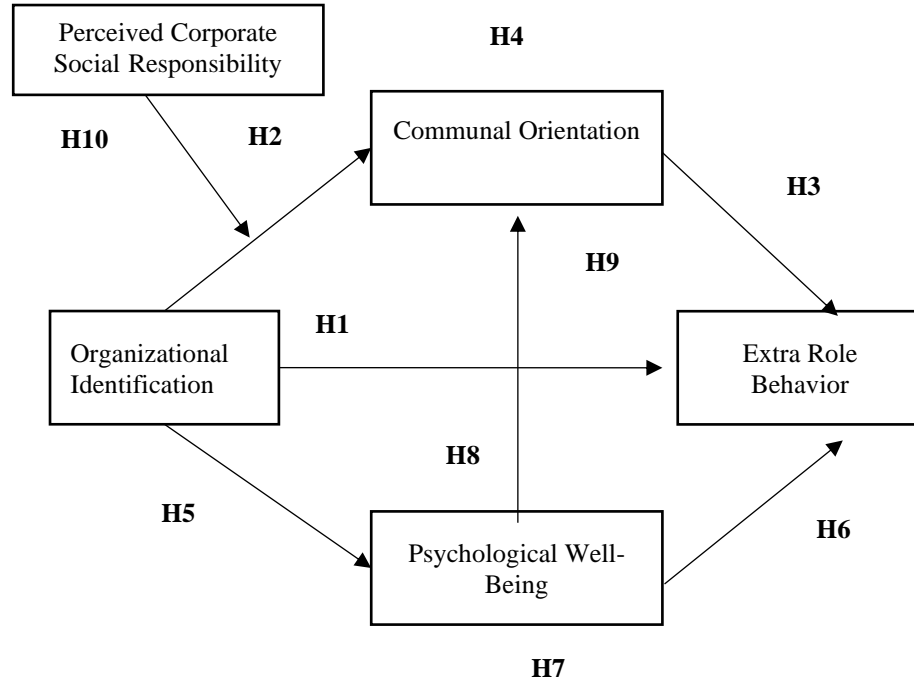


Figure 1: Theoretical Model

3. Research Methods

3.1 Research Design

The data is collected from IT companies in different cities, and the main information is gathered from the working staff of these companies. As per the nature of the study, the time horizon is cross-sectional.

3.2 Population and Sampling

Our target population is the IT sector of Pakistan, which is considered for this study. Nine hundred ninety-one companies are operating in Pakistan registered in PSEB (Pakistan Software Export Board), and call centers are not part of this numerical figure. Pakistan Software Export Board has described the IT sector into five major groups accordingly; Islamabad, Rawalpindi, Lahore, Karachi, and Peshawar. The research is based on sampling each city. This technique is chosen because the population is geographically dispersed, and it is necessary to reach the desired sample size with that population, representing the whole

number of populations. Also, it is not easy to prepare a list of each firm from all cities and randomly select the respondents. There is a total of 4068 companies; Karachi consists of 417 companies, Lahore has 349, Peshawar has 10, Islamabad has 240, and Rawalpindi has 328 (PSEB, 2019).

3.3 Sample Size

As the population is unknown because it is not easy to identify how many employees are working in each selected IT firm, the role of thumb will be applied (Hair et al., 2014) in which items which are mentioned in the questionnaire will be multiple with $10 * 48 = 480$.

3.4 Data Collection Procedure

For this research, data are collected through a self-administrated questionnaire. Some questionnaires are filled out through email, and some in the physical appearance of the staff IT firms. During the data collection, it is necessary to maintain the employees' privacy so that most of the responses are collected through email without acknowledging the individual's physical appearance and name. Furthermore, it is a commitment to them that no one would know their identity at any cost. The questionnaire consisted of two parts; one part elaboration on the demographic information such as age, gender, experience, qualification, and material status, while the second part consisted of the variables that employees are about the variables such as organization identification, communal orientation, psychological well-being, extra-role behavior and perceived corporate social responsibility. Data were collected in three months because of Covid-19, and most of the responses were collected by email because Pakistan was under lockdown and visibility of employees was impossible.

3.5 Unit of Analysis

The gathering of data related to organizational identification, extra-role behavior, communal orientation, psychological well-being, and perceived corporate social responsibility is all about gathering information about an individual working within the organization. Therefore, the unit of analysis of this study is an individual worker performing in IT companies.

3.6 Measurement of Variables

Extra Role Behavior: A scale of six items (Pearce & Gregersen, 1991) measures extra-role behavior. A recent study also used this scale to understand extra-role behavior (Eddleston et al., 2018), and its Cronbach's alpha value is .76.

Organizational Identification: This variable is measured using 6-item scales with 5 points Likert scale (Mael & Ashforth, 1992). This scale has a Cronbach alpha is 0.74 (Carmeli et al., 2007).

Communal Orientation: For measuring communal orientation, Fritz & Knippenberg (2017) used a ten-item five-point Likert scale (1= strongly disagree to 5= strongly agree). Moreover, the Cronbach alpha is 0.78.

Psychological Well-being: This variable's scale consists of 18 items (Clarke et al., 2001). Cronbach's alpha is 0.89 on 5 points Likert scale.

Perceived Corporate Social Responsibility: is measured by the eight-item scale developed by (Glavas & Kelley, 2014). The Cronbach alpha value is 0.92 (Shahzadi et al., 2019).

3.7 Data Entry and Missing Values

Initially, 480 questionnaires were distributed among companies, from which 409 were received before entering the data in SPSS, which is 85.20% of the total response rate. The filtered questionnaires are entered in SPSS, and more than 5% of the values are rejected from the count; therefore, 383 responses are retained for further analysis, which is 79% of the total response rate. Hair et al. (2014) recommended that missing values in a study should not be more than 10% so that the study could apply further tests on the data.

4. Data Analysis and Results

4.1 Demographic Characteristics

Demographic analysis provides context for understanding the hypotheses and how they relate to the profile of respondents in IT companies. Demographic analysis reveals that the majority of respondents in IT companies are males (79.3%). Therefore, it is likely that the majority of employees who exhibit extra-role behavior are males. This study's results are consistent with hypothesis H1 and suggest that males, who comprise a large portion of the IT workforce, are more likely to engage in extra-role behaviors in IT companies than females. Similarly, it has been observed that 53.1% of the employees in the company are married. Because married individuals may have a stronger sense of communal orientation due to their commitments and responsibilities as parents, this finding indirectly supports hypothesis H2. As a result of a study of the demographic data, it can be concluded that a high level of communal orientation in IT companies can be attributed to the high number of married employees.

Furthermore, it is also important to note that the designations are also a valuable source of information regarding how employees are distributed across the different sectors of the company. Identifying the roles or designations within an IT firm that are more likely to engage in extra-role behavior can provide insight into those employees' behaviors. Further, analysis reveals that 46.3% of the employees have obtained a master's degree in IT, indicating a higher level of education. This finding supports hypothesis H5, as higher education levels may contribute to a stronger sense of organizational identification, increasing employee psychological well-being. Moreover, most employees having work

experience for 4 to 6 years suggests that they may have developed a sense of belongingness and job satisfaction, which can contribute to higher psychological well-being and, subsequently, increased engagement in extra-role behavior.

4.2 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is a statistical technique widely used to assess the measurement model in structural equation modeling (SEM). The researcher specifies a priori hypothesized relationships between observed variables and latent constructs in CFA. There are several reasons why CB-SEM should be preferred over Partial Least Squares SEM (PLS-SEM). CB-SEM is appropriate in this case because the research objective is to test a well-defined theoretical model with specific hypotheses to test the effectiveness of the model. Using CB-SEM, researchers can test the goodness-of-fit of the proposed model against the observed data to determine how well the proposed model fits with the observed data.

This lets them determine how well the proposed model fits the observed data. Secondly, the method CB-SEM is advantageous because it focuses on the relationships between the latent constructs used in the analysis to determine how they relate. In this way, estimating the relationships between the constructs is possible by considering both the common and measurement error variances. By doing so, researchers can better understand the underlying relationships between several variables. They could assess the significance of these relationships based on their findings.

It should be noted that this study aims to determine if latent constructs have indirect effects, which is why CB-SEM is a suitable method of estimating these indirect effects. Examining complex causal relationships and mediating effects within a proposed model is possible by providing direct and indirect effects estimates. On the other hand, there are certain situations in which PLS-SEM is more appropriate than SEM. The PLS-SEM method is particularly useful when the research objective is exploratory or theory development. It does not require strict model assumptions and can handle complex models with small sample sizes. Furthermore, PLS-SEM can also handle highly non-normal data and does not require the measurement scales to be strictly interval or continuous to be valid.

This test is performed using AMOS 24, and it shows that the majority of the loadings of the items are according to the desired and required limit of 0.7, and a few are relay between 0.6 which is not a considerable situation because they could not influence the results (Bihamta et al., 2017). All the loadings are shown in Figure 1 below.

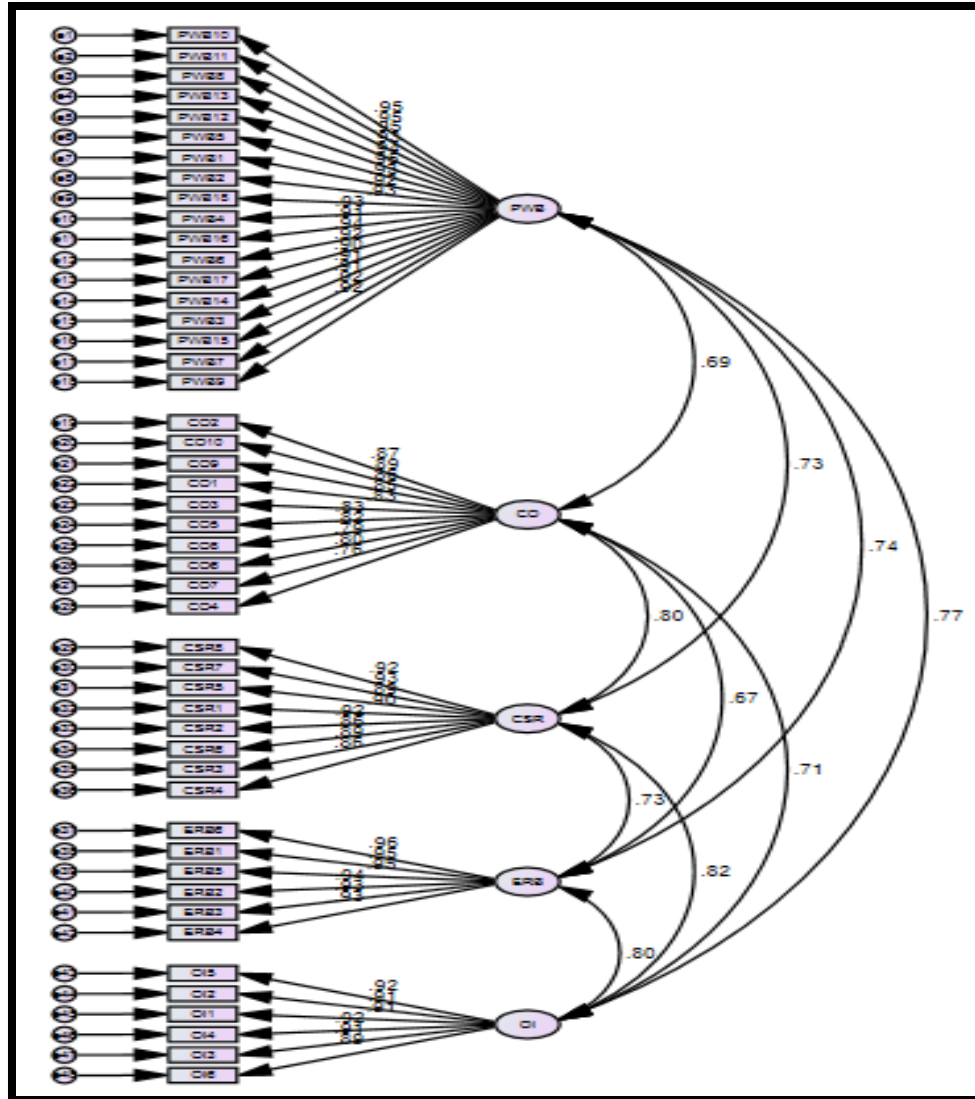


Figure 2: Measurement Model

(PWB=Psychological well-being, CO=Communal Orientation, CSR=Corporate Social Responsibility, ERB=Extra Role Behavior, OI=Organizational Identification)

After CFA, the next step is to analyze the reliability and validity of the data. For checking the validity and reliability of the data, Master validity Plugins are used in AMOS 24 (Gaskin, 2016). The table represents the results of this analysis. The first column of the table shows the composite reliability that exists in scale reliability and is used to measure the CFA approach. Henseler et al. (2014) stated that the value of CR should be more than 0.7, showing the existence of Composite Reliability. Table 1 shows that all the values of CR are more than 0.7, such as PWB having 0.991, CO having 0.957, CSR having 0.970, ERB having 0.980, and OI having 0.966.

Furthermore, AVE shows the convergent validity in Table 1. For convergent validity, AVE should exceed 0.5 (Hu & Bentler, 1999). All the variables have an AVE of more than 0.5, such as PWB having 0.864, CO having 0.691, CSR having 0.804, ERB having 0.892, and 0.826 belonging to OI. Henseler et al. (2014) explained that MSV (Maximum shared variance) shows the existence of discriminant validity and that MSV values should be less than AVE. Table 1 shows that all the variables have round 0.6 values less than AVE values, such as PWB with 0.600, CO 0.647, CSR 0.677, ERB0.640, and OI 0.677.

Table 1: Reliability and Validity

	CR	AVE	MSV	MaxR(H)	PWB	CO	CSR	ERB	OI
PWB	0.91	0.864	0.600	0.992	0.929				
CO	0.97	0.691	0.647	0.960	0.688***	0.832			
CSR	0.90	0.804	0.677	0.972	0.734***	0.804***	0.897		
ERB	0.90	0.892	0.640	0.981	0.742***	0.672***	0.733***	0.944	
OI	0.96	0.826	0.677	0.967	0.775***	0.712***	0.823***	0.800***	0.909

4.3 Structural Equation Modeling (SEM)

Table 2 shows the model fit values, and the initial model is run on AMOS 22 with the plugin. The values from that initial model are CMIN has 2.452, which should fall between 1-3, NFI, GFI, and AGFI should be greater than 0.90, and the model shows that their values are, respectively, .926, .894, and .870. GFI and AGFI are not greater than 0.90 but close to the benchmark. RMSEA should be less than 0.08, and the model shows that the value is 0.062, which is good enough for further analysis.

Table 2: Initial Model Fit Indices

	CMIN	NFI	GFI	AGFI	CFI	RMSEA
Initial Model	2.452	.926	.894	.870	.955	.062
Acceptable Range	1-3	>0.90	>0.90	>0.90	>0.93	<0.08

Table 3 shows the second model generated on AMOS 24 with the plugin Model Fit Measure (Gaskin & Lim, 2018). Model fit measures indicate CMIN, CFI, RMSEA, P close, and SRMR (Henseler et al., 2014). The table has elaborated these values with threshold and their interpretation. CMIN is excellent because it should be between 1-3, and its value is 2.477; CFI is acceptable because it should be more than 0.95, and the model shows that its value is 0.949. SRMR, RMSEA, and P relative values are 0.029, 0.062, and 0.223.

Table 3: Model Fit Measures

Measure	Estimate	Threshold	Interpretation
CMIN	2864.452	--	--
DF	1070.000	--	--
CMIN/DF	2.477	Between 1 and 3	Excellent
CFI	0.949	>0.95	Acceptable
SRMR	0.029	<0.08	Excellent
RMSEA	0.062	<0.06	Acceptable
PClose	0.223	>0.05	Excellent

4.4 Common Method Variance Assessment

The correlation matrix procedure, recommended by Bagozzi et al. (1991), is used in this study by analyzing the correlations among factors. The collection of variables verified that no correlation crosses the 0.9 value, and no common method variance is found. Furthermore, a single technique cannot make strong this argument that this study has no issue related to common method bias; therefore, another technique is used, called Heterotrait-Monotrait Ratio (HTMT) (Henseler et al., 2015). Initially, this method is used to test the discriminant validity. Therefore, studies have explained that if discriminant validity exists, it is demonstrated that every item of the variable provides a different sense. In the existence of discriminant validity, it is shown that respondents respond to the questionnaire without any biasness. Henseler et al. (2015) stated the criteria for the HTMT

test that each value should be less than 0.85 to get good results in common method bias. HTMT test is run on AMOS 24 with the plugin “HTMT Analysis” (Gaskin, 2019).

Table 4: Heterotrait-Monotrait (HTMT) Ratio

	PWB	CO	CSR	ERB	OI
PWB	-				
CO	0.694	-			
CSR	0.733	0.810	-		
ERB	0.743	0.673	0.734	-	
OI	0.774	0.721	0.821	0.801	-

4.5 Correlation Matrix

Table 5 is showing that the direction and correlation among variables. It shows a positive significant .694** relation between organizational identification and communal orientation. Organizational identification has a significant positive relationship with psychological well-being as a value shows that .757**. Organizational identification is also positively Significant with corporate social responsibility and extra-role behavior as their values are shown respectively .794** and .779**. Communal orientation also shows a positive and significant relationship with psychological well-being, corporate social responsibility, and extra-role behavior, as their values are .677**, .781**, and .651**. The table shows a positive and significant relationship between psychological well-being and corporate social responsibility, and the same with extra-role behavior and values are .719**, .732**. Extra role behavior is also significantly related to corporate social responsibility with .716**.

Table 4: Correlation Matrix

Constructs	1	2	3	4	5
OI	1				
CO	.694**	1			
PWB	.757**	.677**	1		
CSR	.794**	.781**	.719**	1	
ERB	.779**	.651**	.732**	.716**	1

4.6 Fitness of Measurement Model and Path Analysis

Fitting models is one of the most important steps of data analysis because it explains that data accepts or rejects the theory. All the relationships are dependent on model fitness.

Table 6: Initial Model Fit Indices

	CMIN	NFI	TLI	CFI	SRMR	RMSEA
Model Values	2.477	.926	.949	0.949	0.029	.062
Acceptable Range	1-3	>0.90	>.95	>0.93	<0.08	<0.08

Path analysis is the second important part of data analysis because it highlights the study relations and explains whether the hypothesis is accepted or rejected (Grapentine, 2000). The study uses the structural model to explore the dependent factor's dependency on the independent factor. The main objective of path analysis is to observe the relationship between organizational identification, extra-role behavior, and their meditation effects on communal orientation and psychological well-being. Figure 3 shows the path analysis of the observed variables in the study.

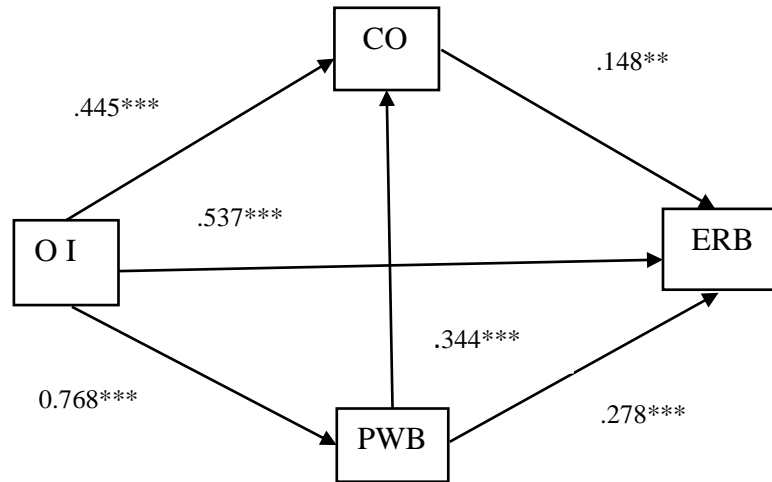


Figure 3: Path Analysis

The path diagram shows the relationships' standardized estimates value/ beta coefficients and no relational value shows its beta one or more than 1. Therefore, the relations are

significant as the table shows that organization identification positively and significantly influences extra-role behavior; therefore ($\beta=.537, p < 0.001$) H1 is accepted. H2 is accepted because the table shows that organizational identification has a significant and positive relation with communal orientation with ($\beta=.445, p < 0.001$), and H2 is accepted. Similarly, it is proved that communal orientation is significantly and positively related to extra-role behavior with H3 acceptance ($\beta=.148, p < 0.001$) as well, as organizational identification is carrying the psychological well-being with ($\beta=.768, p < 0.001$) and H5 are accepted. Simultaneously, psychological well-being is positively associated with extra-role behavior; therefore, H6 is accepted with ($\beta=.278, p < 0.001$). H8 is also accepted with this statement that psychological well-being enhanced the communal orientation with ($\beta=.344, p < 0.001$). As shown in Table 7:

Table 7: Path Analysis

Hypothesis	Path	Beta coefficient	Significant value	Status
H1	OI → ERB	.537	0.000	Accepted
H2	OI → CO	.445	0.000	Accepted
H3	CO → ERB	.148	.004	Accepted
H5	OI → PWB	.768	0.000	Accepted
H6	PWB → ERB	.278	0.000	Accepted
H8	PWB → CO	.344	0.000	Accepted

Note 1: *** is $p < 0.001$

Note 2: OI (Organizational Identification), ERB (Extra Role Behavior), CO (Communal Orientation), PWB (Psychological Well-being).

4.7 Mediation Analysis

The present study (Table 8) shows the mediation effect and that H4 is accepted as it is proved that communal orientation mediates the relationship between organizational identification and extra-role behavior. To test the mediation analysis techniques Preacher & Hayes (2004) used, they stated that the bootstrapping process is compulsory through which mediation can be found. As path analysis shows that there is a significant relationship between OI and CO, CO and ERB, and OI and ERB and their beta value and P values are illustrated respectively ($\beta=.445, p < 0.001$), ($\beta=.148, p < 0.001$) and ($\beta=.537, p < 0.001$). Furthermore, bootstrapping is performed in AMOS by 2000 bootstraps sample for excreting the direct and indirect effect between variables. Table 8 shows a positive indirect relationship between organizational identification and extra-role behavior by communal orientation, and their Beta and P value is ($\beta=.471, p < 0.00$). As the beta value of

the indirect effect is lower than the beta value of the direct effect, it is evidence of partial mediation (Baron & Kenny, 1986).

Table 8: Mediation Results

Relationship	Direct Effect	Indirect Effect	Mediation
OI→ CO→ ERB	.694***	.471***	Partial mediation

Table 9 shows the mediation effect of psychological well-being between organizational identification and extra-role behavior. The same tests and processes are applied in the last mediation in this study. Figure 4 shows that there is already relation in between organizational identification and psychological well-being as well as psychological well-being and extra-role behavior, so it is necessary to apply a different mediation process by performing bootstrapping, and the bootstrap sample is 2000 (Preacher & Hayes, 2004) has described in their study about this process.

Table 9 shows the mediation results showing that H7 is accepted. Because the value of P is significant ($p < 0.001$) and the beta value is under the threshold. Values of meditation are evidenced that there is mediation between Organizational identification and extra-role behavior, and psychological well-being mediating them partially because the direct effect has more beta (Baron & Kenny, 1986) ($\beta = .757***$) than the indirect effect ($\beta = .554***$).

Table 9 Mediation Results

Relationship	Direct Effect	Indirect Effect	Mediation
OI→ PWB→ ERB	.757***	.554***	Partial mediation

Figure 4 shows that serial mediation, psychological well-being, and communal orientation connect organizational identification and extra-role behavior as it has proved that psychological well-being is connected with communal orientation with $\beta = .344$ and $p < 0.001$; therefore, a study analyzed the serial meditation on AMOS with AMOS referred by (Gaskin & James, 2019).

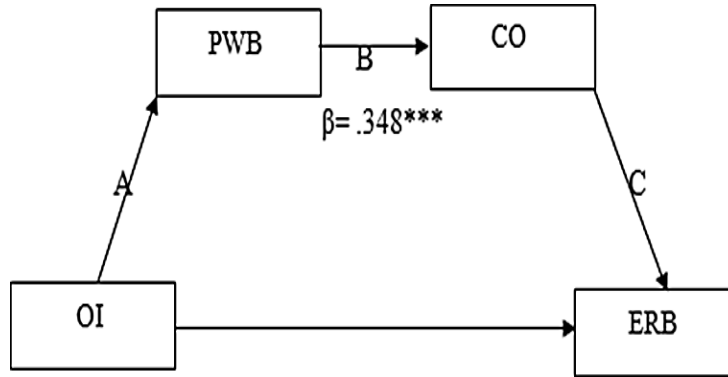


Figure 4: Path Analysis

Table 10 shows the serial mediation of psychological well-being and communal orientation. The p-value of the mediation is significant, showing the existence of serial mediation between organizational identification and extra-role behavior. The beta value of the serial mediation is .348, and the p-value is 0.001 ($\beta = .348, p < 0.001$). The upper and lower bounds of the serial mediation are .270 for the lower bound and 0.440 for the upper bound. Furthermore, the main and necessary value is the P value, which shows the existence of serial mediation, so the study has proved H9.

Table 10: Serial Mediation Results

Relationship	Estimates(β)	Lower	Upper	P	Mediation
OI→PWB→CO→ ERB	.348***	.270	.440	0.001	Partial mediation

4.8 Moderation Analysis

Hypothesis 10 deals with moderation, which elaborates that perceived corporate social responsibility strengthens the relationship between organizational identification and communal orientation. Moderation is analyzed in SPSS by following the Hayes Process Macro at a 95% confidence level and model 1 (Hayes, 2013) because no other model can specify for this study.

Output table 11 of moderation explains that the interaction term (OI x CO) is significant, which shows that moderation exists here (coefficient = .1323, SE= .0377, t=3.5114, p=.0005). These values support the hypothesis that when employees perceive corporate social responsibility, they tend to behave more communally in the presence of organizational identification.

Table-11 Moderation Summary

Model Summary R	R ²	MSE	F	P	DF1 DF2
.8025	.6439	.3326	227.8683	0.000	3.0000 378.000

Figure 5 shows the results of the moderation analysis. In the figure, ERB (extra-role behavior) lies on the Y axis because it is a dependent variable, and OI (organizational identification) relies on the X axis. CSR (corporate social responsibility) shows as corporate social responsibility and aligns with the moderation effect.

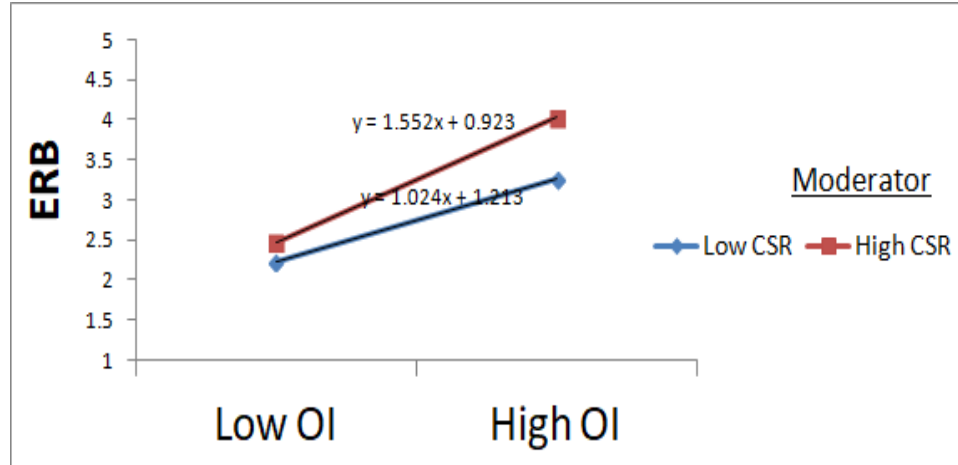


Figure 5: Moderation Analysis

5. Discussion

The first hypothesis of this study is confirmed by theoretical and numerical testing in IT companies of Pakistan that organizational identification has a direct relationship with extra-role behavior. In the past, this relationship has been measured from different perspectives. Teng et al. (2020) construed a study of Taiwan's three five-star hotels from the leader-member exchange theory perspective and the impacts of ethical climate on organizational identification and employee extra-role behavior. This study argued that in the presence of leader-member identification, employees work ethically and put more effort into working activities. Another study has explained their relationship by studying the Egyptian banking sector when organizational identification has outcome different positive behaviors, and an extra mile is one of them in the banking sector of Egypt (Mostafa, 2018). Many studies

have constructed organizational identification as a mediator or moderator for positive outcomes such as job satisfaction, extra-role behavior, and job engagement (Chughtai, 2016; Wang, 2017). In the same manner, Costa et al. (2021) provide evidence in a longitudinal online study in Portugal that the effect of ethical leadership on extra-role performance via organizational identification is positive only when SOE is high.

Hypothesis H2 elaborates that in the presence of self-belongingness and identification, employees perceive that they are making strong relationships with others and are being communally orientated. There are very few studies which are worked on communal orientation with identification. Therefore, a research gap exists in identifying this relationship from the Pakistan IT companies' perspective. It has been stated that organizational support increases organizational identity because employees support their group members or co-workers without expecting any return. This study is stated by Avanzi et al. (2018), which explained the relationship between social support and burnout. However, there is no study related to communal, but some characteristics are similar to communal orientation's attributes. Explored the role of communal orientation in the perspective of gender and identification. This study consisted of 400 samples, and data was collected from different firms observing males and females.

Hypothesis H3 explains that in communal orientation, employees perform extra-role behavior. The empirical evidence shows that when employees have communal attributes; affection, caring behavior, compassion, faithful, honesty, kindness, patience, sensitivity, trust, and understanding, they work with full engagement and put extra effort into making co-workers and the organization proud. There is no previous research which is directly explaining their relationship from the organizational perspective. However, many studies have indirectly explained that when employees make their relationships with customers, employees perform extra for them. This study was conducted on 44 frontline customer service employees (Wang et al., 2020).

Hypothesis H4 states that in communal orientation, employees perform more extra with the presence of organizational identification. In previous studies, there is no direct relationship explored this mediation. However, some researchers stated that relationship-orientated behaviors and caring for others could enhance the employee's creativity. Ability-to-work organizations, such as Chen et al. (2016), conducted a study on Chinese employees from the perspective of career growth and turnover.

The H5 hypothesis explains the impact of organizational identification on the employees' well-being. As this study has explained, when organizations identify their employees, employees feel a sense of belongingness and oneness, due to which their self-confidence increases, and they work happily in the IT firms of Pakistan. Previous studies have explored their relationships from different angles as Abbasi et al. (2020) conducted their study in the banking sector of Pakistan and collected data from 276 employees in the perspective of moderating the effect of identification with psychological empowerment, which is the

dimension of psychological well-being. This study has proved that organizational identification increases employees' well-being through psychological empowerment. Similarly, Hameed et al. (2022) also confirm this relationship by studying Pakistan's public sector research and development (R&D) organizations. He confirmed that organizational identification is essential as the antecedent of psychological well-being.

The H6 hypothesis has proposed a relationship that when employees feel happy, self-confident, and can make a decision without any fear in the working place, it will increase their performance ability, and they will perform extra for the organization. A previous study conducted on Turkish nursing staff by Burke et al. (2016) proved that the psychological well-being of nursing staff improves their work engagement and their efforts to complete tasks sooner. The data were collected from 224 nursing staff from Ankara hospitals in Turkey. Similarly, a study by Nguyen and Tuan (2022) also provides evidence that psychological well-being is significantly related to extra-role behavior by using Federal Employee Viewpoint Survey on 615,395 employees in America.

In the H7 hypothesis, the study explores the mediating role of psychological well-being with organizational identification and extra-role behavior. As studies explored the impacts of identification on employees' mental health and the psychological impacts on extra-role behavior, it is necessary to explore the mediating relationship of employees' psychological well-being between identification and extra-role behavior. In the past, the study has explored the relationship between identification and decreasing negative behaviors and increment of positive behaviors with the basis of social identity theory. Avanzi et al. (2018) conducted a study on a large 2685 sample with a cross-sectional study. It proved that identification decreases teachers' negative behaviors, improves their mental and physical health, and helps them to engage more in working activities.

In the H8 proposition, the study has explored that communal orientation is also associated with communal orientation as the study has proved that psychological well-being has a relationship management dimension related to making relationships in the workplace and putting efforts into maintaining them. Similarly, Mousa et al. (2020) conducted their study in Egypt, and their target population was hospital staff with 260 samples. They have elaborated that when employees feel happy and satisfied about their job and life, they build relationships with their subordinates.

The H9 hypothesis is a new way to mediate the relationship between organizational identification and extra-role behavior by mediating communal orientation and psychological well-being. Previous studies have proved that organizational identification increases psychological well-being. Psychological well-being has a positive impact on communal orientation (Le et al., 2017), as well as socialized and caring behavior of employees with each other (communal orientation) has positively enhanced the extra role behavior (Mañas et al., 2018). therefore, this study filled this gap in serial meditation

between identification and extra-role behavior. Simultaneously, some of these studies are meta-analytical, and some are conducted on a multinational company with a large sample of 706 to analyze the behaviors of employees and their impacts on employees' work engagement.

This argument claims in H10 that when employees perceive that their organizations are involved in social activities and following the social norms and values, then organizational identification more strongly impacts the communal orientation of the employees. Based on social identity theory, the previous study has explained that employees' perception of corporate social responsibility helps to increase the organization's identification, giving employees many positive behavioral outcomes in the form of individual and group perceptiveness (Farooq et al., 2017). This study was conducted with 408 samples in South Asia, and the second study was conducted in the cultural comparison of France and Pakistan with a 415-sample size.

5.1 Theoretical Implications

A study has already demonstrated that organizational identification is not studied yet in the perceptiveness of the independent variable; therefore, by supporting social identity theory, this study hypothesizes different relationships as identification outcomes. Thus, organizational identification has elaborated on the impacts on communal orientation because, in previous studies, scholars demonstrated that identification could affect an individual's orientation from the workplace perspective. However, this phenomenon still needs to be studied from the perceptiveness of all ten attributes of communal orientation. Literature has been studying team efforts or group outcomes, but different role behaviors' domains can also demonstrate the relational impact of people still needed to be elaborated. Communal orientation is a psychology-related subject included in the organizational view because now employers are giving importance to being social within the workplace to retain employees for a long period. Therefore, studying this element with the relationship between identification and extra-role behavior is necessary.

Literature has not yet defined the relationship between psychological well-being between identification and extra-role behavior. Therefore, it is important to give a new direction to the literature by adding employees' well-being as a mediator and independent variable. Similarly, the literature on serial mediation has been expanded by exploring the serial mediation of psychological well-being and communal orientation. Corporate social responsibility is currently highlighted in the literature on organizations' practices. Therefore, it is important to give a new way for scholars to explore corporate social responsibility from the perceptiveness of employees and its outcomes for the organization.

The study's results can also be interpreted through the lens of self-determination theory. This theory emphasizes the importance of psychological well-being and the satisfaction of basic psychological needs (autonomy, competence, and relatedness) for motivation and

optimal functioning. The findings indicate that psychological well-being mediates the relationship between organizational identification and extra-role behavior, highlighting the significance of employees' internal motivation and well-being in driving their engagement in discretionary behaviors. Similarly, CSR theory posits that organizations are responsible for acting in ways that benefit society beyond their economic interests. The findings indicate that communal orientation, as a construct related to being social within the workplace, mediates the relationship between organizational identification and extra-role behavior. It suggests that organizations fostering a sense of social responsibility and communal values are likelier to elicit extra-role behaviors from their employees.

5.2 Practical Implications

This study also provides many practical implications for employee identification in the workplace. As Pakistan is an emerging economy and the IT industry still needs to pay its contribution to the economy, companies face problems related to employee performance. Furthermore, managers face difficulties engaging their employees in working activities. Therefore, this study provides different paths showing that employees can engage in working activities in the IT companies of Pakistan. This study has proved that when employees perceive that they are important parts of the organization and their belongingness to the organization increases their belongingness toward subordinates, which develops communal relationships among employees. These communal relationships engage employees in working activities, and they do not consider the time; they consider the outputs and accomplishment of goals. Furthermore, it is also proved that when employees sense happiness, self-confidence, empowerment, and understanding of the environment, they put extra effort into the organization because they consider that they are happy because of the organization, so they have to pay back to the firm. These domains are helpful for managers to consider identification as an important element for the organization, which will help engage employees in working activities, establish their relations in the workplace, and give a sense that the firm is caring for its employees.

In the end, this study establishes meaningful literature for the managers and HR partitions to realize the role of corporate social responsibility and its behavioral outcomes from employees' positive perceptions. Furthermore, organizations might be wise to think that corporate responsibility is not only about giving charity and benefit to society. It also relates to employees' observation about the organization's goodwill, which will help their workforce to attach to the firm with a good reputation and contribute their role to benefit the firm and society.

5.3 Limitation and Future Direction

The study cannot be accomplished without highlighting the limitations and future directions. Like other studies, this study also has some limitations which are important to

account for. **Missing Constructs:** In the current study, we examined the mediating role of communal orientation and psychological well-being in the relationship between organizational identification and extra-role behavior. However, other relevant constructs, such as organizational justice, work engagement, identity leadership, or perceived organizational support, may not be included. Future research may incorporate these constructs to understand better the mechanisms underlying the relationship between organizational identification and extra-role behavior. Identity leadership is a newly introduced subject that should be studied with these variables such as communal orientation, psychological well-being, and corporate social responsibility.

Improved Methodology: Despite the fact that the study used cross-sectional data, because of its cross-sectional nature, causal conclusions cannot be drawn from it. In future research, it is important to note that longitudinal designs could be used to establish causality and gain a deeper understanding of the temporal dynamics of the phenomena. Using longitudinal studies, it is possible to examine the effects of organizational identification, communal orientation, and psychological well-being on subsequent extra-role behavior over time-based on the changes in organizational identification, communal orientation, and psychological well-being as a whole. A combination of self-reports and objective measures could also be used in future studies to overcome some of the common biases associated with methodological research by combining both. To reduce the reliance on self-reported information, it may be possible to objectively assess extra-role behaviors and organizational outcomes using objective measures, such as supervisor ratings or archival data, rather than relying on self-reported information.

Underpinning Theory: While the study focused on the mediating role of communal orientation and psychological well-being, other theoretical perspectives or frameworks should also be considered. It is possible, for example, that social exchange theory or self-determination theory may provide alternative explanations for the relationship between organizational identification, communal orientation, psychological well-being, and extra-role behavior. Incorporating these theories would provide a more comprehensive understanding of the underlying processes. The study may have also been limited to a specific industry or organizational context. To assess the generalizability of the findings, future research should aim to replicate the study in different organizational contexts. Our understanding of the complex dynamics between organizational identification, communal orientation, psychological well-being, and extra-role behavior would be enhanced further if we explored how contextual factors, such as organizational culture or leadership style, may moderate the relationships.

5.4 Conclusion

Based on this study which is conducted on the IT firms of Pakistan, has proved that when employees feel that their organizations are considering them as a family, then employees tend to behave positively, due to which two behavioral attributes emerge; psychological

well-being and communal orientation which emphasis them to engage fully in working acuties and the outcome of all these behaviors is extra-role behavior. However, a study has proved that employees who induce corporate social responsibility provide different positive behavioral outcomes to the organization. When employees sense the organization's good image, they feel happy and proud to be part of that organization working for society's welfare. Furthermore, due to the internal corporate social responsibility, employees feel that all employees are equal to the firm, and the organization is treated as a family where no one is facing discrimination related to anything, which improves the sense of belongingness and enhances their relationship with their subordinates. Internal corporate social responsibility encourages employees to make an effort to build relationships with others.

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