



## Impact of Climate, Cynicism and Culture on Organizational Citizenship Behavior with Intervening Impact of Job Embeddedness

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### Abstract

The standoff between management and the young doctor's organization (YDA) caused by periodic strikes has had major consequences for patients who do not receive medical attention when needed. This includes the stoppage of treatment in public hospital emergencies, which frequently results in patient deaths, reflecting a negative image of public hospitals. Analysis of the procedural imbalance and relationships between several organizational environment, culture, cynicism, citizenship behavior, and job embeddedness criteria in public-sector hospitals is the goal of this study. However, information gathered from the young doctors at Lahore's Public Sector Health Hospitals was necessary for this study to be successful. To compute the results, several statistical procedures were used, including factor analysis, regression, correlation, and reliability analysis. To examine the findings, information was gathered from 146 responders, who were young physicians. This study found that whereas JE mediates the association between organizational climate, cynicism, culture, and citizenship behavior among young doctors in Lahore's public sector hospitals, organizational climate has a considerable impact on OCB while organizational cynicism and culture have a small impact.

**Keywords:** Climate, Cynicism, Culture, Organizational Citizenship

### 1. Introduction

A newly emerging study has been proved as an inventive area for the last few decades. Research areas comprise refinement in job execution, enlarge in job pleasure, advance revolution attain heed, but no one pay heed towards health organizations. From organizational climate to commitment, cynicism to citizenship behavior and trust all play an efficient role, but all these needs strict yet flexible parameters to be determine. The analysis of organizational conduct in a diversity of organizational factors has been a inventive area of exploration for last several decades. In general, the analysts engrossed mainly on managerial and business zone, while the health institutions are mostly disregarded. Organizational climate, culture, cynicism, and citizenship conduct play a significant role in performing of an institution, because these organizational parameters have great influence on attitude & behaviour during work.

Young Doctor's walkout has become a trouble for patients who agonize due to this imprudent behavior of saviors of humanity. They go on walkout every how & then and leave patients in the stumble. Due to the strikes and throughout shutdowns of YDA (Young Doctors Association) in all hospitals because of security dilemma, more than 10 thousand patients face health care in Punjab Hospitals. Despite this, YDA once again started protest after ignorance of their demand of implementing service structure of doctors by Punjab government. They carried out protests and blocked all the main and busy roads of Lahore city. This thing not only causes anxiety and hypertension among people but also imposed negative image of doctors on the mind of common masses. Due to strikes and sit-in the flow of traffic has badly affected this situation, not only postponed the major and minor operations and surgeries but also depressed the people who came from flung areas.

Organizational cynicism: An individual negative sentiment, for example, unsettling influence, disappointment and misery about the manpower and association (Ike et al., 2024). Its a disposition that includes antagonism from association because of certainty that association needs trustworthiness and will dependably endeavour to trick its workers (Nair & Kamalanabhan, 2010). Cognitive element: the primary measurement is credence in the association's absence of genuineness. The subjective (conviction) measurement of OC2 contains of the sentence that the organization's enactment is insufficient in fair play, trustworthiness and intensesness (Dean et., al., 1998). Subjective measurement alludes to workers' mistrust in their associations. (Urbany, 2005). Emotional dimension; inner/nostalgic responses to the association is the 2nd measurement of OC2. Enthusiastic measurement comprises of passionate responses, for example, tension, disgrace, outrage, disillusionment (Johnson & O'Leary, 2003) or seethe/negativity (Brandes et., al., 1999). Emotional measurement contains some ground-breaking enthusiastic responses like lack of regard, outrage, weariness, and disgrace (Abraham, 2000). Behavioral dimension: the last measurement alludes to negative inclinations and chiefly mortifying states of mind. Conduct measurement, the last measurement of OC2, comprises of negative and as often as possible root situation of sense.

Organizational Citizenship Behaviour has pulled in much consideration as optional and additional job practices of hierarchical residents are instrumental for worker's maintenance, work execution (Greenberg, 1988) and continuance of numerous associations (Fassina et., al., 2008). Most vigorous attitudinal indicators, which improves the OCB is representatives "impression of decency (Colquitt, 2001; Hassan & Mohd Noor, 2008; Moorman, 1991; Organ & Konovsky, 1989; Podsakoff et., al., 2000). Organ arranged the OCB in five segments: Altruism, Conscientiousness, Sportsmanship, Civic Virtue and Courtesy. Altruism implies helping other people in connection to their own particular duties, help other in business related issues. Conscientiousness is the conduct which is past association's desire at the work environment (Castro et. al., 2004). Sportsmanship is the propensity to be tolerant against inescapable aggravations and work environment complaints without communicating any objection (Markoczy & Xin, 2004). Civic Virtue is a conduct that reflects thoughtfulness regarding interest in the social existence of the association. Courtesy is a conduct to treat others with nobility.

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## **2. Literature Review**

### **2.1. Organizational Climate**

Organizational climate is an important development with prominent upshot for assimilation human comportment in institutions (Allen, 2003; Glission & James, 2002). Hierarchical atmosphere inquires about started with examination at the individual level, focusing on what is named mental effort atmosphere. In this methodology, singular collaborators are requested to demonstrate the atmosphere at their work environment (Tordera et., al., 2008). Human resource management improves job performance (Jabeen et al., 2024). A squat change evinces that they concur on the atmosphere in their institution. In the later occurrence, the institutions have to be presumed a rock-hard hierarchical atmosphere (Schyns et., al, 2009). The point of this examination was to explore the connections among OC1 and OCB. These discoveries bolster the thought that OC1 affects OCB through PC. Subsequently, associations should take OC1 measurements (provocation, cooperation, excitement, dedication, separate, keenness, underscoring the generation, and entrance and elements) and PC measurements (positive thinking, expectation, versatility, and self-adequacy) into their thought reckon the desired goal to uplift OCB levels among representatives. (Suifan, 2016).

### **2.2. Organizational Cynicism**

OC2 is an evaluative prudence that stalks from a person's work encounters. Moreover, independent of the exactness or legitimacy of the person's discernments on which the representative scepticism develop is based, it is genuine in its outcomes (Bruch et., al., 2006). OC2 idea is construct and not depending in light of a solitary hypothesis, when it is thought about adroitly, are hope hypothesis, attribution hypothesis, disposition hypothesis, social trade hypothesis, enthusiastic occasions hypothesis and social inspiration hypothesis. OC2 idea is the negative demeanours of a person regarding his/her association (Kalagan, 2009). The aftereffects of the investigation uncovered that organizational cynicism has affect on work execution, hierarchical citizenship conduct, authoritative equity, authoritative duty, authoritative trust, development related conduct and worker turnover goals. (Singh, D. & Dixit, D. V., 2018). (Turkmen, F., & Aykac, E., 2017). distinguished the connection between cynicism and citizenship conduct. They presumed that there is a huge and dissension link between the subdimensions of cynicism namely cognitive, emotional and behavioral cynicism states of mind with all OCB subdimensions (altruism, courtesy, consciousness, sportsmanship, and civic virtue). Be that as it may, while the sub-measurements of OC2 show a positive medium and solid relationship among themselves, the subdimensions of OC2 show a positive and medium, solid and exceptionally solid relationship with one another. The reduction in dimension of OC2 improves the organizational pride of the staff in the industrial sector which lead to improve in OCB (Durrar, et., al., 2019). Workplace stress of employees affects their quality of life (Javaid et al., 2023). Their family life gets affected as well (Ali et al., 2024). Job Embeddedness is a well-guarded to vanquish the cynical behavior of employees towards organization and covers a wide range of ideas to deal with cynical behavior of employee in IT industry of Delhi-NCR. Low organizational justice increases organizational cynicism which weakens the OCB and vice versa (Singh, 2019). The predecessors of OC2 become aware of the system, such as political awareness, impartiality, cerebral settlement exhalation, and institution brace awareness. On the clashing, if few workers exhibit defeatist frame of mind to the workplace and task, they may be more inclined to task competent and slender no stab in making utilize of their knacks and grasp for revolution (Koseoglu et al., 2017).

### **2.3. Organizational Culture**

Organizational culture has solid and profound effect on the representative's execution and responsibility that expands the activity fulfillment (Habib et., al. 2014). Exact research on authoritative culture shows positive connections with work execution (Shahzad et., al., 2013), initiative practices (Tsai, 2011), and viability (Gregory et., al., 2009). (Azanza et., al., 2013) detailed that adaptable authoritative societies relent elevated rates of occupation fulfillment. Organizations having diversity (Khan & Javaid, 2023), focusing on employee well-being (Javaid et al., 2023) fosters organisational culture. Hierarchical culture and responsibility make staff more installed into their occupations by means of occupation embeddedness, can help honing supervisors grow more viable human asset rehearses/strategies to hold important workers. Hierarchical culture and duty on work embeddedness help supervisors apprehend, how human asset rehearses as far as authoritative culture and responsibility may be specifically impact work embeddedness. (Fong. V., 2017). OCB designed by the institution will have bump on worker's contentment in their work, pleasure in the work that will create or stimulate the fancy of workers to perpetrate something alike than what is the control of their work. To stimulate OCB, organizational employees can mould a better OCB (Aldrin & Yunanto, 2019). OC3 has a negative influence on worker's productivity and indirectly influences the employee's performance through OCB (Mamik et. al .2020).

### **2.4. Job Embeddedness**

JE speculation speaks to one of these new points of view (Holtom et., al., 2008), concentrating on components that urge a representative to stay with an association. A few investigations uncover that JE foresees gradational variety in movement in the wake of controlling for customary turnover indicators, for instance, task attainment and quit grails (Crossley et., al., 2007; Mallol et., al., 2007). The measurements of JE (fit, connections, and forfeit) were contrarily related with OC2 (conviction, influence, and conduct). The discoveries uncover that there is a negative connection among JE and OC2. The aftereffects of this exploration show an immediate impact relationship and the other way between the level of JE of representatives and OC2. (Nafei. W. 2015). Representatives who have tyke have altogether more elevated amount of association related forfeit than the individuals who not; and who are property holders have essentially more elevated amount of both association and network related forfeit than the individuals who not. (Candan, 2016). To put it plainly, staff wind up inserted as an element of the totality of powers that trap them in organizations. The precursor powers might be impacted by authoritative culture in each measurement of occupation embeddedness. Employment embeddedness will intervene the impact of authoritative culture on stay expectation (Fong, 2017).

### **2.5. Organizational Citizenship Behavior**

OCB is vital to ammeliorate the appropriacy and in general execution of the association (Iqbal & Piwovar-Sulej, 2023). The intentional and optional practices that go the 'additional mellow' to assist partners with succeeding; these practices are not the execution of the formal job (Saraih, 2015). OCB has been a significant worried about hierarchical issues and it has been utilized as a result (Azmi et., al., 2016). OCB is characterized as intentional and optional practices that go the 'additional mellow' to

assist associates with succeeding; these practices are not the execution of the official job (Saraih, 2015). It could be affected if there are any honours or discipline given by administration group in the association. Therefore, considering this issue it could contain some disputable contrasts (Guyen & Gursoy, 2014). Authentic leaders may influence the perception and effectiveness of people (Ramzan et al., 2023). Seen authoritative equity roundabout effect on hierarchical citizenship conduct among the physical instruction office (Barkhordar, et al., 2016). Association equity and occupation inspiration impacts the OCB among the citizens (Ghazi & Jalali, 2017).

**2.6. Relationship between Climate, Cynicism, Culture and OCB**

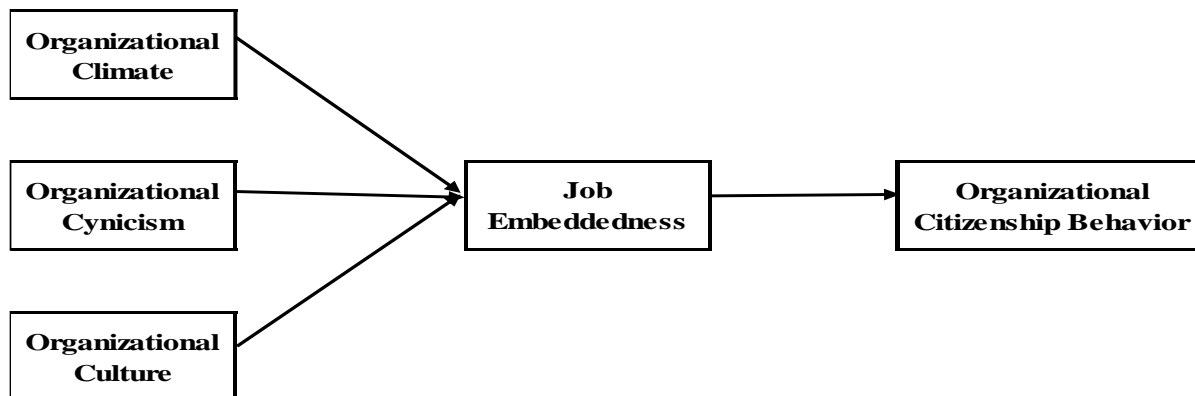
Abdullah, et., al., (2018) conducted research at public vocational high school and concluded the positive connection between OC1 and OCB among teachers, which shows to improve the OCB of teachers by creating an efficient OC1 at school that will enhance the management functions and productivity. The study concluded that the significant connection between the OC2 and OCB, that by improving OCB and reducing OC2 can create possibilities to successfully manage conflicts between the top- and low-level management (Yilmaz & Sencan, 2018). The study proved that employees deemed OC3 positively did not inspired them to realize OCB, but positively OC3 will stimulate employees JS, which satisfaction will have entanglement for OCB of employees (Aldrin & Yunanto, 2019).

**2.7. Relationship between Job Embeddedness and OCB**

The upshots of the study denote a significant positive connection between JE and OCB, it shows the JE is positively associated with employees OCB in banking industry, which stipulates by improving JE which can dedicatedly intensify OCB in the organization through LMX model (Kapil & Rastogi, 2018). The study concluded among the hotels in china that the employees who are more embedded into their job possess the stronger connection of OS and OCB (Afsar & Badir, 2016).

- H1:** Organizational Climate (OC1) has Significant Impact on OCB.
- H2:** Organizational Cynicism (OC2) has Insignificant Impact on OCB.
- H3:** Organizational Culture (OC1) has Insignificant Impact on OCB.
- H4:** Job Embeddedness (JE) has not influence the relationship of OC1 and OCB.
- H5:** Job Embeddedness (JE) has not influence the relationship of OC2 and OCB.
- H6:** Job Embeddedness (JE) has not influence the relationship of OC3 and OCB.
- H7:** Job Embeddedness (JE) has significant impact on OCB.

**2.8. Theoretical Framework**



**3. Research Methodology**

Quantitative reasoning technique is used in this study to compute the impact of OC1, OC2, OC3 on OCB with mediating impact of JE in health sector of public sector hospitals. This research is explanatory in nature and allow us to ascertain the significance of correlation between independent, dependent and mediating variables which have been demonstrated in the hypothesis and theoretical framework.

There are two main types of variables known as independent and dependent variables. Independent variable is used to describe the importance and characteristics of the object being elaborated while dependent variable is used to measure the influence and relationship of independent variable. In research variation in DV is measured due to the IV. The study scrutinizes the direct impact of OC1, OC2, OC3 on OCB which has been analyzed by various researchers in different sectors and with the intervening impact of JE in among the young doctors in public sector hospitals. The direct impact of OC1 on OCB has been studied by (Suifan, 2016) among the Jordanian bank employees. The moderating effect of OC2 on OCB and HCM has been studied among subordinates and managers in the financial sector. The effect of OC3 on OCB and JS has been studied at the managerial level demographical in Mexico and Egypt (El-Badawy, .et., al., 2017). The mediating impact of JE on the connection of LMX model and OCB has been computed among the Indian banking sector employees (Kapil. K., & Rastogi. R., 2018). This OCQ measurement tool comprised of six dimensions (role clarity, reward system, quality of services, conflict management, communication & morale, training & learning), which has been studied to analyze the effect of OC1 on OCB among the staff of education department at Isfahan city (Pozveh. A., Z., & Karim. F., 2017) and these dimensions of OC1 have been used to check the impact on counterproductive behaviors of employees of manufacturing industry by (Kanten. P., & Ulker. E. F., 2013). Respondents are the individuals form which the response or date can be collected to compute the results. Respondents of this study are young doctors who are working in the various public sector hospitals of lahore to respond appropriately. A sample of 146 respondants (YD's) was selected in a study to compute the influence of OC1, OC2, OC3 on OCB with the mediating impact of JE. To see the work which was already done by the researcher in same or different fields, a sample of 140 was decided to fill the reserch questionnaires by the respondents. There are various of measurement scales for different studies, but in social and management sciences the most repeatedly used scale is Likert scale, which was devised by Rensis Likert in (1932). This scale is used to compute the quatitative facet of items. In this study each item is measured on five point Likert scale of options in

responses: 1-strongly agree, 2-agee, 3-neither agree nor disagree, 4-disagree & 5-strongly disagree. A survey questionnaire has been used in this study for gather of data and various parameters have been taken to make sure the accurate collection of data from the hospitals i.e. (i) The written directions have mentioned in starting paragraph of questionnaire for the respondents, (ii) the adequate time was provided to the respondents to properly answer the questions mentioned in questionnaire for the accurate result, (iii) the filled questionnaires were carefully appraising to make sure the completeness and incomplete questionnaires have been rejected.

#### 4. Data Analysis

**Table 1: Reliability of variables**

Variables	Cronbach's Alpha	N of Items
Organizational Climate	0.777	12
Organizational Cynicism	0.827	6
Organizational Culture	0.702	6
Job Embeddedness	0.794	6
Organizational Citizenship Behavior	0.706	10
Overall	0.853	40

The reliability analysis can be done to check the reliability, or internal consistency of the instruments. As per Lee Cronbach, 1951, If the value of the Cronbach's Alpha is greater than 0.7 then the data is good and acceptable. In the above table, the value is  $0.777 > 0.7$ , the data and instrument are reliable. It shows the consistency. The value  $0.827 > 0.7$ , therefore the data is consistent and reliable. The value is  $0.702 > 0.7$ , therefore the data is consistent and reliable. The value is  $0.794 > 0.7$ , instrument is reliable and consistent. The value is  $0.706 > 0.7$ , hence the instrument is reliable and consistent. The value is  $0.853 > 0.7$ , hence the overall scale items are reliable and consistent.

**Table 2: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.716
Approx. Chi-Square		3220.987
Bartlett's Test of Sphericity	Df	780
	Sig.	.000

KMO (Kaiser-Meyer-Olkin) test, computes the sampling adequacy for one and all variables in the model and outright model. It computes the firmness of the association among variables. In the above table, the value is  $.716 > .5$  which is suitable, hence the sample is adequate, and data is relevant for the FA. Bartlett's Test of Sphericity test the null hypothesis that the correlation matrix is an identity matrix. It is indicative that is correlated probability is less the .05. The value is  $.000 < .05$  which is highly significant, the significance level is compact enough to reject the null hypothesis. Hence the data is relevant for the FA.

**Table 3: Frequency of Demographics**

Demographics	Frequency	Percent
Age	Valid 25-35	110 75.3
	36-45	36 24.7
Gender	Male	62 42.5
	Female	84 57.5
Marital Status	Unmarried	85 58.2
	Married	61 41.8

In the aforementioned table, the sum of respondents is 146, whose age vary is 25-35 and 36-45. All are 100% authentic. It signifies the scrutiny directed comprises 42.5% of the males and 57.5% of the females. Total 100% all are authentic. 58.2% of data collected by the respondents who are unmarried, and 41.8% by respondents who are married. Total 100% all are authentic.

**Table 4: Descriptive**

	Mean	Std. Dev.	Skewness	Kurtosis
Age	.25	.433	1.188	-.597
Marital Status	.42	.495	.337	-1.913
Gender	.58	.496	-.308	-1.932

The mean of age is 0.25, its standard deviation is 0.43, its variance is 0.18 and its skewness is 1.18 which is larger than 0. It represents Skewness  $> 0$  is right skewed distribution, the majority values are concerted on the left of the mean, with extreme values to the right. The value of kurtosis is  $-0.597$ , which is negative, so it is platy kurtic distribution, flatter than a normal distribution with a wider peak. The possibility for extreme values is less than for a normal distribution, and the values are

extensive escalate around the mean. The mean of marital status is 0.42, its standard deviation is 0.49, its variance is 0.24, and its skewness is 0.33 which is larger than 0. It represents Skewness > 0 is right skewed distribution, the majority values are concerted on the left of the mean, with extreme values to the right. The value of kurtosis is -1.91, which is negative, so it is platy kurtic distribution, flatter than a normal distribution with a wider peak. The possibility for extreme values is less than for a normal distribution, and the values are extensive escalate around the mean. The mean of gender is 0.58, its standard deviation is 0.49, its variance is 0.24, and its skewness is -0.308 which is < 0. It represents Skewness < 0 is left skewed distribution, the majority values are concerted on right of the mean, with extreme values to the left. The value of kurtosis is -1.93, which is negative, so it is platy kurtic distribution.

**Table 5: Regression Step 1**

Dependent Variable: OCB				
	B	Beta	t	Sig.
Constant	13.287		5.447	.000
Organizational Climate	.203	.272	2.975	.003
Organizational Cynicism	.068	.073	.827	.410
Organizational Culture	.081	.060	.620	.537
	R	R Square	Durbin Watson	F
	.311 <sup>a</sup>	.097	3.75672	5.077

In the above table, R values represent the multiple correlation coefficient between the predictor and outcome. The multiple correlation between the constants (Organizational Climate, Organizational Cynicism, Organizational Culture) and the outcome (OCB) is 0.311. R square has known as the coefficient of simple determination, and the % of variance in the DV described solely or together by the IV's peerless or cooperatively by the IV's. It computes the level of variability in the DV is elucidated by the IV's. The .078 indicates that Organizational Climate, Organizational Cynicism and Organizational Culture computes 7.8% of the disparity in the OCB. The value of Durbin Watson in Table 17(a) is 1.802 (rages 1.5-2.5) which indicates that the presumptions have decidedly met because the values closer to 2 is better. F-Test indicates that all the IV's are together elaborate to response (DV) variable or not. F value is 5.07 > 1, so it is low significant. We can say the final model significantly ameliorate the capacity to predict the DV. The PV < 0.05 (0.002 < 0.05), so there is a statistically significant association between the IV's and DV. The B value indicates the variation in DV linked with a unit variation in the response variable. It explains the association between DV and each constant. Positive value represents the positive relationship and vice versa. The B value is positive, so there is a favourable link between OCB and OC1 (organizational climate), OC2 (organizational cynicism) and OC3 (organizational culture). The standardized beta value explains the no. of the SD that DV will change as a decision of one SD change in the IV. It calculated in SD units and are directly comparable. In above table the beta values of OC1 are 0.272, OC2 is 0.073 and OC3 is 0.060. Which indicates that OC1 has moderately more influence in this model. T-test explains involvement IV's in model. The significance related to t-test should be < 0.05. The significance of OC1 is .003 > 0.05 so it has favorable influence on OCB, it is significant. The significance of OC2 is .410 > 0.05, so it has a unfavorable influence on OCB, it is insignificant. The significance of OC3 is .537 > 0.05, so it has negative influence on OCB, and it is highly insignificant.

**Table 6: Regression (Step 2)**

Dependent Variable: Job Embeddedness				
	B	Beta	t	Sig.
Constant	2.445		1.585	.115
Organizational Climate	.223	.360	5.165	.000
Organizational Cynicism	-.112	-.145	-2.156	.033
Organizational Culture	.521	.468	6.321	.000
	R	R Square	Durbin Watson	F
	.689 <sup>a</sup>	.475	1.997	42.813

In above table, R values represent the multiple correlation coefficient between the predictor and outcome. The multiple correlation between the constants (Organizational Climate, Organizational Cynicism, Organizational Culture) and the outcome (JE) is 0.689. R square has known as the coefficient of simple determination, and the % of variance in the DV described solely or together by the IV's peerless or cooperatively by the IV's. It computes the level of variability in the DV is elucidated by the IV's. The .464 indicates that Organizational Climate, Organizational Cynicism and Organizational Culture computes 46.4% of the disparity in the JE. The value of Durbin Watson in Table 18(a) is 1.997 (rages 1.5-2.5) which indicates that the presumptions have decidedly met because the values closer to 2 is better. F-Test indicates that all the IV's are together elaborate to response (DV) variable or not. In table, F value is 42.81 > 1, so it is low significant. We can say the final model significantly ameliorate the capacity to predict the DV. The PV < 0.05 (0.000 < 0.05), so there is a statistically significant association between the IV's and DV. In above table, the B value indicates the variation in DV linked with a unit variation in the response variable. It explains the association between DV and each constant. Positive value represents the positive relationship and vice versa. The B value is

positive in the table so there is a favourable association between JE and OC1 (organizational climate), OC3 (organizational culture) and negative association between OC2 (organizational cynicism) and JE. The standardized beta value explains the no. of the SD that DV will change as a decision of one SD change in the IV. It calculated in SD units and are directly comparable. In above table the beta values of OC1 are 0.360, OC2 is -.145 and OC3 is 0.468. Which indicates that OC1 has moderately more influence in this model. T-test explains involvement IV's in model. The significance related to t-test should be  $< 0.05$ . In table, the significance of OC1 is  $.000 < 0.05$  so it has favorable influence on JE, it is significant. The significance of OC2 is  $.033 < 0.05$ , so it has a favorable influence on JE, it is significant. The significance of OC3 is  $.000 < 0.05$ , so it has positive influence on JE, and it is significant.

**Table 7: Regression (Step 3 -A)**

Dependent Variable: OCB				
	B	Beta	T	Sig.
Constant	14.224		7.569	.000
Organizational Climate	.127	.170	1.778	.078
Job Embeddedness	.257	.213	2.228	.027
	R	R Square	Durbin Watson	F
	.341 <sup>a</sup>	.116	1.725	9.383

In above table, R values represent the multiple correlation coefficient between the predictor and outcome. The multiple correlation between the constants (Organizational Climate, Job Embeddedness) and the outcome (OCB) is 0.341. R square has known as the coefficient of simple determination, and the % of variance in the DV described solely or together by the IV's peerless or cooperatively by the IV's. It computes the level of variability in the DV is elucidated by the IV's. The .116 indicates that Organizational Climate and Job Embeddedness computes 11.6% of the disparity in the OCB. The value of Durbin Watson in table is 1.725 (rages 1.5-2.5) which indicates that the presumptions has decidedly met. F-Test indicates that the IV's are together elaborate to response (DV) variable or not. In table, F value is  $9.383 > 1$ , so it is low significant. We can say the final model significantly ameliorate the capacity to predict the DV. The  $PV < 0.05$  ( $0.000 < 0.05$ ), so there is a statistically significant association between the IV's and DV. In table, the B value indicates the variation in DV linked with a unit variation in the response variable. It explains the association between DV and each constant. Positive value represents the positive relationship and vice versa. The B value is positive in the table 19(g) so there is a favourable association between OCB and OC1 (organizational climate) and JE. The standardized beta value explains the no. of the SD that DV will change as a decision of one SD change in the IV. It calculated in SD units and are directly comparable. In above table the beta values of OC1 are 0.170 and JE is .213. Which indicates that JE has moderately more influence in this model. T-test explains involvement IV's in model. The significance related to t-test should be  $< 0.05$ . In table, the significance of OC1 is  $.078 > 0.05$  so it has unfavorable influence on OCB, it is insignificant. The significance of JE is  $.027 < .05$ , so it has positive influence on OCB, and it significant. The p-value of independent variable is more than 0.05 except Job Embeddedness which shows 0.027, this indicates that organizational climate is not significant in explaining OCB and significant variable seems to be job embeddedness which is the mediating variable in this study.

**Table 8: Regression (Step 3 -b)**

Dependent Variable: OCB				
	B	Beta	T	Sig.
Constant	14.906		7.216	.000
Organizational Cynicism	.071	.076	.961	.338
Job Embeddedness	.375	.311	3.930	.000
	R	R Square	Durbin Watson	F
	.320 <sup>a</sup>	.102	1.763	8.145

In above table, R values represent the multiple correlation coefficient between the predictor and outcome. The multiple correlation between the constants (Organizational Cynicism, Job Embeddedness) and the outcome (OCB) is 0.320. R square has known as the coefficient of simple determination, and the % of variance in the DV described solely or together by the IV's peerless or cooperatively by the IV's. It computes the level of variability in the DV is elucidated by the IV's. The .102 indicates that Organizational Cynicism and Job Embeddedness computes 10.2% of the disparity in the OCB. The value of Durbin Watson in table is 1.763 (rages 1.5-2.5) which indicates that the presumptions has decidedly met. F-Test indicates that the IV's are together elaborate to response (DV) variable or not. In table, F value is  $8.145 > 1$ , so it is low significant. We can say the final model significantly ameliorate the capacity to predict the DV. The  $PV < 0.05$  ( $0.000 < 0.05$ ), so there is a statistically significant association between the IV's and DV. In table, the B value indicates the variation in DV linked with a unit variation in the response variable. It explains the association between DV and each constant. Positive value represents the positive relationship and vice versa. The B value is positive in the table so there is a favourable association between OCB and OC2 (organizational cynicism) and JE. The standardized beta value explains the no. of the SD that DV will change as a decision of one SD change in the IV. It calculated in SD units and are directly comparable. In above table the beta values of OC2 are 0.076 and JE is .311. Which indicates that JE has moderately more influence in this model. T-test explains involvement IV's in model. The

significance related to t-test should be  $< 0.05$ . In table, the significance of OC2 is  $.338 > 0.05$  so it has unfavorable influence on OCB, it is insignificant. The significance of JE is  $.000 < .05$ , so it has positive influence on OCB, and it significant. The p-value of independent variable is more than 0.05 except Job Embeddedness which shows 0.00, this indicates that organizational cynicism is not significant in explaining OCB and significant variable seems to be job embeddedness which is the mediating variable in this study.

**Table 9: Regression (Step 3 -c)**

Dependent Variable: OCB				
	B	Beta	t	Sig.
Constant	15.899		8.732	.000
Organizational Culture	.047	.035	.365	.715
Job Embeddedness	.350	.290	2.998	.003
	R	R Square	Durbin Watson	F
	.312 <sup>a</sup>	.097	1.763	7.708

In above table, R values represent the multiple correlation coefficient between the predictor and outcome. The multiple correlation between the constants (Organizational Culture, Job Embeddedness) and the outcome (OCB) is 0.312. R square has known as the coefficient of simple determination, and the % of variance in the DV described solely or together by the IV's peerless or cooperatively by the IV's. It computes the level of variability in the DV is elucidated by the IV's. The .097 indicates that Organizational Culture and Job Embeddedness computes 9.7% of the disparity in the OCB. The value of Durbin Watson in table is 1.763 (rages 1.5-2.5) which indicates that the presumptions has decidedly met. F-Test indicates that the IV's are together elaborate to response (DV) variable or not. In table, F value is  $7.708 > 1$ , so it is low significant. We can say the final model significantly ameliorate the capacity to predict the DV. The PV  $< 0.05$  ( $0.001 < 0.05$ ), so there is a statistically significant association between the IV's and DV. In table, the B value indicates the variation in DV linked with a unit variation in the response variable. It explains the association between DV and each constant. Positive value represents the positive relationship and vice versa. The B value is positive in the table so there is a favourable association between OCB and OC3 (organizational culture) and JE. The standardized beta value explains the no. of the SD that DV will change as a decision of one SD change in the IV. It calculated in SD units and are directly comparable. In above table the beta values of OC3 are 0.035 and JE is .290. Which indicates that JE has moderately more influence in this model. T-test explains involvement IV's in model. The significance related to t-test should be  $< 0.05$ . In table, the significance of OC3 is  $.715 > 0.05$  so it has unfavorable influence on OCB, it is highly insignificant. The significance of JE is  $.003 < .05$ , so it has positive influence on OCB, and it significant. The p-value of independent variable is more than 0.05 except Job Embeddedness which shows 0.03, this indicates that organizational cynicism is not significant in explaining OCB and significant variable seems to be job embeddedness which is the mediating variable in this study.

### 5. Conclusion and Recommendation

The above study has explored the effect of six elements of organization climate, three elements of organization cynicism and three elements of organizational culture on citizenship behavior with the mediating effect of job embeddedness in the public hospitals of Lahore with reference to health sector. The results indicate how to improve the environment of the public hospital to increase the efficiency and productivity of the young doctors with friendly atmosphere democratic culture that reduces the negative thinking perception of employees (young doctors) about their workplace and management to strengthen the citizenship behavior. It has also been studied that the citizenship behavior will strengthen or not by the mediation of job embeddedness. The present study provided management an institution to perceive how to lessen the elements of cynicism and increase the citizenship behavior of young doctors in the hospitals to reduce the strikes.

The results indicate that the direct relationship of organization climate with OCB has strengthened by clarity in roles, effective reward system, improve quality of service, proper conflict management, minimize communication gap and effective trainings. According to (Essay, UK., 2018) the end results stipulated that OC1 has direct and significant connection with OCB elements among the non-supervisory staff of bank in Malaysia, it has suggested to increase OCB a positive OC1 has to be developed in the organization. The cynicism, culture relationship with OCB weakens because the employees (young doctors) though about that they the environment of the organization (hospital) is not friendly, they receive less rewards and benefits against their hard work, no proper promotion criteria and compensation policies, improper disciplines, rules and behavioral codes of conduct, less formal powers, and not efficient top to bottom management hierarchy. According to (Durrhah et., al., 2019) the managers have to reduce the element of OC2 to enhance the effective OCB that will increase the organizational pride of the staff at the industrial sector. For this the management has to identify the problems/ concerns of the employees (young doctors) in order to minimize the elements of cynicism and cultural conflict barriers to improve the OCB that results the young doctors and management work together efficiently which can reduce the strikes and patients can get the proper treatment without any delays and interruption. The strong OC3 enhances the OCB that will be progressive for the organization and bestow towards the long-term pride and success of the organization and its management (Zeyada. M., 2018).

The present study has some essential implications that stipulate its significance, while analyzing the climate, cynicism and culture. This analysis seeks to improve citizenship behavior entirely. This analysis aids the decision makers of the organization (hospitals) to ensure that the friendly environment of the organization may be maintained to motivate the employees (young doctors) to express their feeling, thoughts, and emotions during work and to redacting them, lessen the negative effects of organization cynicism, i.e., inequality, tackle of tension & frustration, communication gap, distrust on others works in the

organization. Management may be developed the efficient climate at the workplace which has clear roles and reward systems, better understanding of policies, conflict management that minimize the negative attitude towards other employees, conduct training & learning session to encourage and polish the employees to retain and improves citizenship behavior toward the organization. Management must develop the understanding the applications and positive effects of job embeddedness to develop the better relationship among employees, create passion of trust on each other, understand the point of view of each other, and motivate the employees to follow the policies of the organization who show resistance in the organization.

It is essential for the public hospitals of Lahore that the management create awareness of the organizational climate and culture among the young doctors to make the environment friendly within the hospital where each employee (young doctor) work together, work in team, cooperative each other, reduces communication gap between the management and young doctors to achieve the progressive results where patients feel safe and better treatment. The management should promote better culture and climate that encourages the JE of young doctors. In this study the JE has no influential impact on the relationship of the climate, cynicism, culture, and OCB. There is a need to create awareness about the JE among the young Doctor of Public hospitals because it is necessary for the atmosphere of the hospital and attitudes of the young doctors towards each other or with the hospitals. This will contribute to the positive development of mutual trust, effective commitment, sense of responsibility, ease of comfort, effective communication between the management and young Doctor of Public sector hospitals, which results that young doctors feel satisfaction regarding policies & regulations, reward system, promotion & retirement policies of the hospitals and boycott the frequent strikes against management for the better productivity of the hospitals where patients are treated fairly & courteously which can lead to the progress of the health sector in future.

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