

**Impact of Training & Development and Employee Empowerment on Employee
Perceived Performance through Organizational Citizenship Behavior in
Pakistan's Oil and Gas Sector.**



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ABSTRACT

This research investigated the impacts of training and development, as well as employee empowerment, on employee perceived performance in Pakistan's oil and gas industry. Employee empowerment and training and development were included as independent variables in this study. Employee perceived performance was used as the dependent variable, with organizational citizenship behaviour serving as the mediator. Whereas, through the mediation of organizational citizenship behaviour, this study has concluded the oil and gas sector of Pakistan to demonstrate the relationship between training and development, employee empowerment, and employee perceived performance. To demonstrate this relation, a survey was conducted using a structured questionnaire including individuals from companies involved in Pakistan's oil and gas sector, who were asked to share their experiences by filling out the structured questionnaire. Data were collected from the employees of Oil & Gas Sector companies (OGDCL, MPCL, GHPL, PPL & ARL) using convenient sampling. Then, using SPSS software, descriptive frequencies, reliability, correlation, and regression were carried out on the acquired data. According to research training & development and employee empowerment have a positive impact on organizational citizenship behaviour. In the oil and gas sector, organizational citizenship behaviour was found to have a significant impact on employee perceived performance, whereas training & development and employee empowerment had a significant impact on employee perceived performance with the mediation of organizational citizenship behaviour.

Keywords: Training and development, Empowerment, Organization Citizenship Behaviour,
Employee Performance

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CHAPTER ONE

1. INTRODUCTION

Worldwide, businesses compete for success with other businesses in the same sector. Utilizing human resources effectively is essential for firms to function better. Organizations need to be more realistic to keep their human resource up to date. Managers must pay special attention to all key activities of human resource management because they play an essential role in several organizational, social, and economic connected areas, that are influential to the accomplishment of organizational goals and therefore the organization's successful market continuance. This research focuses on the core functions of human resources: training and development, employee empowerment, and their impact on employee performance via organizational citizenship behaviour (OCB).

1.1 Background of the study

Performance is one metric for evaluating how well a task has been completed. An organization's productivity determines whether it succeeds or fails based on the work that employees done (Sopah, Kurniawan, Nora, & Narmaditya, 2020). To motivate individual performance and to communicate the organization's goals and performance standards, management must use performance as a key tool (Shafini, 2016).

Employee performance in an organization is described as the job-related tasks that a worker is required to complete and how successfully those actions are carried out (Kennerley & Neely, 2003). Many firms evaluate each employee's performance on a yearly or quarterly basis to assist them in identifying potential areas for development (Bhartiya, 2015). Organizations value employee performance because it allows them to achieve their goals. Employee performance determines an organization's success. A company's prosperity is jeopardized by poor performance.

If an organization's primary purpose is to provide creative, high-quality products and services, employee performance is critical to meeting those objectives. Since the design, engineering, quality assurance, and marketing of the company's goods and services are essential elements, employee performance in these areas is key to the success of the company. (Belschak & Den Hartog, 2010). Employee performance refers to what workers are expected to do at the organizational level. It comprises agreed-upon metrics, skills, competency criteria, growth plans, and the delivery of outcomes by the worker Mensah & Tawiah (2016). Employees are often an organization's highest cost, therefore monitoring performance is critical to the employee management process (Richard, 2014).

Companies are facing intense rivalry because of globalization and technological, political, and economic change which encourages such companies to educate their employees as one way of making them to reconfigure to the increases and thus improve their performance (Evans, Pucik, & Barsoux, 2002). Managers must maintain an appropriate workforce who are qualified and capable of progressing into specialized areas (Afshan, Sobia, Kamran & Nasir, 2012).

The nature and scope of employee efficiency and performance have been the subject of the hrm literature. The competence of the workforce is vital to an organization's operation, competitiveness, and achievement in the business (Kazim, 2017). Training has been considered as a major technique for increasing workforce performance.

The advancement of more complex technology necessitates the ability of everyone, including human resources in a corporation, to keep up with these changes. This is because many businesses are already technologically oriented. The fast-changing technology indicates that technological innovation will continue to expedite the company's work operations in the future (Adler, 1991; Pulakos, 2000; Quin, 1997 and Tai, 2004).

Individuals must think creatively, work quickly, and be suitable to compete in these developments. Organizations that want to prosper in a competitive market must normally have several resources on which to contend with other businesses (Hetami, 2008). The completion of a goal in the workplace is inextricably linked to the competence of employees who may be held accountable for their work in order to reach the organizational goal. Employee development via training is the most effective technique for increasing employee performance.

The significance of training in raising employee performance has been shown in several studies and publications. For instance, the opinions of Bhat (2013), Hanushek (2013), Khan (2015), and Hassan (2011) all support the notion that training enhances employee productivity. Trainings are crucial to the growth and improvement of a person's capacity for productivity. Research by the World Economic Forum WEF (2017) and World Bank (2018) demonstrate that training develops abilities, delivers or adds information, fosters innovativeness, and rectifies unfavorable attitudes and work habits. Training is valued at the national level for its ability to have a significant impact on worker and economic performance. This is because, of the three basic determinants of economic growth (capital, technology, and labor), labor force and competitive policies account for two-thirds of GDP (MOFP, 2018).

Research performed in Europe, Asia, and the United States, training is critical meant for worker performance. Training, high-quality learning, a strong legal system securing patent rights, and the effectiveness of financial markets are only a few factors that were recognized as being beneficial to human capital effectiveness on productivity performance (Barslund, 2017; Bassanini and Scarpetta, 2001; Diebolt, 2019).

Public organizations in less developed countries, unlike organizations in the developed world, are critically constrained by the challenge of sustaining stability over long periods of time. According to Feinstein (2002) and Oshagbemi (2000), the problem of low skills, capabilities, knowledge, and expertise is one of the major threats to workers' long-term commitment in organizations, which could

explain staff turnovers and relocations between institutions in LDC. A study conducted in Malaysia by Hamid, Subaini, and Zaaba (2017) confirmed the existence of a positive relationship between training and employee performance. According to the study, Employees' knowledge, skills, abilities, competencies, and behavior improve when they participate in training. Furthermore, training change employees' behavior in a manner that will assist the organization reach its objectives and enable to resolve the disparity among what might happen and what might be happening to raise the level of performance.

Employee training is required so that employees are able and ready to be placed in specific positions within the company, implying that they can work and are willing to follow all of the company's rules. Training is a process that shapes employee behaviours as expected by the company by adding their skills, abilities, knowledge, and behavior (Kasmir, 2016). Training is a series of individual activities aimed at systematically increasing skills and knowledge for individuals to perform professionally in their fields (Wibowo, 2019). Training is a process of learning that enables employees to perform their current tasks in accordance with standards. Training is an effort to improve employee performance in their current job or in jobs that will be held in the near future (Ivancevich & Sutrisno, 2016). Training is focused with companies that are planned and structured to acquire mastery of job-related skills, information, and behaviors (As'ad, 2016).

Koshksaray, Ardakani, Ghasemnejad and Azbari, (2020), Employees who really want to be best in their professions must do tasks that can perform at their best, one of which is employee empowerment. Because employee empowerment encourages and enables individuals to take personal responsibility for their efforts to improve their ways and connect to the achievement of organizational goals, it is often the path taken by companies to improve employee performance, motivation, commitment, and employee productivity. Employee empowerment offered by the firm has the ability to boost individual worker's innovativeness, enthusiasm, and intellectual ability in performing its duties and obligations. (Duff, 2013)

Employee empowerment or the implementation of the Employee Empowerment program will improve employee performance, allowing the company's goals to be met correctly, quickly, and flexibly. Employee performance is intimately tied to the overall performance and profitability of a company (Bohlander and Snell, 2010). As a result, firms must guarantee that their employees are driven to perform to the best of their ability. Monsen (2009) asserts that each individual employee is driven by a distinct incentive, either direct or indirect, financial, or non-financial. According to the poll, non-monetary methods of motivating workers such as praise, appreciation, career progression, and employee empowerment are popular approaches to inspiring employees in organizations facing severe economic challenges. According to Rediff and Tunar (2013), non-monetary approaches, have remained a popular way of motivating staff amid a crisis.

According to Danit and Menon (2012), during the economic downturn, 'employee empowerment has been the most favored alternative in many firms. Dobre's (2013) studies in Asia supplemented their knowledge of American and Western European industry. According to management theorists, employee empowerment is a process that enables not only employees but also managed to make the greatest use of their abilities and knowledge (Cacciope, 1998). Similarly, Pride (2009) asserted that employees feel empowered to perform more effectively which leads to the success of the firm.

Employee "empowerment" has become a core idea of related management and leadership practices that have been endorsed for organizations to be more competitive (Schein, 1992). Empowerment is regarded as a strategy for developing a flexible organization capable of adapting to a changing external environment (Himmet & Karadal, 2008). Empowerment is viewed as a solution to highly regulated workplaces in which creativity was stifled and workers were alienated, resulting in individual and collective dissatisfaction. It is widely assumed that an empowered and committed workforce is required for modern organizations to operate effectively (Rawat, 2011). Individuals value organizations that provide opportunities for decision-making latitude, challenge, and

responsibility, as well as the feelings of purposeful work, impact, self-determination, and mastery that these conditions foster (Dewettinck, 2003).

Koshksaray, Ardakani, Ghasemnejad, & Azbari, (2020), Employee performance is an important factor for any organization or company because no company can grow solely through the efforts of one or two people, but rather through the combined efforts of all company members. A high-performing organization is inextricably linked to the performance levels of its members. As a result, the organization must be able to coordinate the efforts of all its members to achieve peak performance. Organizational life is not complete without performance.

Organizations nowadays are so focused on competing, so the internal conditions are sometimes treated ineffectively. Management is more concerned with appearances than with getting the job done. As a result, the team leader focuses solely on maximizing individual talents for the benefit of the organization, paying no attention to aspects of employee development. Employees can, in fact, develop their potential by utilizing leadership development factors such as training and development and empowerment, (Abbas & Yaqoob, 2009).

OCB is defined as an worker's voluntary commitment to organizational duties that are not normally part of the formal job description (Organ, 1988). It is voluntary extra-role behavior performed by an employee of his own volition, which is not formally rewarded but is motivated by a sense of belonging and a willingness to go the extra mile for the sake of the organization. OCB makes employees feel more important and promotes a healthy work environment. An employee with a high OCB will not only be supportive of his coworkers but will also work to his full potential to achieve organizational goals. This affects the organization's reputation and overall efficiency, as well as the quality and quantity of his performance. A high OCB indicates that employees are highly motivated and committed to their jobs. OCB has a positive impact on several aspects of the organization, including decreased absenteeism, decreased turnover, increased employee satisfaction and loyalty, organizational performance, and efficiency (Smith, 1983). OCB has been studied extensively in the

past, and it has been linked to overall organizational effectiveness in several studies (Kumari & Thapliyal, 2017). As a result, every organization values and desires OCB and works hard to instill it in its employees.

OCB has been studied as a multidimensional term in both western and non-western cultures (Haq, Akbar, & Jahangir 2004). Numerous studies have examined the impact of OCB on both individual and organizational performance, and it is widely acknowledged that OCB addresses the concealed behaviors of organizational businesses (Barbuto, Brown, Wilhite, & Wheeler, 2001). Employees that adhere to moral principles and display a variety of positive traits are sometimes important to a company's survival or success (Organ, 1988).

1.2 Research Gap:

Despite the fact that oil and gas are the most important economic generators in Pakistan, no research has been conducted on the impact of training and development, and empowerment through mediation of organizational citizenship behaviour on the performance of employees in the oil and gas sector, leaving room for further research in this domain. According to Rahman, Zaman, Hossain, & Mannan (2019), the study should be conducted in different contexts and countries to broaden the scope of the research on the impact of training and development and empowerment through mediation of organizational citizenship behaviour on employee performance. Supriyanto, 2019; Ekowatia, 2019; Maghfurah (2019) asserts that using data from a single organisation opens the study up to new contextual studies and that it should be applied to various other organisations to consolidate his studies' findings.

The studies mentioned above were conducted in other countries with different contexts, and they did not explore the benefits of training and development, empowerment through organisational civic behaviour as a mediator in order to improve the performance of Pakistani oil and gas sector employees. We will take this industry and attempt to analyse the influence of these variables on the performance level of employees in Pakistan's oil and gas sector.

According to Javanmard et al, (2012), his study comprises constant variables, whereas the relationships between variables can be specified differently and their impact can be investigated further. Therefore, this research attempt to investigate the variables in different locales with varying parameters, establishing their interrelationships, and resulting impact on one another.

1.3 Significance of Research:

In Pakistan, oil and gas were the most overlooked sectors by researchers, only a few studies existed in this field. This research will help managers better understand the numerous aspects that affect employee performance. Over the years, numerous industries around the world have explored training, development, and empowerment, it has had a substantial impact on staff performance. Assessing the same in Pakistan's oil and gas industry will provide managers with new dimensions of performance enhancing approaches that they may use to increase subordinate productivity. They might be able to make informed decisions about planning, creating, and executing performance-enhancing initiatives in Pakistan's oil and gas sector, where staff productivity is in desperate need of improvement. It could give them ideas for developing new performance management solutions to help companies improve employee performance and retention.

It will also help in dissecting the reasons why employees exhibit OCB, as well as how it plays a vital role in mediating between training and development, employee empowerment, and employee performance. Employees can be profiled based on their preferred workplace environment and incentives, and someone with a prior knowledge of OCB and its relationship with employee performance can be in a better position to boost OCB in employees and provide them with every reason to perform well. Numerous research has been conducted on the impact of OCB on employee performance, with most of the results indicating a positive association between the two. Through this study, the lack of performance in Pakistan's public sector in general, and the oil and gas industry in particular, can be gauged, and more research may be carried out in terms of creating interventions to overcome this lack and enhancing the index for improved productivity in the oil and gas sector.

1.4 Problem Statement

Employee performance standards are compromised, because the issues arising due to prioritization of work in majority of employees which negatively impact their performance, flaws and inaccuracies at work emerge, a failure to deliver quality in line with the expectations, and sub-optimal or sub-par working practices. At work, their actions are inapt, abnegation to update the professional abilities, display lack of ownership and responsibility and poor cooperation. Hence, this study attempted to examine the factors (training & development, employee empowerment, and OCB) that can help to overcome the above-mentioned problems to enhance employee performance in the organization.

1.5 Research Objectives

This study aims

1. To assess the T&D effect on employee performance
2. To investigate the employee empowerment effects on employee performance.
3. To examine the OCB influence on employee performance.
4. To examine the T&D effect on OCB.
5. To assess the empowerment impact on OCB.
6. To investigate the mediation effect of OCB between T&D and employee performance.
7. To examine the mediation effect of OCB between employee empowerment and employee performance.

1.6 Research Questions

1. What influence T&D have on worker performance?
2. What is the effect of empowerment upon worker performance?
3. What effect does OCB has upon Employee performance?
4. Is there any effect of T&D on OCB?
5. Does employee empowerment affect OCB?

6. Is OCB a mediator among T&D and employee performance?

7. Is OCB a mediator among employee empowerment and performance?

1.7 Definition of Terms

1.7.1 Training

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon, 1992).

1.7.2 Development

Development is a broad ongoing multi-faceted set of activities (training activities among them) aimed at bringing someone or an organization up to another threshold of performance, often to perform some job or a new role in the future (McNamara, 2008).

1.7.3 Employee Empowerment

Employee Empowerment is described as the method of sharing authority as well as creating and enabling atmosphere to allow employees to take appropriate action to make decisions that will help the organization meet its goals. (Gupta, 1999)

1.7.4 Organizational Citizenship Behaviour

Organizational citizenship behavior has been characterized as a show of additional part practices not required of organizational individuals but rather that adds to and is vital for organizational productivity, viability, and picking up an upper hand (Caldwell, 2011).

1.7.5 Employee performance

Employee performance is defined as the outcome or contribution of employees to make them attain goals (Herbert, John & Lee 2000).

CHAPTER TWO

2. Literature Review

2.1. Chapter Summary

This chapter reviews literature in line with the research objectives of this study. The first section of the literature review focuses on the effect of training and development and Employee empowerment on employee performance. The second section investigates the effect of training and employee empowerment through mediation of organizational citizenship behavior and third section looks at how self-development impacts employee performance.

2.2 Supporting Theory

2.2.1 Social Exchange Theory (SET)

Social Exchange theory initially proposed by Balu, (1964), which describes ties or "social affiliations" as "an exchange of action, physical or intangible, more or less valuable or pricey among at least two individuals." To put it another way, it can be defined as voluntary, positive behaviors involving exchanges between individuals in the hope of obtaining something in return. Support, guidance, cooperation, acknowledgment, and technical services are examples of positive behaviors (Colquitt, Jason, Michael, David & Marie, 2014). However, it is worth noting that the concept of reciprocity in social exchange relationships includes voluntary cooperative behavior rather than explicitly stated negotiation (Reader, Tom, Kathryn, Claudia & Jouni, 2017). Researchers like Wang (2014); Chiaburu (2015) have used social exchange theory to explain organizational citizenship behavior in the past.

Likewise, Yadav & Rangnekar (2015) proposed that social exchange entails an individual's reciprocal contacts with other people and institutions. for example, encouragement from a boss is reciprocal by a willingness to engage in an additional role such as citizenship behavior (Chênevert, Denis, Christian, & Michel, 2015). In this scenario, employees are required to have a positive attitude toward their boss's actions and be willing to participate in citizenship activities (Ladebo & Olugbenga, 2008).

Reis (2007) researched interpersonal skills as part of how SET pertains to employee-organization interactions in order to identify what organizational exchanges are and to aid in the improvement of workplace performance. One of an organization's most significant stakeholders is its workforce because they are crucial to whether it succeeds or fails. According to SET, there are reciprocal relationships between people, and employees reciprocate in terms of how they perceive and perform in response to the care and knowledge they receive from their employers. Like this, when employees of a company believe that their organization cares about their health and engages in socially responsible activities, benefits may be realized from their positive attitudes and extra-role behaviors.

The Social Exchange Theory (SET) provides a theoretical basis for employees' innovative behavior (Nawaz, Hassan, Hassan, Shaukat, & Asadullah, 2014). Recently, the SET has become a widely established theory and is employed in relation to employee engagement. According to SET, empowering employees and providing them with training help them create a positive psychology so they can show their appreciation for the company by acting in a way that is engaged (Andrew & Sofian, 2012). Employee behavioral engagement encourages people to accomplish their tasks with a greater feeling of accountability, reflecting professionalism and empowerment that foster creativity and innovation at work. Additionally, motivated employees serve as role models for their coworkers, but disengaged workers lose the company money through poorer productivity, higher turnover, and higher absenteeism (Andrew & Sofian, 2012).

According to the SET theory, when an organization cares for its employees, they perform at their best. As the employees reciprocate for favorable treatment with higher organizational performance, it reflects the social exchange relationship (Cropanzano & Mitchell, 2005). Employees who have the necessary authority and training are similarly more dedicated to their work and make better use of their physical, mental, and emotional resources. More empowered workers successfully and effectively use their creative skills in the customer service industry (Nawaz et al., 2014).

2.3 Training and Development (TD)

Training plays a particular role in the fulfilment of an organizational objective by combining the interests of the organization and the workforce (Stone, 2002). Training is now the most significant aspect in the corporate sector since it promotes the efficiency and effectiveness of both individuals and the firm. Several factors influence employee performance. However, training is the most significant aspect in determining employee performance. Employees' abilities must be improved through training. Employees with more on-the-job experience perform better because their abilities and competences improve as they gain more on-the-job experience (Afaq, Khan, Azam, & Thukiman, 2011). Organizational performance is dependent on employee performance since human resource capital is a significant factor in organizational growth and performance. So, in order to increase organizational and personnel performance, training is provided to all employees. The purpose of this study is to show how training and training methodology affect employee performance. Training and development boost employee performance, as mentioned by the researcher in his research stated training and development is a significant element for boosting the effectiveness of companies (Ahmad and Din, 2009). According to another research, employee performance is a key factor and a pillar that contributes to the firm's overall success (Abbas and Yaqoob, 2009). Employee performance is affected by a number of factors, including work satisfaction, knowledge, and management, however there is a correlation among training and employee performance (Amisano, 2010). This highlights the importance of employee performance to the overall performance of the firm, as well as the value of training and development for individuals seeking to enhance their performance.

2.4 Training and Development and Employee Performance

According to Wexley and Yukl (1976), training and development are phrases that refer to intentional attempts to attain mastery of employees' or organizational members' skills, knowledge, and attitudes. Training and development are implemented through scheduled programs by the organization. The

firm may ensure that its staff has the necessary skills by selecting the appropriate form of training and development. Organizations must stay abreast on HR procedures frequently. Prior research on training and development published by Laing (2009); Andika & Darmanto (2010) concluded that employees are an excellent element to achieve both individual and organizational success via training and development. According to Benedicta and Appiah (2010) and Sultana (2012), there exists a strong relationship among training and worker performance. Training benefits both people and the firm by improving employee performance through developing knowledge, skills, abilities, competences, and attitudes. As per Sinambela (2012), training led to a firm's efforts to help employees in learning job-related abilities.

Farooq and Khan (2011) demonstrate that employee work skills can be improved through training and feedback. Sultan et al (2012) demonstrate that training is an important component of improving performance, which can boost the degree of individual and organizational competence. Because of its strong correlation with employee performance, training has gained significance in human resources (Kiweewa & Asiiimwe, 2014). Training is a component of professional growth in any organization that's also carried out to increase individual productivity and help the company to achieve its objectives (Tahir, Yousafzai, Jan, & Hashim, 2014). Training is an intentional and planned activity that raises the degree of knowledge and abilities required to do jobs appropriately (Sultana, Irum, Ahmed, & Mehmood, 2012). Training mainly focuses on increasing and updating individuals' abilities and knowledge, which finally contributes to job effectiveness (Azeem, Rubina, & Paracha, 2013).

Training is a strategy for increasing an individual's productivity. Employees develop technical knowledge, communication skills, and solid information during the training process in order to fulfil their jobs efficiently and effectively at work, and a lack of regular trainings contribute to negative work performance (Nawaz, Masoodul, & Saad, 2014). Training not only increases an employee's

talents, but also their intellect and ingenuity, allowing them to make better decisions faster and more effectively (Elnaga & Imran, 2013).

Training also helps employees to interact with consumers efficiently to respond their concerns in a timely (Amin, 2013). Organizations give training to optimise their workers' potential and equip them to do their jobs effectively (Kiweewa & Asiimwe et al., 2014). Most firms spend in developing new skills, knowledge, and improving employee attitudes as part of long-term planning, enabling them to deal with future unpredictability and so increase performance of employees (Elnaga & Imran et al., 2013).

On-the-job and off-the-job training programs are the two sorts of programs (Sultan et al., 2012). According to one research, employees who obtain on-the-job training outperforming their peers who acquire off-the-job training (Sultan et al., 2012). This is due to substantial work experience, which results in enhanced talents and knowledge. However, there was a synergistic relation established among on-the-job training and off-the-job training. Previous studies have demonstrated a substantial positive connection between employee performance and training. According to Elnaga and Imran et al. (2013), training is an essential human resource management approach that develops staff knowledge and competence, resulting in better employee work performance.

A skilled and motivated employee can operate with less supervision and reduce monitoring costs because of their talents and confidence (Hameed & Waheed, 2011). When a firm is headed by well-trained & accountable personnel, positive customer connections may boost its productivity (Amin et al., 2013). It is plausible that training increases employee performance only when it is executed effectively, which includes correct placement and recognition of trainers, appropriate planning of courses, and depending on deficiencies found in learning, capabilities, and qualities, and change in behavior of an individual.

Training and development is a strategy for improving the performance of individuals & organizations. It is also one of the most heavily concentrated human resource strategies in rapidly developing businesses, and it is critical for workers to create long-term relationships. Training and development is a technique for increasing personal and organisational performance, as well as human resource practises that are important in establishing long-term relationships with workers (Kraiger & Ford, 2007). Employee performance is improved as a result of the growth of professional knowledge, skills, talents, and behavior, which benefits both the employee and the firm (Amin et al., 2013; Sultan et al., 2012). Based on the above discussion, it is possible to assume that:

H1: Training and development has positive impact on employee performance.

2.5 Employee Empowerment (EE)

Employee empowerment encourages workers to work freely and to participate in decision-making inside the firm. Employee empowerment permits major risk-taking without endangering the organization's goal, quality, purpose, or vision. According to Chin & Tsai (2013), The most effective way to empower individuals is through self-reward, open communication, collaborative working practices, teamwork, problem-solving ability, and encouraging employee innovation. Obtaining feedback from employees to improve organizational service is another method of empowering employees, in addition to monetary compensation. The management strives to support employees' independence, provides flexible working hours, and recognizes their efforts to encourage and empower employees, as employee empowerment helps to improve organizational service.

By fostering creativity and innovation, employee empowerment helps to enhanced productivity and cost savings. Employee productivity increases when they take ownership of their job, enabling them to deliver better services to the customer. Empowered employees are also more likely to take risks to improve their prospects of success. Employee empowerment also motivates employees to think of new methods to satisfy clients. According to Kim and Lee (2013), workers are the ones who can recognize true client demands, and greater innovation on the part of employees helps to increase the

utility of customers by ensuring quality service in the organization. The methodology and alternative methods of empowering employees have a significant impact on enhancing service quality and satisfying consumers through efficient service delivery. Employee empowerment results in enhanced productivity, work happiness, quality assurance, technological advancement, and motivation.

According to Davoudi and Allahyari (2013), it also assists the organization's governing authority in knowing the strengths and shortcomings of its employees and providing them with ideas on how to manage their employees more effectively. Employee empowerment also encourages employees to contribute their intellectual views and ideas for the benefit of their coworkers and the firm as a whole. As a result, it is also assisting their staff in making certain independent decisions for their own benefit. It ensures an organization's long-term efficiency.

According to Hanaysha (2016), working hours can also be increased or lowered based on employee motivation and work pressure. As working hours are extended, performance and productivity rise, and product quality rises as well. This can also help to minimize the expense of supervision, allowing you to invest that money on new machines and technology to increase their performance. It also has a negative side effect, which can sometimes stifle the process of growth and performance. It happens because when many peoples are involved in deciding, the process is slowed because all the employees' perspectives do not match. Another reason that contains some security issues arises because when there are too many people who know too much information, there is always the possibility that some of this information will be leaked out or misplaced. There is no general rule that all organizations must use participative leadership; it is mostly determined by the organization's management authority. Many employees can become resistant to new organizational changes and refuse to be taught to work in the new organizational structure. The size of the organization also influences the leadership style. Participatory leadership has the potential to be an effective method for resolving organizational difficulties.

According to Jayaweera (2015), organizations should first evaluate their employees as human beings before judging their abilities. First and foremost, the firm should understand its employees' needs before focusing on motivation and product quality. Some employees labor for personal gain, others for personal affection, while yet others work to achieve both personal and corporate goals. Employee empowerment is the result of positive teamwork. It also assists their empowered employees in forming a team that can function efficiently as a whole, resulting in job satisfaction and a higher level of loyalty. This also aids its staff in increasing motivation and becoming a more efficient team. According to Neda and Sankar (2019), empowerment attempts to offer workers powers and responsibilities, boost their self-confidence, and provide them the flexibility to do work as they see fit without direct management intervention.

2.6 Employee Empowerment and Employee Perceived Performance

According to Duvall (1999), success is defined as accomplishments and achievements as a result of empowerment. He disclosed that this achievement is also in the form of empowerment success as demonstrated by: (1) network success in the form of employee role performance. (2) Organizational success attained by organisational members consists of a set of organisational aims and objectives. (3) Organizational members who meet and share the advantages of experience and work satisfaction that are beneficial to collective and personal growth. In their study, Batram and Casimir (2007) discovered that empowerment had a substantial positive link with employee performance. Empowerment has a stronger association with subordinate performance than contentment with the leader.

This suggests that employee empowerment is a key component in determining worker performance and work happiness. Chen (2011) performed research in Malaysia on the influence of empowerment on employee performance in the Malaysian automotive sector, indicating that empowerment had a significant impact on employee performance. Natrajan (2018) noted that including employees in an organization may enable these people more efficient because they feel valued in an organization, and

it will also affect the major goals of employees, organizations which are empowered and involved more devoted, engaged, and thrilled about his job.

Employees would also feel appreciated and respected if they are participating in an activity that is or will be taking place, which will make employees more accountable for being able to perform their duties willingly and totally (Natrajan et al., 2018). Employee performance improves when they are involved in all of the activities and have access to the correct policies. Employees are more dedicated, interested, and enthused about their job when the organization implements employee empowerment. Employee empowerment, in this sense, has an influence on employee performance through involving people more in an activity or task. As a result, there is a considerable link between employee empowerment and employee performance.

According to most studies, increasing workforce capacity enhances employee performance. In research, empowerment is used to affect staff performance so that tasks may be completed promptly and accurately. Companies are now enabling workers to aid organizations by employing tactics that provide these employees value, and the employees will then illustrate the organization's commitment. (Agarwal and Ferratt 1999)

H2: Employee Empowerment has positive impact on employee perceived performance.

2.7 Organizational Citizenship Behaviour (OCB)

OCB is self-initiated and voluntary behaviour that goes above and beyond the scope of an employee's employment and contributes favourably to company goals. (Teng, 2020; Chieh, 2020; Huang, 2020; Fang, 2020) Employees that are strongly linked to their organisations are more likely to exhibit such behaviour since OCB represents voluntary behaviours of employees to help their organisation realise its goals. (Teng et al., 2020; Chieh Lu et al., 2020; Huang et al., 2020; Fang et al., 2020) The definition of OCB is not always the same for the manager/supervisor and the workforce. Their points of view may differ on the subject. A supervisor, for example, may consider an employee's arrival to the workplace earlier than necessary to constitute extra-role behaviour,

regardless of how the person perceives it. (Morrison, 1994) However, it is not conducive to study on OCB to view supervisors' perspectives on OCB without incorporating employees' perspectives. According to Morrison et al. (1994) It is vital to evaluate the tasks mentioned by employees and the extra-roles they establish for themselves, as this will provide a true image of the OCB demonstrated by them in reality.

Sportsmanship, generosity, politeness, conscientiousness, and civic virtue are all elements that contribute to the notion of OCB (Tan, Cham, Zawawi, Aziz, 2019). Let us deconstruct these components to acquire a better grasp of the concept of OCB.

Sportsmanship

Sportsmanship is described as the willingness to put up with the inevitable setbacks and annoyances of job without complaining (Deaconu, & Popescu, 2015). Sportsmanship is a facet of OCB that entails never participating in behaviours like as gossiping, leg pulling, and moaning about the size of the office or the lack of amenities and these are all attributes that are considered part of employee sportsmanship. (Newland, 2012). Sportsmanship also includes the capacity to endure organisational issues and not blaming people at work when things go wrong. (Polart, 2009) It also refers to employees' attitudes in defending the company's reputation from outsiders. Sportsmanship boosts team morale and lowers staff turnover. (Muthuraman & Al-Haziazi, 2017)

Altruism

It pertains to every kind of voluntary actions of employees taken to help the co-workers in performing their tasks and trying to solve the problems they face within organization (POLAT et al., 2009). People who demonstrate altruism at work include those who assist newcomers in executing their tasks, share the load of labour among coworkers, aid others in solving issues they have at work, train colleagues willingly in the use of new equipment, support others in meeting deadlines, or arrange for the equipment and materials needed by co-workers (POLAT et al., 2009).

These kinds of employees go beyond their immediate scope of interest and may also assist customers, vendors, and suppliers in voluntary capacity. It is considered to be a moral attitude of employees that acts disinterested in others favors (Popescu, Deaconu, & Popescu, 2015). Most studies believe altruism to be the most essential aspect of OCB, referring to "behaviors that directly and purposefully try to assist a specific individual in face-to-face interactions." (Muthuraman et al. & Al-Haziazi et al., 2017)

Courtesy

Courtesy is defined to be the behavior of an employee that makes him or her help their colleagues or fellow workers in avoiding anything that may cause a problem for them. For instance, it includes trying to prevent and address issues that may land others in trouble or problem because of a certain event (POLAT, 2009). Employees who are feeling down and out about their professional progress should be encouraged by their coworkers. According to previous study, employees who exhibit courtesy in their behavior reduce inter group conflict and so spend less time on conflict management efforts (Muthuraman et al. & Al-Haziazi et al., 2017). Courtesy builds coworker relationships based on compassion and collaboration, encouraging employees to avoid disputes and consider the interests of others (Muthuraman et al. & Al-Haziazi et al., 2017). Courtesy promotes successful communication and engagement among coworkers who are working toward the same organizational goals. It assists in creating a conducive environment where all the stakeholders of any decision process have the right to contribute to decision-making. (Muthuraman et al. & Al-Haziazi et al., 2017)

Conscientiousness

Conscientiousness pertains to upholding high standard of work awareness, which involves voluntary behavior, which surpasses minimum expected role definition. It solicits performance level of employees that is more than expected of them. (POLAT et al., 2009) This kind of behavior foster

culture in organization, which enjoys low absenteeism levels, regular working at the workplace, punctuality, and honest productive timeouts. This may also include working extra hours to finish the projects that are important for achieving organizational goals (POLAT et al., 2009).

Employees that are more conscientious will make sure they keep abreast of latest knowledge of products and services available. Employees that are conscientious tend to devote more attention to their work and strive for perfection. (Muthuraman & Al-Haziazi et al., 2017) Conscientiousness also instills attentiveness in employees, who never forget that they are a part of the business and must follow its laws and regulations. (Muthuraman & Al-Haziazi et al., 2017).

Civic virtue

In the context of OCB, civic virtue entails a high level of devotion and loyalty to one's employer. Employees with this attitude are more likely to participate actively in meetings, show a great interest in organizational policy, contribute, and offer ways to enhance or strengthen the organization's plans. It also aids employees in adapting to organizational changes. (Polat & colleagues, 2009) Civic virtue also encompasses organizational engagement and interest at the macro level, as well as demonstrating appropriate concern for the organization's reputation and image. (Muthuraman et al. & Al-Haziazi et al., 2017) It involves expressing your opinion about how the operations are running and contributing to the betterment of the processes and encouraging others to do the same. It fosters an environment where an employee considers achieving of organizational goals and enhancing organizational performance as part of their responsibility (Muthuraman & Al-Haziazi et al., 2017). OCB benefits not just the coworkers, but also manager/supervisor and the company as a whole. Whenever subordinates observe OCB on work, for example, by assisting a new employee in learning the responsibilities to which he has been assigned, it allows the supervisor to focus on more essential concerns, and this type of assistance is recognized by the company in the form of incentives and prizes. This is a necessary measure taken up by the organization to maintain fair social exchange with the employees (Alkahtani, 2015).

2.8 Organizational Citizenship Behavior, and Employee perceived Performance

Employee conduct that may or may not be rewarded by the firm, but that can contribute to an organization's success by improving the general quality of the workplace (Organ, 1988). If company standards and policies are consistent and fair, their actions will be recognized prominently (Cohen & Vigoda, 2000). If effectively structured and pushed to grow and support organizational work efficiency and productivity, there is a need for and energizing function for OCB (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Supervisors are responsible for performing their duties and providing timely information to employees in a nice and professional way (Folgers, 1986). OCB can be defined as a cooperative behavior that fosters a positive employee attitude toward the organization while also increasing individual effort levels that benefit the company (Abili, 2009). The OCB is taken into account when people have extra work to do. Organizational citizenship conduct has a significant impact on the organization's operations (Erturk, 2007).

OCB denotes personnel availability and dedication to practice, resulting in the successful implementation of innovative management approaches (Cohen & Vigoda, 2000). Organizational citizenship behavior (OCB) has sparked the interest of many experts and professionals because of its significance to organizational efficiency (Alkahtani, 2018). This will raise the efficiency of colleagues and managers, as well as the efficient use of resources for more productive work, make businesses more climate-change-responsive, and strengthen the ability to recruit and keep talented workers. This has an impact on organizational performance while also encouraging stability (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). OCB is an employee who volunteers to participate in these activities in order to increase the organization's effectiveness, but they are not compensated for their efforts (Velickovska, 2017).

It's a sign of both unintentional and socially deliberate behavior. OCBs can benefit a company by providing (a) better staff and management, (b) great resource efficiency, (c) cheaper maintenance costs, and (d) boosting the value of outstanding businesses (Cohen & Vigoda, 2000). According to

the investigation, the employees is always willing to assist other employees with their tasks without seeking anything. If each employee possesses these characteristics, the employee's performance will be excellent, and the organization will benefit as well (Organ & Ryan, 1995).

H3: Organizational Citizenship Behaviour has a positive impact on employee perceived performance.

2.9 Training and development and Organizational Citizenship Behaviour

Personnel's and organizations together gain from professional development programs, which also help OCB (Ahmed, 2016; Bolino & Turnley, 2003). The association among professional development, company attitude and OCB have established, involving professional development activities increasing employee's performance (Ahmed et al., 2016; Ashill, Carruthers, & Krisjanous, 2006; Bolino & Turnley, 2003; Noor, 2009; Tang & Tang, 2012; Krishnan, 2017). It's unfair to expect individuals to form behaviors on their own (Ahmed et al., 2016). Corporations may encourage employees to use more OCBs while providing TD services (K. Ahmed, 2011). Employee citizenship is influenced through training and development (Ahmed et al. 2016; Werner 1994).

Training programs, as per latest research from Pakistani academics, have a beneficial and significant effects on work life quality, and therefore strengthen organizational citizenship behavior (Noor, 2009). Moreover, Ahmed et al., (2016) assessed the effect of training and development upon OCB in the Sudanese banking sector, finding that TD had a moderate but drastic impact on OCB. The effect of TD programs on individuals' service-oriented OCB is beneficial (Krishnan et al., 2017).

Furthermore, according to Wei, Han, & Hsu (2010), intensive training can lead to employees demonstrating their desire to engage in OCB, which enriches their employers. Also, a Malaysian examination found that employee attitudes regarding training create a pivotal impact in shaping OCB (Tang & Tang, 2012). Similarly, Bolino & Turnley (2003) encouraged that organizations adopt effective HRM practices, particularly effective professional development programs, and that enhanced employee citizenship attitudes be developed among employees. As a result, the study

determined that professional development could help employees with OCB (Ahmed et al., 2016; Bolino & Turnley, 2003).

Organizational citizenship behaviors, also known as extra role behaviors, are critical to an organization's success. The business can accomplish its objectives more rapidly with the assistance of staff who are willing to perform tasks that are outside the scope of their regular responsibilities (Chattopadhyay, 2017). According to Sanchez & Pasamar (2019), Rawabdeh, Nawafleh, Alsari, & Melhem (2019), and Vallina, Alegre, & Fernandez (2017), employees who display high levels of OCB are more effective and have a competitive edge. On the other hand, few organizations have a well defined OC plan. Therefore, firms must ensure that their human resource management procedures are in line with their strategic goals (Tashtoush & Eyupoglu, 2020). According to Tashtoush & Eyupoglu (2020) Employee organizational citizenship behavior is enhanced by effective human resource management methods.

Organs, Podsakoff, et al. (2006) define extra roles or extra contributions in an organization or company as employee conduct that is done willingly, truly, pleasantly without needing to be governed, controlled, or influenced by remuneration and can contribute to the organizational performance or firm, which is referred to as OCB. Nasiruddin and Suan (2012) conducted study on training and organizational citizenship behavior, and their findings suggest that training has a favourable impact on OCB.

H4: Training & Development has a significant impact on OCB.

2.10 The Effect of Training and Development on employee perceived performance through Organizational Citizenship Behaviour

The training of employees in a company has a direct impact on its output. The most important indicators of great performance are outstanding work talents, competencies, and knowledge, which are mostly obtained through training. According to the study's findings, capacity building has a considerable positive impact on employee performance (Massie et.al, 2015; Saleleng & Soegoto,

2015). Through OCB, individuals or groups engage in organizational activities in order to foster desirable behaviours such as altruism and respect for others. Performance is evaluated by the OCB (Muhdar, 2015). As a result, it's logical to believe that the additional responsibility (OCB) is linked to employee performance.

According to Azmi (2016), organization citizenship is a concept that all businesses aspire to, and some are able to attain. It's rooted in how employees perceive the company or how they engage with it. Researchers gave an overview of the subject, OCB, in this research. T&D is a strategic hr function associated with organizational activity targeted at improving individual performance to cope with new demands, but it is considered organizational assistance. Nikolet & Nawangsari (2019) hypothesized that learning accessibility may be correlated to OCB positively, so this was tested in the present investigation. They discovered that a combination of personnel hiring, skills development, reward system, and appraisal system has a positive and substantial effect on OCB. This means that personnel hiring is more rewarding, worker development and training are more helpful, salary and incentive makes employees sense better valued, and productivity assessment is more successful, and the more the employee's institutional civic attitude to the company.

Warbhuwan (2019) showed the learning and development approaches of organizations differed in terms of learning efficacy, training investment, needs assessment, advantages, and fault minimization in everyday work. Rajeshawariet (2019) examined a case study of personnel from the services and manufacturing sectors to determine their preferences for learning techniques, and statistically established that there is no substantial difference in learning methodology between the two businesses. In all industries, workers chose a hybrid knowledge style consisting of training courses including case reports, field trips, and training on the job. Workers as well as the company as a whole reap substantial advantages through learning.

As per Bammidi & Hyndhavi (2019) Employees, performance relies on effective training. They recommended that all operational level management construct new courses in the training course

such that personnel is used to their full potential in both technical & production. According to the study, every company must decide what and how to train, administer, and assess training in the order to be most successful in stimulating workers' performance.

According to Rubel & Rahman (2018), there is a substantial association among T &D & OCB. As a result, professionals from HR and expert trainers must make productive & efficient T&D policies a top priority. Humphrey, Miao & Qian (2018) According to their most recent research, establishing a better level of OCB has a massive impact on an organization's productivity, effectiveness, and service quality. T&D programs, which have a strong link with OCB, get an impact on worker behavior and attitudes (Krishnan, 2017). Previously, researchers discovered a relationship between organizational citizenship and performance outcomes (Fitriastuti, 2013; Martini et al., 2017). Employees benefit significantly from training and OCB, as previously stated. In this investigation, the following options were presented:

H5: Organizational citizenship behaviour positively mediates the relationship between training and development and employee performance.

2.11 Employee Empowerment and Organizational Citizenship Behaviour

Empowering employees leads to enhanced job satisfaction, productivity, engagement, morale, job quality, and performance. Moreover, it leads to higher employee self-esteem, better subject matter understanding, enhanced employee collaboration, and increased creativity in work duties (Keiser & Shen, 2000). The empowerment of employees and organizational citizenship behaviour have a noteworthy association. It means that if a person holds the highest level of empowerment, the organization's citizenship behaviour will be strong as well (Shahri, 2015). Furthermore, employee empowerment is consistent with the five OCB dimensions: altruism (selflessness), sportsmanship, sensitivity (caution), civic virtue (social morality), and courtesy (politeness). Employees agree that empowering them allows them to expand their work, have fewer concerns, stay up to date on the newest information, and assure equitable pay equity. Employees feel that through encouraging co-

workers, they may address work-related challenges, maintain a favourable reputation, and acknowledge co-workers in every field (Noranee, 2018).

H6: Empowerment has a positive impact on organizational citizenship behaviour.

2.12 The Effect of Employee Empowerment on Employee Perceived performance through Organizational Citizenship Behavior

Employee empowerment is one of the ways in which a company can respond to a more complicated and competitive external environment. Organizational success and survival require employee empowerment (Huq, 2015). Empowerment at workplace has become a popular idea in recent years. Organizations prefer any method that helps them achieve their objectives and aims. Employee empowerment resulted in employees having more authority to perform autonomously in their jobs. A bottom-up strategy is promoted by encouraging staff members to make decisions on their own without consulting or contesting them with their bosses (Humborstad & Perry, 2011).

Employees will be more loyal, contented, and motivated to come to work if they feel empowered, and turnover will be lower. OCB has a number of benefits, including increased productivity, inventive thinking, and performance, as well as lower turnover and a higher desire to stay with the company. Executives, on the other hand, tend to shun empowerment initiatives owing to a lack of trust which might result in low staff productivity (Ambad & Bahron 2012). Furthermore, according to Huq (2015), both employees and employers are unaware of the advantages of employee empowerment. Employee OCB would be reduced because of this. Organ (2014) OCB is a free individual behavior that is not directly or openly tied to the incentive system and can help the organization work more effectively. According to Bateman & Organ (2010) OCB is a useful conduct carried out by an employee, outside of his provisions or obligations, with the goal of assisting others in achieving their corporate goals.

According to McShane & Von Glinow (2010), OCB refers to employee activities that go above what is expected of them. This involves avoiding minor confrontations, assisting others without being

arrogant, patiently performing hard work, participating in organizational activities, and performing above and beyond the call of duty. The following conclusions were drawn by Janssen (2014) about employees' performance

1. Work quantity: The volume of work completed within a given timeframe.
2. Work Quality: Work quality is determined by compliance and readiness.
3. Job Knowledge: In-depth understanding of the job and its requirements.
4. Creativity: The sincerity with which ideas are expressed and activities are taken to address challenges.
5. Cooperation: The willingness to work with a team or organization members.
6. Reliability: Recognized ability to be relied on in terms of attendance and task completion.
7. Initiative: A desire to take on additional responsibilities and tasks.

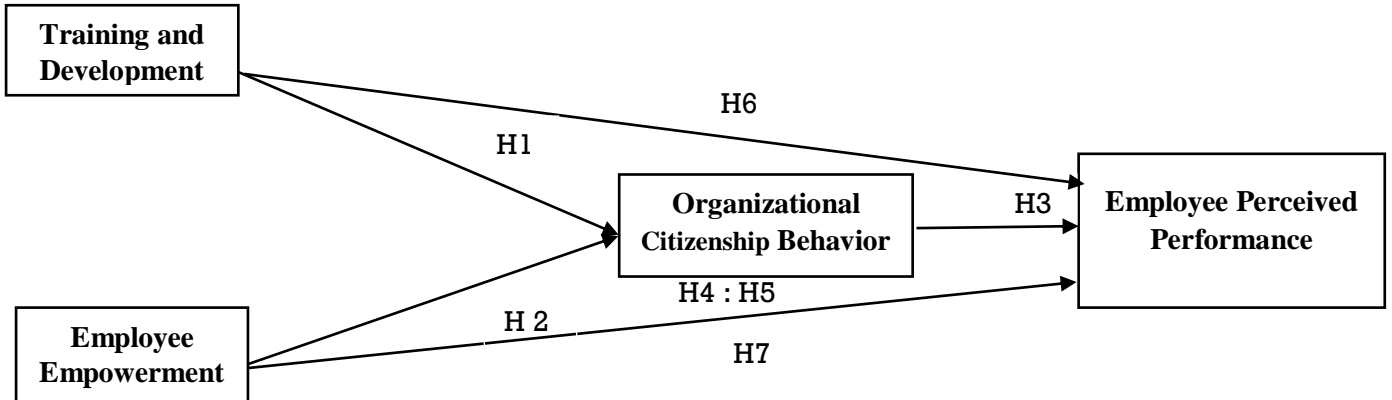
Personal qualities such as charisma, leadership, hospitality, and personal integrity are included in this category.

Aldag & Reschke (2014) Employees who engage in OCB outside of their job responsibilities have a certain attitude or work conduct. When an employee has finished a task correctly, this behavior is common. Employees that have OCB tend to provide a good contribution to the firm, which can indirectly help the organization carry out its operational tasks and achieve the goals specified. OCB, according to Herminingsih (2012), is a type of organizational attitude that is associated with contextual performance and has a substantial impact on overall organizational effectiveness.

H7: Organizational citizenship behaviours positively mediates the relationship between employee empowerment and employee performance.

2.13 Research framework:

2.3.1. Modal



(Figure 01)

2.14 Hypotheses:

H1: Training and development significantly impact employee perceived performance.

H2: Empowerment has a significant impact on employee perceived performance.

H3: Organizational Citizenship behaviour has a significant impact on employee perceived performance.

H4: Training and Development has a significant impact on organizational citizenship behaviour.

H5: Organizational citizenship behaviour Significantly mediates the relationship between training and development and employee perceived performance.

H6: Empowerment has a significant impact on organizational citizenship behaviours

H7: Organizational citizenship behaviours significantly mediates the relationship between employee empowerment and employee perceived performance.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Chapter Summary

This chapter discusses the study methodology that will be utilized in this research. It addresses the research approaches, research design, population and sampling, sample size, research tool and sampling technique for this study. The chapter also covers the data collection, research procedures and data analysis method. A summary is provided at the end of this chapter.

3.2 Research Approach

Research is often thought of as an academic study or as a journey from the known to the unknown, but it is really a journey of discovery. Therefore, by using a methodical approach to solve the research problem, it makes a unique contribution to the body of current knowledge (Kothari, 2011). A strategy or approach for investigating a research phenomenon that is systematic is known as research methodology (Kothari et al., 2011). In order to carry out the desired objective of the research project, one of most appropriate methodology must be adopted, which depends on theoretical and methodological factors for data collecting and analysis.

The quantitative approach is used to describe the quantity of data or information and is based on measurement of the quantity or number (Kothari et al, 2011). This approach, which is characterized as "the methodical dissemination of information to categories using statistical tools to test hypotheses," entails a rigorous measuring of goals (Riff, Lacy, & Fico, 2014). The quantitative research approach was used in this study to test hypotheses and clarify the correlations between the variables. Because it covers a wide range of scenarios and is a rapid, inexpensive, and effective way to obtain data, survey research is the most suitable quantitative type of study (Smith, Thorpe, & Lowe, 1991; Zikmund, 2003).

Conducting research surveys has three primary characteristics: (1) producing quantitative descriptions of the study populations with standardized data; (2) gathering information by asking

pre-set questions; and (3) generalizing information to the population as a portion of the sample (Pinsonneault & Kraemer, 1993). The present study has used a quantitative strategy to achieve its goals because of the characteristics of the quantitative research survey method and because of the purposes and objectives of this research. This strategy was selected because it offered the best way to collect the data and because it was thought to accomplish the goals and objectives of the study.

3.3 Research Design

A research design is the framework for an investigation that is not associated with a particular method of information gathering or a particular type of information (Vaus, 2001). Research design of this study is cross-sectional. To explore, how two independent variables, training and development, employee empowerment, and mediator organizational citizenship behavior, impact employee perceived performance in Pakistan's oil and gas sector. This research used quantitative technique of study that is positively orientated, as it will allow for the assessment of the validity of the main measure and theory through hypotheses and will aid in the establishment of linkages.

3.4 Research Population and Sampling

3.4.1 Research Population

According to Mbokane (2009), a population is the sum or totality of all the things, people, or things that fit a certain description. A population is made up of people who share one or more of the traits that a study seeks to examine and evaluate. This study analysed the relationship between training and development, employee empowerment, and employee perceived performance via organizational citizenship behaviours in Pakistan's oil and gas industry, excluding marketing firms. Oil and Gas Development Company Limited (OGDCL), Govt Holdings Private Limited (GHPL), Mari Petroleum Company Limited (MPCL), Pakistan Petroleum Limited (PPL), Attock Refinery Limited (ARL), and others are among the companies that have been targeted for data collection. These companies contribute to the country's exchequer by providing oil and gas. The population of the study was made up of companies in Pakistan's oil and gas industry, excluding marketing organizations.

3.4.2 Research Sample Size

The Morgan's Table was used to determine sample size (Krejcie & Morgan, 1970). Based on Morgan's Table, a sample of 05 organizations in Pakistan's oil and gas industry, excluding marketing firms, has been finalized to reflect the whole population. 10,000 oil and gas workers in the twin cities of Rawalpindi and Islamabad were the population from which responses were gathered.

3.4.3 Research Tools

As a study instrument for data gathering from respondents (employees working in the oil and gas industry of Pakistan excluding the marketing companies), a structured questionnaire was employed. The structured questionnaire was derived from previously conducted research investigations. The questionnaire was distributed via Google Form to employees in the oil and gas industry. Collecting data was a difficult task because of Covid-19, but a link to the questionnaire was created using Google Docs. The scale used to assess respondents' responses is a 5-Likert point scale. There are five options: 1. strongly disagree, 2. disagree, and 3. neutral. 4. Agree and 5. Strongly agree, to measure the intensity of their agreement, disagreement, or neutrality recorded against each question. Two sections made up the survey. An individual's name, the name of the organization they worked for, their gender, their qualifications, and their age were all listed in the demography. The second section was subjective, with items on two independent variables in the first part, one mediator in the second, and a dependent variable in the third. We sent links to the questionnaire through email to both executives and non-staff members working for these organizations.

Sr. No.	Variable	Scale	Aurthor
01	Employee Performance	06	Rodwell, Kienzle, & Shadur, (1998)
02	Training and Development	12	(Schmidt, 2004)
03	Employee Empowerment	12	(Spreitzer, 1995)
04	OCB	12	Podsakoff, MacKenzie, Moorman, & Fetter, (1990).

3.4.4 Sample Technique

The non-probability sampling technique will be employed for this research's sample design, which refers to the subjective judgement of researchers when selecting units from a population to be included as sample. The convenience sampling technique was chosen because it is seen to be effective for hypothesis development, which will be done in this case. People are selected from a population in a non-random manner in the non-probability sampling technique. In this study convenience sampling within the context of non-probability techniques is used. The population includes a significant number of oil & gas sector employees; convenience sampling will make the research more accessible.

3.5 Data Collection

The data collected for this study was primary data, which was obtained via creating a questionnaire. This questionnaire covers all the variables covered in the study. The questionnaire has been adapted with intense care and made very simple to ensure the process of answering easy to get the reliable responses of the participants involved in gathering data. Such simplifying of questionnaire has automatically eliminated the factors such as vagueness and suspension (Flick, 2015). Employees at these organisations will be provided questionnaires by email, WhatsApp, or other internet means.

3.6 Data Source

Data has been collected from the organizations working in the oil and gas industry of Pakistan (Oil and Gas Development Company limited, Govt Holdings Private Limited, Mari Petroleum Company Limited, and Pakistan Petroleum Limited, Attock Refinery Limited) through the distribution of structured questionnaire on personal basis. Questionnaires that have been collected have been synchronized appropriately to aid the reasonable findings and conclusions for the study.

3.7 Data Analysis Tool/ Technique

The IBM SPSS version 21.0 software and other statistical techniques will be used as data analysis tools for this study to examine and analyse data acquired through primary data collection methods. SPSS is a statistical software program used for data processing and statistical analysis. In our study, we will use SPSS to conduct analysis converting statistical data into usable information about the relationships between the variables chosen. Using the regression and correlation analysis technique, the research results were calculated, as well as the research models and fitness factors were evaluated. Hayes was used to analyse the mediation effect of variable.

CHAPTER FOUR

4. DATA FINDINGS AND ANALYSIS

4.1 Chapter Summary

Data analysis, as a part of the research technique, is one of the stages of measuring, assessing, and testing the research questions and hypotheses, enabling us to draw conclusions from the study problem. The steps for performing a data analysis are descriptive analysis, factor and deductive analysis. Data summarization and a summary of the findings are taken into consideration in the descriptive analysis. In contrast, data would be provided in a deductive analysis to examine preliminary data, reliability, test hypotheses, and identify links and the strength of those relationships between variables. Prior to performing descriptive analysis, we provide frequency tables & charts which give an overall description of the sample (gender, age, education, and respondent). This section displays various sample properties. For each hypothesis's investigation, mean, standard deviation, are then frequently displayed as descriptive statistics.

Finding the connection between the variables is the first step in a factor analysis. The validity of all the questions and each variable would then be evaluated by Cronbach Alpha, and if the factors were loaded appropriately and precisely, factor analyses for training and development, employee empowerment, OCB, and employee perceived performance would be conducted. The results of the regression analysis involving OCB, employee empowerment, training and development, and perceived performance would then be obtained, along with coefficient scores and intercorrelation between variables. In order to determine whether the study's hypothesis should be accepted or rejected, the means of each variable for different groups of respondents will be compared using a one-way analysis of variance (ANOVA).

4.2 RELIABILITY

The Cronbach's alpha is primarily discussed in this section. The source, the coefficient of reliability-tells us how well-chosen items in a set have a significant correlation with each other. Internal consistency reliability will be higher the closer the coefficient of reliability is to 1.

Reliability Statistics

Variables	Cronbach's Alpha	No of Items
Employee Perceived Performance	0.721	06
Training & Development	0.871	12
Employee Empowerment	0.889	12
Organizational Citizenship Behavior	0.869	12

Table 1

The more constant the measure, the more dependable the scale you employed for measuring will be. Cronbach's Alpha is one of the most widely used reliability testing methods for determining the internal data consistency. It gives us a simple way to determine whether or not the score is reliable. Acceptable values of Cronbach's alpha i.e., Training & Development ($\alpha=0.871$), Employee Empowerment ($\alpha=0.889$), and Employee Perceived Performance ($\alpha=0.721$) & OCB ($\alpha=0.869$) score excellent and are reliable. As a result, each variable has been provided with trustworthy data in this study, with 06 items for employee perceived performance and 12 items each for training & development, employee empowerment, and OCB.

4.3 DESCRIPTIVE FREQUENCIES

Demographic Characteristics against respondents (N=200)

	Percent (%)
<u>Gender</u>	
Female	25%
Male	75%
<u>Age</u>	
15 Years to 25 Years	11.6%
26 Years to 35 Years	53.7%
36 Years to 45 Years	27.3%
46 Years to 55 Years	7.4%
<u>Education</u>	
Undergraduates	9.1%
Graduates	35.5%
Postgraduates	55.4%
<u>Organizations Name</u>	
01 Oil & Gas Development Company Ltd.	74.4 %
02 Pakistan Petroleum Limited	8.3%
03 Mari Petroleum Company Limited	9.9%
04 Government Holdings Pvt. Ltd.	5%
05 Attock Refinery Limited	17.3%

Table 2

Descriptive statistics are deemed important part of all the studies conducted and should be included. Demographics are important part of descriptive statistics as they provide an insight into the basic information about the respondents who become part of the study. Selecting the Top five Oil & Gas sector companies of Pakistan including OGDCL, PPL, MPCL, ARL and GHPL and distributing the questionnaires over there, as characterized in the demographic section seen in the table 2. The respondents of sample are from OGDCL 74.4%, PPL 8.3% MPCL 9.9% ARL 5% and GHPL 2.5%. The dominant response rate from OGDCL 74.4% because research conducted in twin city i.e., Rawalpindi & Islamabad. Most of Oil and Gas companies having its head offices in other part of Pakistan having small setup in Islamabad and Rawalpindi with a smaller number of employees. OGDCL had its head office and Allied offices at Islamabad and adjacent city that operates its major business activities from Islamabad having large number of employees there. Age has been divided into four categories. The larger population, which respond falls between 26-35 as the oil and gas sector normally prefers experienced employees instead of fresh graduates. After this age group, a good response came from the age of 35-45.

In this study, gender that dominates the respondent's sample are male which makes up 74.4% of the total numbers and have major effect on the study as compared to the females who only make up 29.8% of the total respondents as shown in table 1. Because the oil and gas sector are more technical in nature, fieldwork in remote and sensitive areas where it is extremely difficult for women to work. Therefore, the number of women is less than that of men. So, in this research survey ratio of men is much greater than women.

4.4 Descriptive Statistics

The frequency distributions for each variable that serve as our dependent variables are presented in this section, together with data on their means, and standard deviations.

Descriptive Statistics

Items	N	Mean	A.M	S D	A.SD	Skewness	Kurtosis
Training & Development	200	48.285	4.02	7.118	0.722	-0.584	-0.083
Employee Empowerment	200	48.515	4.04	6.870	0.528	-0.0663	0.249
Organizational Citizenship Behavior	200	51.275	4.27	5.767	0.313	-0.915	0.714
Employee Perceived Performance	200	33.765	5.62	3.880	0.328	-0.219	0.907

Table 3

The variables used in this study's descriptive statistics are listed in Table 3. According to the above table, training & development has a mean value of 4.02 and a standard deviation of 0.722. The average employee empowerment score is 4.04, with a standard deviation of 0.528, indicating that employees generally agree that empowerment granted by upper management to their subordinates has a significant impact on employee performance. The OCB value in the aforementioned table has a mean of 4.27 and a standard deviation of 0.313. This indicates that the OCB also contribute significantly to improving employees' perceived performance in the oil and gas industry. Finally, the average employee perception of performance is 5.62, with a standard deviation of 0.328.

4.5 CORRELATION ANALYSIS

Variables	1	2	3	4
1. Employee Perceived Performance	1			
2. Training & Development	.429**	1		
3. Employee Empowerment	.601**	.613**	1	
4. Organizational Citizenship Behavior	.443**	.451**	.531**	1

Table 4

The statistical technique that is used to examine the relations between quantitative variables is correlation. Correlations can assist you in predicting the variables' future behavior. Pearson's Correlation, which will apply in this research, is a way to determine the relationship between two

variables. It reveals the amount and direction of the correlation. With a correlation value of ($r=0.429^{**}$), training and development and employee perceived performance have a positive and strong link, indicating H1 to be correct.

Employee empowerment and perceived performance, on the other hand, show a high positive correlation with a Pearson Correlation score of ($r=0.601^{**}$). Employee empowerment, as a result, has a positive effect on employee views of performance when introduced in the workplace. This supports the study's hypothesis H2, which posits that employee empowerment and perceived performance are correlated.

The correlation analysis conducted here supports H3 of this study, which shows that OCB and employee performance have a favorable association. The ($r=0.443^{**}$) score demonstrates a significant link between the two. Employees' performance is likely to improve if they use OCB at work.

H4 of this study claims that training and development and OCB have a positive link, which is supported by the correlation analysis performed here, which indicates a strong correlation between the two with a score of ($r=.451^{**}$). The correlation study demonstrates substantial correlations, when talking about OCB mediation between training and development and employee performance.

Hypothesis H5 is proven true by a score of ($r=0.451^{**}$) between training and development and OCB, as well as a score of ($r=0.443^{**}$) between OCB and employee perceived performance since these substantial correlations illustrate their beneficial associations with one another. As a result, OCB serves as an important link between T & D and employee perceived performance. This means employee T&D improves their OCB, which in turn improves employee performance.

H6 of this study claims that empowerment and OCB have a positive association, which is supported by the correlation analysis, which indicates a strong correlation between the two with a score of ($r=.531^{**}$).

H7, when addressing mediation of OCB between employee empowerment and employee performance, employee empowerment and OCB have a score of ($r=0.531^{**}$) while OCB and employee performance have a score of ($r=0.443^{**}$), proving hypothesis H7 is real because these significant correlations reveal their beneficial associations with each other. Therefore, OCB stands as an important relationship between employee empowerment and performance. This demonstrates that the mediator role of organizational citizenship behavior has a strong and favorable impact on employee empowerment and performance.

The asterisks (**) next to the values indicate how important they are in terms of training & development, employee empowerment, OCB, and employee perceived performance.

4.6 REGRESSION ANALYSIS

Regression analysis is used to estimate the relationship between a dependent variable and one or more independent variables. It is useful for determining the strength of the correlation between variables and making future association predictions.

4.6.1 Regression between the training & development and Employee perceived Performance

The coefficient determinant of R, R², and R² - Adj is shown in Table 5. After entering all three independent variables in Model 1, R is equal to 0.429, indicating a significant relationship between the independent variables and the dependent variable. R square is 0.184, this reflects the fact that these independent factors describe 18% of changes in the dependent variable. The key aspect is that R square's analysis did not take degree of freedom into account. Therefore, R² - Adj = 0.180, which is more reliable, is obtained while using Adjusted R - square value (that necessitates df).

Model Summary

Model	R	R ²	Ad R ²	S. E	Change Statistics				
					ΔR^2	F Change	df1	df2	Sig. F
1	.429 ^a	.184	.180	2.65982	.184	44.625	1	198	.000

a. Predictors: (Constant), TD

Table 5

Table 6 presents the findings of the ANOVA test for the independent variables that significantly correlate with employee perceived performance. The F becomes significant at 0.05 when P-value = 0.000 is used as the threshold, as is obvious. Table 7 shows the standardized and unstandardized regression coefficients.

Table 7 demonstrates that all variables and constant values are significant at 0.05 as well as T-values more than 1.65. While B weights are used to forecast changes, beta weights are used to estimate the degree to which an independent variable will influence a dependent variable. Since they have multiplied the independent variables (training & development) by their regression weights plus the constant value in the equation, the regression equation on the dependent variable (employee perceived performance) is the sum of the independent variables.

The significance level of this model is .000, which is less than .05, which itself shows that it is highly significant. This means that the connections between the variables of this study are positive and highly significant. The table 8 disclosed the results of analysis of variance. It is well evident from F-statistics and respectively its significance that the dataset fitted well in the estimated regression model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	315.704	1	315.704	44.625	.000 ^b
	Residual	1400.776	198	7.075		
	Total	1716.480	199			

a. Dependent Variable: EPP

b. Predictors: (Constant), TD,

Table 6

Size of the coefficient for each independent variable provides us with the size of the effect that those independent variables have on the dependent variable. Coefficient tells us how much the dependent variable is bound to increase with the increase in independent variable by one. The point to remember here is that all the other independent variables remain constant.

The beta values of independent variables like training and development, 0.429, and being positive, it signifies that with one unit increase in independent variables (training & development), the employee perceived performance increases by the .429, This proves that the hypotheses of this study are true.

Coefficients^a

Model		Unstd Coeff		Std Coeff	t	Sig.	95.0% CI (B)	
		B	Std. Error	β			LBL	UBL
1	(Constant)	16.697	1.293		12.917	.000	14.148	19.246
	TD	.177	.026	.429	6.680	.000	.125	.229

a. Dependent Variable: EPP

Table 7

4.6.2 Regression between the Employee Empowerment and Employee perceived Performance

The coefficient determinant of R, R², and R² - Adj is shown in Table 8. After entering all three independent variables in Model 1, R is equal to 0.601, indicating a significant relationship between the independent variables and the dependent variable. R square is 0.361, this reflects the fact that these independent factors describe 36% of changes in the dependent variable. The key aspect is that R square's analysis did not take degree of freedom into account. Therefore, R² - Adj = 0.358, which is more reliable, is obtained while using Adjusted R - square value (that necessitates df).

Model Summary

Model	R	R ²	Ad R ²	S. E	ΔR^2	Change Statistics			
						F Change	df1	df2	Sig. F
1	.601 ^a	.361	.358	2.35273	.361	112.094	1	198	.000

a. Predictors: (Constant), EMP

Table 8

Table 9 presents the findings of the ANOVA test for the independent variables that significantly correlate with employee perceived performance. The F becomes significant at 0.05 when P-value = 0.000 is used as the threshold, as is obvious. Table 10 shows the standardized and unstandardized regression coefficients.

Table 10 demonstrates that all variables and constant values are significant at 0.05 as well as T-values more than 1.65. While B weights are used to forecast changes, beta weights are used to estimate the degree to which an independent variable will influence a dependent variable. Since they have multiplied the independent variables (employee empowerment) by their regression weights plus the constant value in the equation, the regression equation on the dependent variable (employee perceived performance) is the sum of the independent variables.

The significance level of this model is .000, which is less than .05, which itself shows that it is highly significant. This means that the connections between the variables of this study are positive and highly significant. Table 8 disclosed the results of analysis of variance. It is well evident from F-statistics and respectively its significance that the dataset fitted well in the estimated regression model.

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	620.479	1	620.479	112.094	.000 ^b
	Residual	1096.001	198	5.535		
	Total	1716.480	199			

a. Dependent Variable: EPP

b. Predictors: (Constant), EMP,

Table 9

Size of the coefficient for each independent variable provides us with the size of the effect that those independent variables have on the dependent variable. Coefficient tells us how much the dependent

variable is bound to increase with the increase in independent variable by one. The point to remember here is that all the other independent variables remain constant.

The beta values of independent variables employee empowerment are 0.601, and being positive, it signifies that with one unit increase in independent variables (training & development), the employee perceived performance increases by the .601, This proves that the hypotheses of this study are true.

Coefficients ^a

Model		Unstd Coeff		Std Coeff	t	Sig.	95.0% CI (B)	
		B	Std. Error	β			LBL	UBL
1	(Constant)	12.771	1.189		10.738	.000	10.426	15.117
	EMP	.257	.024	.601	10.587	.000	.209	.305

a. Dependent Variable: EPP

Table 10

4.6.3 Regression between the OCB and Employee perceived Performance

The coefficient determinant of R, R², and R² - Adj is shown in Table 11 below. After entering all three independent variables in Model 1, R is equal to 0.443, indicating a significant relationship between the independent variables and the dependent variable. R square is 0.196, this reflects the fact that these independent factors describe 4.3% of changes in the dependent variable. The key aspect is that R square's analysis did not take degree of freedom into account. Therefore, R² - Adj = 0.192, which is more reliable, is obtained while using Adjusted R - square value (that necessitates df).

Model Summary

Model	R	R ²	Ad R ²	S. E	ΔR^2	Change Statistics			
						F Change	df1	df2	Sig. F
1	.443 ^a	.196	.192	2.63987	.196	48.304	1	198	.000

a. Predictors: (Constant), OCB

Table 11

Table 12 below presents the findings of the ANOVA test for the independent variables that significantly correlate with employee perceived performance. The F becomes significant at 0.05

when P-value = 0.000 is used as the threshold, as is obvious. Table 9 shows the standardized and unstandardized regression coefficients.

Table 13 demonstrates that all variables and constant values are significant at 0.05 as well as T-values more than 1.65. While B weights are used to forecast changes, beta weights are used to estimate the degree to which an independent variable will influence a dependent variable. Since they have multiplied the independent variables (OCB) by their regression weights plus the constant value in the equation, the regression equation on the dependent variable (employee perceived performance) is the sum of the independent variables.

The significance level of this model is .000, which is less than .05, which itself shows that it is highly significant. This means that the connections between the variables (OCB and EPP) of this study are positive and highly significant. The table 8 disclosed the results of analysis of variance. It is well evident from F-statistics and respectively its significance that the dataset fitted well in the estimated regression model.

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	336.631	1	336.631	48.304	.000 ^b
	Residual	1379.849	198	6.969		
	Total	1716.480	199			

a. Dependent Variable: EPP

b. Predictors: (Constant), OCB,

Table 12

Size of the coefficient for each independent variable provides us with the size of the effect that those independent variables have on the dependent variable. Coefficient tells us how much the dependent variable is bound to increase with the increase in independent variable by one. The point to remember here is that all the other independent variables remain constant.

The beta values of independent variables like training and development, 0.443, and being positive, it signifies that with one unit increase in independent variables (OCB), the employee perceived performance increases by the .443, This proves that the hypotheses of this study are true.

Coefficients ^a

Model		Unstd Coeff		Std Coeff		95.0% CI (B)		
		B	Std. Error	β	t	Sig.	LBL	UBL
1	(Constant)	13.677	1.674		8.170	.000	10.376	16.979
	OCB	.226	.032	.443	6.950	.000	.162	.289

a. Dependent Variable: EPP

Table 13

4.6.4 Regression between the Training and development and OCB

The coefficient determinant of R, R², and R² - Adj is shown in Table 14 below. After entering all three independent variables in Model 1, R is equal to 0.203, indicating a significant relationship between the independent variables and the dependent variable. R square is 0.203, this reflects the fact that these independent factors describe 20% of changes in the dependent variable. The key aspect is that R square's analysis did not take degree of freedom into account. Therefore, R² - Adj = 0.199, which is more reliable, is obtained while using Adjusted R - square value (that necessitates df).

Model Summary

Model	R	R ²	Ad R ²	S. E	ΔR^2	Change Statistics			
						F Change	df1	df2	Sig. F
1	.451 ^a	.203	.199	5.16205	.203	50.431	1	198	.000

a. Predictors: (Constant), TD

Table 14

Table 15 below presents the findings of the ANOVA test for the independent variables that significantly correlate with OCB. The F becomes significant at 0.05 when P-value = 0.000 is used as the threshold, as is obvious. Table 16 shows the standardized and unstandardized regression coefficients.

Table 16 below demonstrates that all variables and constant values are significant at 0.05 as well as T-values more than 1.65. While B weights are used to forecast changes, beta weights are used to

estimate the degree to which an independent variable will influence a dependent variable. Since they have multiplied the independent variables (training & development) by their regression weights plus the constant value in the equation, the regression equation on the dependent variable (OCB) is the sum of the independent variables.

The significance level of this model is .000, which is less than .05, which itself shows that it is highly significant. This means that the connections between the variables (T&D and OCB) of this study are positive and highly significant. Table 15 disclosed the results of analysis of variance. It is well evident from F-statistics and respectively its significance that the dataset fitted well in the estimated regression model.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1343.826	1	1343.826	50.431	.000 ^b
	Residual	5276.049	198	26.647		
	Total	6619.875	199			

a. Dependent Variable: OCB

b. Predictors: (Constant), TD,

Table 15

Size of the coefficient for each independent variable provides us with the size of the effect that those independent variables have on the dependent variable. Coefficient tells us how much the dependent variable is bound to increase with the increase in independent variable by one. The point to remember here is that all the other independent variables remain constant.

The beta values of independent variables like training and development are 0.451, and being positive, it signifies that with one unit increase in independent variables (training & development), the OCB increases by the .451, This proves that the hypotheses of this study are true.

Coefficients^a

Model		Unstd Coeff		Std Coeff		95.0% CI (B)		
		B	Std. Error	β	t	Sig.	LBL	UBL
1	(Constant)	33.649	2.509		13.413	.000	28.702	38.596
	TD	.365	.051	.451	7.101	.000	.264	.466

a. Dependent Variable: OCB

Table 16

4.6.5 Regression between the Employee Empowerment and OCB

The coefficient determinant of R, R², and R² - Adj is shown in Table 17 below. After entering all three independent variables in Model 1, R is equal to 0.531, indicating a significant relationship between the independent variables and the dependent variable. R square is 0.282, this reflects the fact that these independent factors describe 28% of changes in the dependent variable. The key aspect is that R square's analysis did not take degree of freedom into account. Therefore, R² - Adj = 0.279, which is more reliable, is obtained while using Adjusted R - square value (that necessitates df).

Model Summary

Model	R	R ²	Ad R ²	S. E	ΔR ²	Change Statistics			
						F Change	df1	df2	Sig. F
1	.531 ^a	.282	.279	4.89861	.282	77.869	1	198	.000

a. Predictors: (Constant), EMP

Table 17

Table 18 below presents the findings of the ANOVA test for the independent variables that significantly correlate with employee perceived performance. The F becomes significant at 0.05 when P-value = 0.000 is used as the threshold, as is obvious. Table 9 shows the standardized and unstandardized regression coefficients.

Table 19 below demonstrates that all variables and constant values are significant at 0.05 as well as T-values more than 1.65. While B weights are used to forecast changes, beta weights are used to estimate the degree to which an independent variable will influence a dependent variable. Since they have multiplied the independent variables (employee empowerment) by their regression weights plus the constant value in the equation, the regression equation on the dependent variable (OCB) is the sum of the independent variables.

The significance level of this model is .000, which is less than .05, which itself shows that it is highly significant. This means that the connections between the variables (employee empowerment and OCB) of this study are positive and highly significant. The table 18 disclosed the results of analysis

of variance. It is evident from F-statistics and respectively its significance that the dataset fitted well in the estimated regression model.

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1868.582	1	1868.582	77.869	.000 ^b
	Residual	4751.293	198	23.996		
	Total	6619.875	199			

a. Dependent Variable: OCB

b. Predictors: (Constant), EMP,

Table 18

Size of the coefficient for each independent variable provides us with the size of the effect that those independent variables have on the dependent variable. Coefficient tells us how much the dependent variable is bound to increase with the increase in independent variable by one. The point to remember here is that all the other independent variables remain constant.

The beta values of independent variables like employee empowerment are 0.531, and being positive, it signifies that with one unit increase in independent variables (employee empowerment), the OCB increases by the .531, This proves that the hypothesis of this study is true.

Coefficients ^a

Model		Unstd Coeff		Std Coeff		95.0% CI (B)		
		B	Std. Error	β	t	Sig.	LBL	UBL
1	(Constant)	29.637	2.476		11.968	.000	24.754	34.521
	EMP	.446	.051	.531	8.824	.000	.346	.546

a. Dependent Variable: OCB

Table 19

4.6.6 OCB mediation between the training & development, employee empowerment and employee performance

Hayes Process

	Total effect	Direct Effect	Indirect effect	t	Sig.	LLCI	ULI
TD→OCB→EPP	.1769	.1187	.0582	6.680	.0000	.1247	.2292
EMP→OCB→EPP	.284	.2632	.0216	6.433	.0000	.1825	.3439

Table 20

Using the Hayes process in SPSS, the mediating role of OCB between independent variables, employee empowerment and training & development, and employee perceived performance are all investigated. Andrew F. Hayes is the author of this procedure. The SPSS software was configured using the First Process macro for this purpose. Model 4 was chosen because it supports the research framework for this investigation. In the presence of a mediator, this result demonstrates the direct and indirect effects of the independent and dependent variables. There should be no zero lower and upper bootstrap limits for mediation, and "t" should be bigger than 1.96.

The results in Table 20 imply that "t" is higher than 1.96 for both variables. The table shows that, in the presence of OCB, training and development have a considerable direct impact on employee perceptions of their performance, with values of 0.2632 and 0.1187, respectively. There is also no zero crossover. While the indirect effects of training and development and employee empowerment on how employees are seen when OCB is present are equally significant, with values of 0.0582 and 0.0216, respectively. It can be said that Hypotheses H5 and H7 are accepted.

4.6.7 Hypotheses Results

	Hypotheses	Results
H1	Training and development significantly impact employee perceived performance	Confirmed / Significant
H2	Empowerment has a significant impact on employee perceived performance	Confirmed / Significant
H3	Organizational Citizenship behaviour has a significant impact on employee perceived performance	Confirmed / Significant
H4	Training and Development has a significant impact on organizational citizenship behaviour.	Confirmed / Significant
H5	Organizational citizenship behaviour significantly mediates the relationship between training and development and employee perceived performance	Confirmed / Significant
H6	Empowerment has a significant impact on organizational citizenship behaviours	Confirmed / Significant
H7	Organizational citizenship behaviours significantly mediates the relationship between employee empowerment and employee perceived performance.	Confirmed / Significant

4.6.8 Findings

Based on the aforementioned findings, conclusions regarding the study's hypotheses have been drawn.

H1: The first hypothesis, that employee performance in Pakistan's oil and gas industry is significantly impacted by training and development, was supported by correlation and regression analysis. Training and development are strongly correlated with employees' performance shown in Table 4. A significant relationship between training and development and employees' performance has been found through regression analysis as shown in Tables 5, 6 & 7, indicating that increasing training and development will also increase employees' performance and vice versa.

H2: Correlation and regression analysis supported the second hypothesis, which stated that employee empowerment has a significant impact on employee performance in Pakistan's oil and gas industry. A correlation analysis found a strong correlation between employee empowerment and performance as shown in Table 4. Regression analysis has revealed a significant relationship between employee empowerment and performance as shown in Tables 8, 9 & 10, suggesting that boosting employee empowerment will also boost employee perceived performance and vice versa.

H3: Correlation and regression analysis supported the third hypothesis, which stated that organizational citizenship behaviour has a significant impact on employee performance in Pakistan's oil and gas industry. Correlation analysis reveals a strong relationship between organizational citizenship behaviours and employee perceived performance as shown in Table 4. Regression analysis has revealed a significant relationship between organizational citizenship behaviour (OCB) and employees' performance as shown in Tables 11,12&13, suggesting that improving OCB will also improve employees' performance and vice versa.

H4: The fourth hypothesis, that organizational citizenship behaviour in Pakistan's oil and gas industry is significantly impacted by training & development, was supported by correlation and

regression analysis. Training & development are strongly correlated with organizational citizenship behaviour, as shown in Table 4, according to correlation analysis. A significant relationship between training & development and organizational citizenship behaviour has been found through regression analysis as shown in Table 14,15&16, indicating that through training & development OCB will also increase.

H5: The fifth hypothesis, that organizational citizenship behaviour significantly mediate training & development and employee perceived performance in Pakistan's oil and gas industry was supported by correlation and regression analysis. As training & development significantly impact OCB and OCB significantly impact employee performance are strongly as shown in Tables 4, 14& 20 are considered significant. A significant relationship between training & development and organizational citizenship behaviour and OCB and employee perceived performance has been found through correlation, regression and mediation analysis, indicating that through mediation of OCB between training and development and employee performance, performance will also increase.

H6: The sixth hypothesis, that organizational citizenship behaviour in Pakistan's oil and gas industry is significantly impacted by employee empowerment, was supported by correlation and regression analysis. Employee empowerments are strongly correlated with organizational citizenship behaviour, as shown in Tables 4, 17 & 19, are considered significant. A significant correlation between employee empowerment and organizational citizenship behaviour has been found through correlation and regression analysis, indicating that through employee empowerment, OCB will also increase.

H7: The seventh hypothesis, that organizational citizenship behaviour significantly mediate employee empowerment and employee perceived performance in Pakistan's oil and gas industry was supported by correlation and regression analysis. As employee empowerment significantly impact OCB and OCB significantly impact employee performance strongly as shown in Tables 4,17 &20,

are considered significant. According to correlation, regression analysis and mediation analysis significant correlation between employee empowerment and organizational citizenship behaviour and OCB and employee perceived performance has been found, indicating that through mediation of OCB between employee empowerment and employee performance, performance will also increase.

CHAPTER FIVE

5. Conclusion

5.1 DISCUSSION

One of the primary objectives of this study was to quantify the extent to which OCB mediated the association between employee empowerment, development, and perceived performance. Oil and gas workers from Islamabad and Rawalpindi participated in the study. There had never been any research on the oil and gas industry in Rawalpindi/Islamabad that looked at the OCB's capacity to mediate between employee empowerment, T & D and EPP. The purpose of such exercise is to close this knowledge gap and gain insight into how employee empowerment, training, and development, as well as employee performance, affect workers in the oil and gas industry in Rawalpindi and Islamabad.

This study's main goal was to ascertain whether employee performance is impacted by training and development. If true, the study looked at how training and development should be handled for effective staff performance. The findings of the study make it clear that T & D can have an influence on employee performance. This is consistent with the claims made by Barling, Fullager, & Kelloway, (1996), who stated that under the right circumstances, employee performance is related to training and development. In other words, when properly planned, training and development are linked to employee performance. According to a different study, it is also possible to manage training within a company.

The research also outlined the organization's training and development issues. According to Adair & Allen (2004) the disorganization of many personnel is another problem that most firms face when it comes to training and development. He added that lack of a systematic information processing system is a common problem among workers, and as a result, important documents routinely go missing or are misplaced, wasting time in the process. The study also showed that a lack of self-discipline on the part of the staff is a problem when it comes to training and development. They

concluded that training and development components could affect an employee's performance at work (Britton & Glynn, 1989).

The mediating role of OCB between training & development, employee empowerment, and employee perceived performance is also proved to be positive and significant as proven through the correlation analysis. They demonstrate positive impact of training & development and employee empowerment on OCB and the positive influence of OCB on employee performance (Albloush, et al., 2020) and (Belwalkar, Vohra, & Pandey, 2018) respectively. This demonstrates unequivocally that OCB mediation between T& D and EPP has high significance and is beneficial.

5.2 Future Implication

In this study, some aspects have been covered. But there's always room for development. In the future, when performing research, certain changes could be made to this literature review. Future research studies may involve more in-depth analysis and longer time frames. To obtain responses from organizations connected to the entire oil and gas industry of Pakistan, the researcher needs to be given an appropriate amount of time to perform this extensive investigation.

Additionally, this study was carried out on Pakistan's oil and gas business, although it could have been done on any other sector of the country. Additionally, this study did not include any moderating variables and only used three different variables (such as mediator, independent, and dependent). A moderating variable can be included in the study to provide a more thorough investigation of the correlations between the variables. For the research to proceed more successfully, the sample size can also be increased.

5.3 Limitation and Future Research Directions

The managerial implications and the findings of this study should be assessed in the light of its limitations and future research directions. This study was cross-sectional research, which was conducted in one context and in a single country, i.e., Rawalpindi/Islamabad, Pakistan. This study, therefore, has a vast scope of being carried out in different environments, through different research

designs. It can be replicated with much larger samples and different industries etc. Future research on these variables can be conducted using longitudinal research methodology, which may provide much deeper and profound understanding of mediating role of OCB between training and development, employee empowerment and employee perceived performance. The data collected for this study was done through questionnaires and was of quantitative nature. Different methods can be used to collect data as well for future research. Future researchers can add more or different variables such as work life policies etc. to conduct research that is more dynamic. Moreover, new research can elaborate on various aspects of Organizational Citizenship behavior to understand its much deeper role in enhancing the performance of the employees.

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Appendices

Research Questionnaire

Sr. No.	Variable	Scale
01	Employee Performance	<ol style="list-style-type: none"> 1. I am actively working at my maximum performance level 2. I make every effort to be at work as much as possible. 3. I am among the best in my domain 4. I have very high expectations of myself and my work. 5. My work is consistently of the highest quality. 6. I'm pleased with how well I've done at work.
02	Training and Development	<ol style="list-style-type: none"> 1. To me, Training fulfills requirements. 2. In my view the amount of training provided is sufficient. 3. I have the capability to apply training materials on the job 4. Applicability of training to the work for me. 5. I Look for new ways to learn. 6. I regard Job training as a continuous endeavor. 7. I am proactive in looking for ways to make things better 8. Learning objectives with respect to my company's current and future positions have been established. 9. Learning is meaningful and planned for me. 10. The department provides training opportunities. 11. Personal and professional growth is of interest for me. 12. My organization encouraged and rewarded me to participate in training
03	Employee Empowerment	<ol style="list-style-type: none"> 1. The work I do is very important to me. 2. My job activities are personally meaningful to me. 3. The work I do is meaningful to me. 4. I am confident about my ability to do my job. 5. I am self-assured about my capabilities to perform my work activities. 6. I have mastered the skills necessary for my job. 7. I have significant autonomy in determining how I do my job. 8. I can decide to my own how to go about doing my work. 9. I have considerable opportunity for independence and freedom in how I do my job. 10. My Impact on what happens in my department is large 11. I have a great deal of control over what happens in my department. 12. I have a significant influence over what happens in my department.
04	OCB	<ol style="list-style-type: none"> 1. I obey company's rules and regulations even when no one is watching me. 2. I am one of my most dependable workers. 3. I Believe that an honest day's work should be rewarded with an honest day's compensation 4. I Keeps abreast of changes in the organization. 5. I Read and maintain track of the organization's news, memoranda, and upcoming events. 6. I take necessary measures to avoid conflicts with coworkers. 7. I am aware of how employees' actions impact the jobs of others. 8. I do not interfere with other people's rights. 9. I attempt to prevent causing conflict among employees. 10. I assist others who are working under a lot of pressure 11. I willingly try to help people who are having troubles at work. 12. I am always willing to provide a helpful hand to individuals in my immediate vicinity

Plagiarism Report

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ORIGINALITY REPORT

10%	6%	3%	6%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	etd.aau.edu.et Internet Source	1%
2	Submitted to Higher Education Commission Pakistan Student Paper	1%
3	Ana Kadarningsih, Vicky Oktavia, Amjad Ali. "The Role of OCB as a Mediator in Improving Employees Performance", Benefit: Jurnal Manajemen dan Bisnis, 2020 Publication	1%
4	Submitted to Icon College of Technology and Management Student Paper	<1%
5	www.coursehero.com Internet Source	<1%
6	journal.umy.ac.id Internet Source	<1%
7	Submitted to Universiteit van Amsterdam Student Paper	<1%

Submitted to Mancosa