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When do-good meets empathy and mindfulness☆

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ABSTRACT

Prosocial behaviors such as organizational citizenship behavior (OCB) and customer-oriented citizenship behavior (CCB) are the social currency in socialization process, especially in the service encounter context. However, less is known about how OCB and CCB influence employee performance and the intervening role of trait-related moderators (i.e. empathy and mindfulness). Premised upon socialization process, altruistic motivation and self-determination theory, we propose a moderated mediation model that integrates OCB, CCB, empathy, mindfulness, and employee performance. We find that OCB positively affects employee performance through CCB. We also find that the effect of OCB on CCB and, ultimately, on employee performance is stronger for high levels of empathy and mindfulness compared to low levels. We discuss the implications for theory, practice, and future research.

1. Introduction

Service has become a dominant player in many developed and emerging economies, with many of which relying on services for more than 70% of their gross domestic product (Ostrom et al., 2008; Lemon, 2010; Maiti, 2018). Marketing practitioners in service firms are increasingly required to "raise the bar" in the provision of service to achieve high levels of employee performance (Bell and Menguc, 2002; Schneider et al., 2005; Chan et al., 2010; Fu et al., 2019). To this end, service firms have recently encouraged frontline employees to practice extra-role behaviors that are congruent with their personal traits. Extra-role behavior refers to the informal and voluntary behavior not included as part of an employee's official job duties but might affect the well-being of the organization and its employees (Bettencourt and Brown, 1997; Bettencourt et al., 2001; Schneider et al., 2005). Organizations often benefit from their employees who are willing to go above and beyond the call of duty (Hart et al., 2016). Two primary forms of extra-role behavior of frontline employees include organizational citizenship behavior (OCB) (Smith et al., 1983; Organ, 1988) and customer-oriented citizenship behavior (CCB) (Netemeyer et al., 2005; Auh et al., 2014). Empathy and mindfulness are essential personal traits that have received considerable attention in clinical and psychology literature (e.g., Wieseke et al., 2012; Brown and Ryan, 2003; Halpern, 2003; Bishop et al., 2004; Hayes and Feldman, 2004). These personal traits of frontline employees, who are often in contact with customers in service firms, may complementarily intervene the way they interact with customers (Ye et al., 2007).

Although the contributions of prior studies on the above-mentioned related streams of research are substantial, two important but neglected issues exist in the extant literature. First, while prior research has focused almost entirely and separately on the effects of OCB (Bell and Menguc, 2002; Bommer et al., 2007; Sun et al., 2007; Auh et al., 2014; Gong et al., 2018; Marinova et al., 2018) and CCB (Auh et al., 2014) on employee performance, yet little is known about how OCB and CCB together influence employee performance. OCB refers to voluntary employee behaviors that go above and beyond the call of duty and may contribute to organizational effectiveness (Organ, 1988), while CCB refers to voluntary extra-role behaviors that a frontline employee may practice toward enhancing service quality (Auh et al., 2014). Drawing upon social exchange theory (Kelley and Hoffman, 1997; Bell and Menguc, 2002), we propose that CCB is a salient factor in transforming OCB into employee performance. Understanding how OCB influence employee performance through CCB may shed light on the salience of this factor.

Second, most prior research on empathy and mindfulness focuses on their effects on prosocial behaviors (Van Doesum et al., 2013; Prot et al., 2014). In contrast, there is almost no research on the moderating role of these trait-related interventions that may strengthen or weaken

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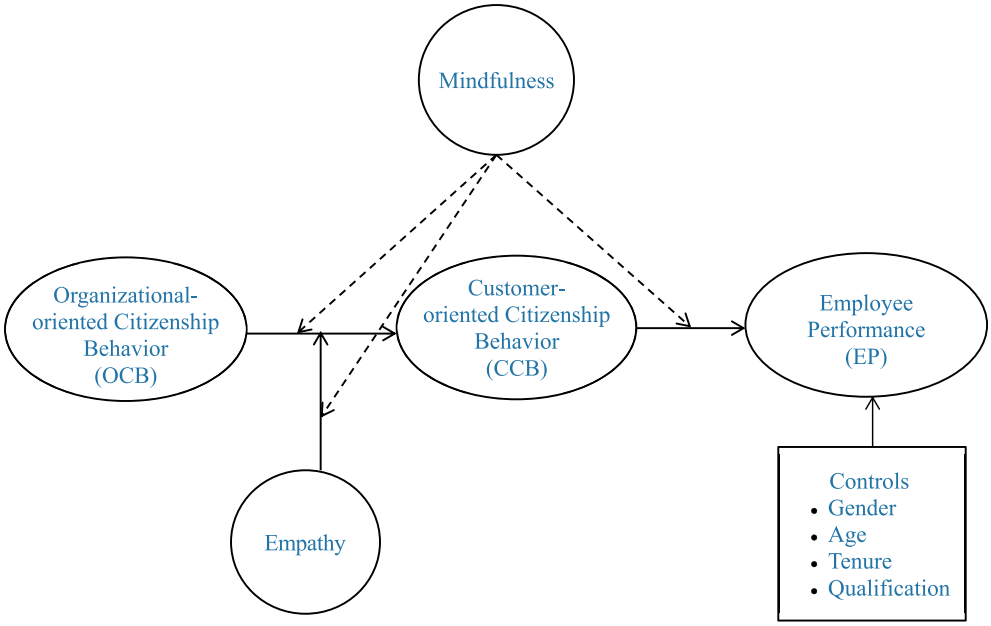

Fig. 1. Conceptual model.

the linkages between OCB, CCB, and employee performance. Empathy refers to an ability to sense and react to others' thoughts, feelings and experiences (Wieseke et al., 2012), while mindfulness refers to an inherent state of consciousness in which individuals are attentive to and aware of present experiences (Brown and Ryan, 2003). In the current study, we propose that frontline employees' personal traits may intervene the way that they interact with customers, especially when they go the extra mile to delight customers. Building upon self-determination theory (Ryan and Deci, 2000; Deci and Ryan, 2012) and altruistic motivation theory (Prot et al., 2014), we argue that not all frontline employees exercise OCB and CCB and achieve performance to the same extent. That is the degree to which frontline employees engage in OCB and CCB toward achieving better operational outcomes depends on their levels of empathy and mindfulness. Therefore, our study aims to fill up these research gaps by answering the two research questions:

RQ1. How OCB and CCB together influence employee performance?

RQ2. How employees' personal traits (i.e. empathy & mindfulness) intervene the linkages between OCB, CCB, and employee performance?

To address these research questions, we propose a theoretical framework as shown in Fig. 1 that integrates OCB, CCB, empathy, mindfulness, and employee performance.

The remainder of this article is organized as follows: In the next section, we review relevant literature, define the constructs of interest and develop a set of hypotheses that guide the research. We then outline our methods, present the results, and finally, discuss the theoretical and managerial implications, and offer directions for future research.

2. Conceptual framework and hypotheses

2.1. Organizational citizenship behavior (OCB), customer-oriented citizenship behavior (CCB), and employee performance

OCB is defined as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p.4). This form of extra-role behavior comes in five different dimensions (Organ, 1988). First, conscientiousness refers to discretionary behavior that goes well beyond minimum role requirements. Second, altruism involves helping others with their tasks or work related problems. Third, civic virtue is the type of behaviors indicating that an employee responsibly participates in, and is concerned about the life of the organization. Fourth, sportsmanship is a behavior that shows employees' willingness to tolerate less than ideal circumstances. Finally, courtesy involves a behavior that prevents the occurrence of work-related problems with others. OCBs have been linked to several desirable outcomes including job satisfaction, organizational commitment, and job performance (Podsakoff et al., 2000). There are several reasons to explain why employees' level of OCB has positive effects on their levels of job performance (EP) (Bommer et al., 2007; Marinova et al., 2018). For example, OCB is not required by organizations and employees who have such work behavior is usually standout. A supervisor could also benefit from employees engaging in OCB. They may provide some help for the supervisor by taking an extra work for an ill supervisor or indirectly reduce the supervisor' workload by advising other new employees in the team. As a result, the job performance of employees who engage in OCB tends to be rated higher by their supervisor.

CCB is another important form of extra-role behavior that frontline employees carry out to enhance customers' service experience (Bettencourt and Brown, 1997; Podsakoff et al., 1997; Auh et al., 2014; Jha et al., 2019). As frontline employees are often in contact with customers, their behaviors, particularly in voluntary forms of customer assistance tend to have a deep and lasting effect on customers (Auh et al., 2014). Specifically, CCB is likely to result in customer perception of high service quality, customer satisfaction or delight, and customer positive word of mouths (Bettencourt and Brown, 1997; Bell and Menguc, 2002; Chan et al., 2010). As a result, an employee who engages in CCB tends to be rated by a supervisor as a top performer (Brown et al., 2002).

In addition, OCB may indirectly contribute to employee performance through CCB. Employees who have tendency to engage in OCB are also likely to perform CCB which is the key determinant of service quality and customer satisfaction. Indeed, a key assumption of the social exchange theory is that a prosocial behavior (e.g. OCB) is more likely to result in other prosocial behaviors (e.g. CCB) due to the personal values acquired through the socialization process (Kelley and Hoffman, 1997; Bell and Menguc, 2002; Feather et al., 2018). Specifically, previous study (Kelley and Hoffman, 1997) has shown that an employees' altruistic behavior (one of the dimensions of OCB) is positively associated with their behavioral tendency to go above and beyond to deliver services that enhance customer satisfaction (i.e., CCB). Hence, we develop the following hypothesis.

Hypothesis 1. Customer-oriented citizenship behavior (CCB) mediates the relationship between organizational citizenship behavior (OCB) and employee performance.

2.2. Empathy

Empathy is broadly defined as an ability to sense and react to others' thoughts, feelings and experiences (Wieseke et al., 2012). It is a multidimensional construct consisting of cognitive and emotional components (Davis, 1983; Bettencourt et al., 2001). The cognitive empathy (i.e., a perspective taking) involves an ability to understand and anticipate others' thoughts, feelings, and actions. On the other hand, the emotional empathy is an emotional reaction to others' distress (i.e., an empathetic concern). Research in clinical literature has provided evidence on the positive impact of empathy on physician-patient communication, trust, treatment adherence, and clinical outcomes (e.g. Stewart, 1995; Di Blasi et al., 2001). Empathy is an important character for frontline employees to possess because it helps them to be attentive to how customers experience the service encounter (Bowen and Schneider, 1985). Specifically, when frontline employees display empathy, a caring and individualized attention towards customers, it often leads to successful service encounters (Zeithaml et al., 1996; Markovic et al., 2018). Premised on the altruistic motivation, prior research suggests that individuals higher on empathy are more interested in promoting social justice, a form of prosocial behaviors (Prot et al., 2014). Given the same level of OCB, frontline employees who have an ability to sense and react to customers' thoughts, feelings and experiences (or empathy) should be capable of understanding and anticipating customers' expectations in various service situations, and should also have great concern for fulfilling customer needs. Subsequently, they may engage in extra-role behaviors (i.e., CCB) to ensure an appropriate service delivery. Therefore, we hypothesize that:

Hypothesis 2. Empathy moderates the strength of the nexus between organizational citizenship behavior (OCB) and customer-oriented citizenship behavior (CCB) in such a way that this relationship is stronger when empathy is higher.

2.3. Mindfulness

Mindfulness is a naturally occurring characteristic which refers to an inherent state of consciousness in which individuals are attentive to and aware of present experiences (Brown and Ryan, 2003). It has its roots in Eastern spiritual, particularly Buddhism which teaches people to cultivate conscious attention and awareness through meditation practice. Mindfulness involves experiential processing whereby an individual pays attention to the internal or external stimulus as observed facts without making an immediate judgment (Brown et al., 2007; Good et al., 2016). Simply, a mindful person observes an event and his/her thought and emotion when it occurs and tends not to make an interpretation using personal memories, or future projections (e.g., "I know him too well. He is going to make a complaint again").

The literature provides evidence to suggest that trait mindfulness may moderate the relationship between OCB and CCB. Mindfulness affects interpersonal behavior and ability to communicate with others. For example, mindful health care practitioners tend to have open listening with increased awareness and less evaluative judgment of others (Beckman et al., 2012), and better relationship quality with clients (Beach et al., 2013). Moreover, based on self-determination theory (Ryan and Deci, 2000; Deci and Ryan, 2012), a study by Hülsheger et al. (2013) explain that frontline employees are often susceptible to emotion exhaustion but those with high trait mindfulness are capable of regulating their emotion in a positive way and tend to disengage themselves from unhealthy behavior patterns. Similarly, research in medicine and psychology has shown that the enhancement of mindfulness can influence emotion and behavior in a positive way due to improved quality of attention (e.g., Bishop et al., 2004; Hayes and Feldman, 2004). This attentional quality can promote positive emotional responses and lessen negative emotional responses, and dampen stress reactions (Good et al., 2016; Gilbert et al., 2018; Du et al., 2019). As a result, mindful employees tend to have better self-regulation of undesirable responses to stressful work environment (Long and Christian, 2015). They feel less stressed when managing demanding customers so they may have high willingness to put extra efforts in satisfying customers. Good et al. (2016) suggest that mindfulness may lead to increased other-orientation, facilitating the experience and expression of prosocial behaviors. In line with prior research, we expect that given the same level of OCB, frontline employees who have a high level of trait mindfulness will be more willing to engage in CCB compared to those who have a low level of trait mindfulness.

Moreover, trait mindfulness may affect the relationship between CCB and employee performance. Dispositional mindfulness has been associated with reduction of mind wandering (Mrazek et al., 2012), and improvement in an ability to focus in the present task (Smallwood and Schooler, 2015). Therefore, mindful frontline employees pay great attention to the present moment and are aware of the dynamic environment. As a result, they are more capable of making decisions in real time when a service encounter does not go according to the script (Dane and Brummel, 2013). In addition, trait mindfulness can enhance cognitive capacity and flexibility so mindful employees tend to have a high working memory capacity and problem solving ability which may enable them to perform better than others (Good et al., 2016). Specifically, they may be able to use their observations and skills to help supervisors by suggesting ways to improve service delivery and reduce customer complaints. Moreover, when employees pay attention to their works and do not operate on habitual and automatic functioning (Herndon, 2008; Hülsheger et al., 2013; Good et al., 2016; Gilbert et al., 2018), they will be less likely to make errors and mistakes. Given the same level of CCB, we expect that frontline employees who have a high level of trait mindfulness will achieve better job performance than those who have a low level of trait mindfulness.

Lastly, in addition to the moderation effects on OCB-CCB and CCB-Employee performance relationships, trait mindfulness is also expected to interact with empathy and together moderate the relationship between OCB and CCB. A previous study by Dekeyser et al. (2008) confirms that mindfulness is associated with empathy. Condon et al. (2013) also show that participants who have joined mindfulness-based stress reduction program are reported to have a greater level of empathy than controls. Therefore, we expect that trait mindfulness will affect the strength of the moderated relationship between empathy, OCB and CCB in such a way that this relationship is stronger when mindfulness is higher. Based on the above arguments, we develop the following hypothesis:

Hypothesis 3. The strength of the relationships among organizational citizenship behavior (OCB), customer-oriented citizenship behavior (CCB), empathy, and employee performance will differ between high and low levels of mindfulness.

3. Research methodology

3.1. Measures of constructs

We employed previously developed and well-established scales to measure the focal constructs of the proposed theoretical model. OCB was measured with a twenty-item scale, reflecting five dimensions – altruism (4 items), courtesy (4 items), sportsmanship (6 items, conscientiousness (2 items), and civic virtue (4 items). These items were adapted from Bell and Menguc (2002) using a five-point Likert scale (1 = almost never, 5 = almost always). Similarly, on the basis of Wieseke et al. (2012), we measured Empathy with seven items tapping

to two dimensions, i.e. perspective taking (three items) and empathic concern (four items), using a five-point scale where 1 – strongly disagree, 5-strongly agree.

We measured Mindfulness with 15 items adapted from Brown and Ryan (2003) using a five-point scale Likert scale (1 = almost always, 5 = almost never). CCB was measured with a four-item five-point Likert scale (1 = strongly disagree, 5 = strongly agree) following Netemeyer et al. (2005). We measured Employee performance using a seven-item five-point Likert scale (1 = strongly disagree, 5 = strongly agree) borrowed from Mathies and Ngo (2014). We also included gender, age, tenure and qualification as control variables into the measurement instrument.

3.2. Samples and procedure

Vietnam was chosen as the empirical setting as it has been considered an emerging economy with growth potential and a new dragon in Asia (Ngo and O'Cass, 2009). This country has gone through a major economic transition process and being among the most attractive destinations for foreign direct investment in Asia Pacific region (Farley et al., 2008; Ngo and O'Cass, 2009). In this emerging economy, service is a dominant player and employee service productivity has become essential for business success, therefore, Vietnamese banking industry offers a rich setting to examine how empathy, mindfulness, OCB, and CCB are interrelated and how each plays a role in enhancing employee performance.

The English version of the questionnaire was prepared and translated into Vietnamese, and then back-translated into English. A comparison between the two translated versions was made by a bilingual researcher to ensure conceptual equivalence and accuracy (Brislin et al., 1973). Twenty in-depth interviews with employees and customers of a large commercial bank were conducted to assess informants' understanding of the questionnaire items, their clarity, relevance, and overall structure. The questionnaire was then finalized and used to collect data for the main survey using onsite interview method. This method has been considered as appropriate in high context cultures such as Vietnam where interpersonal interactions are preferred as modes of information exchange (Hofstede, 1980). Moreover, in emerging economies like Vietnam, the onsite interview method is essential for quality control and reliability of the data (Li and Atuahene-Gima, 2001; Zhou et al., 2005). A professional research company was employed to manage the survey administration.

The respondents of the main survey included frontline employees and their managers at three main branches of a large commercial bank in Southern Vietnam. Frontline employees were required to report on mindfulness and empathy, while their managers were required to report on OCB, CCB, and employee performance. In addition, they were required to report on a number of control variables, including age, gender, tenure, and qualification.

3.3. Sample profile

We received 382 completed surveys from respondents of a large commercial bank in Vietnam. As shown in Table 1a, while the gender ratio of frontline employees is equal between male and female, majority of employees are between 20 and 34 years old (68.4%), hold a bachelor degree (86.6%) and have worked for the company for less than 6 years (71.9%). All managers who participated to assess these frontline employees hold a bachelor degree and most of them are male (75%), over 30 years old (95.8%) and have worked for the company for at least 6 years (91.7%). The demographic characteristics of managers are given in Table 1b.

Table 1a
Demographics of frontline employees.

Demographics	Frequency (n = 382)	%	Demographics	Frequency (n = 382)	%
Gender			*Tenure*		
Male	194	50.8	1–2 years	160	41.9
Female	188	49.2	3–5 years	115	30.0
Age			6–10 years	92	24.0
			> 10 years	15	3.9
< 20	1	0.3	*Education*		
20–24	72	18.8	High school	33	8.6
25–29	181	47.4	University	331	86.6
30–34	84	22.0	Postgraduate	11	2.9
> 35	44	11.5	Other	7	1.8

Table 1b
Demographics of managers.

Demographics	Frequency (n = 24)	%	Demographics	Frequency (n = 24)	%
Gender			Tenure		
Male	18	75.0	1–2 years	–	–
Female	6	25.0	3–5 years	2	8.3
Age			6–10 years	16	66.7
			> 10 years	6	25.0
< 20	–	–	Education		
20–24	–	–	High school	–	–
25–29	1	4.2	University	24	100.0
30–34	12	50.0	Postgraduate	–	–
> 35	11	45.8	Other	–	–

4. Data analysis and findings

4.1. Assessment of measurement model

The measures of the study exhibited strong psychometric properties. As shown in Table 3, factor loadings of the focal constructs ranging from 0.52 to 0.93 were above the recommended threshold of 0.5 (Hair et al., 1998) and all were significant. All composite reliabilities ranged between 0.78 and 0.94, exceeding the threshold of 0.7 (Nunnally and Bernstein, 1994). The squared roots of average variance extracted (AVE) values by the underlying factors (from 0.71 to 0.83) were considerably larger than the correlations among these factors (from 0.11 to 0.64). These results collectively indicate that the measures exhibit satisfactory convergent validity and discriminant validity. We then further examined the correlations between the focal constructs (as shown in Table 2) and calculated their corresponding Variance Inflation Factor (VIF) values to ensure no multicollinearity problem. We found no evidence of multicollinearity because the VIF scores ranged between 1.05 and 2.30, which were far below the critical value of 10 (Hair et al., 1992).

4.2. Hypothesis testing

Hypothesis 1 predicted that CCB would mediate the relationship between OCB and Employee performance. As shown in Table 4, OCB positively influenced Employee performance (Model 1, $\beta = 0.29$, t-value = 5.67) and CCB (Model 2, $\beta = 0.32$, t-value = 6.10), which also positively affected Employee performance (Model 2, $\beta = 0.60$, t-value = 15.70). Contrary to Model 1, we found that the positive effect of OCB on EP converted into insignificant in Model 2 ($\beta = 0.09$, t-value = 1.93). Hypothesis 1 was supported in that CCB fully mediated the link between OCB and Employee performance.

Hypothesis 2 proposed that empathy would moderate the effect of OCB on CCB. We expected that the relationship would be stronger at

Table 3
Scale items and latent variable evaluation.

Mindfulness (MMF)		
(CR = 0.93; AVE = 0.50)	1. I could be experiencing some emotion and not be conscious of it until some time later (R)	0.61
	2. I break or spill things because of carelessness, not paying attention, or thinking of something else (R)	0.62
	3. I find it difficult to stay focused on what's happening in the present (R)	0.74
	4. I tend to walk quickly to get where I'm going without paying attention to what I experience along the way (R)	0.52
	5. I tend not to notice feelings of physical tension or discomfort until they really grab my attention (R)	0.55
	6. I forget a person's name almost as soon as I've been told it for the first time (R)	0.57
	7. It seems I am "running on automatic," without much awareness of what I'm doing (R)	0.79
	8. I rush through activities without being really attentive to them (R)	0.89
	9. I get so focused on the goal I want to achieve that I lose touch with what I'm doing right now to get there (R)	0.69
	10. I do jobs or tasks automatically, without being aware of what I'm doing (R)	0.80
	11. I find myself listening to someone with one ear, doing something else at the same time (R)	0.68
	12. I drive places on "automatic pilot" and then wonder why I went there (R)	0.75
	13. I find myself preoccupied with the future or the past (R)	0.66
	14. I find myself doing things without paying attention (R)	0.78
	15. I snack without being aware that I'm eating (R)	0.74
Empathy		
Perspective Taking (EPT) (CR = 0.86; AVE = 0.67)	1. I try to look at everybody's side of a disagreement before I make a decision	0.77
	2. When I am upset at someone, I usually try to "put myself in their shoes".	0.83
	3. I believe that there are two sides to every question and try to look at them both	0.86
Empathic Concern (ECN) (CR = 0.84; AVE = 0.57)	1. I would describe myself as a pretty soft-hearted person	0.83
	2. If someone is unhappy, I quickly realize this, even if I do not know the person well	0.74
	3. Other people's misfortunes usually disturb me a great deal	0.65
	4. I often have tender, concerned feelings for people less fortunate than me	0.80
Organizational Citizenship Behaviour (OCB)	Within the last 6 months, how often did this employee …	
Altruism (CR = 0.87; AVE = 0.63)	1. Helps others who have heavy workloads	0.81
	2. Helps others who have been absent	0.82
	3. Willingly gives of his/her time to help others who have work related problems	0.81
	4. Helps orient new salespeople even though it is not required	0.73
Courtesy (CR = 0.86; AVE = 0.60)	5. Consults with me or other individuals who might be affected by his/her actions or decisions	0.72
	6. Does not abuse rights of others	0.83
	7. Takes steps to prevent problems with other salespeople	0.75
	8. Informs me before taking any important actions	0.79
Sportsmanship (CR = 0.93; AVE = 0.68)	9. Consumes a lot of time complaining about trivial matters (R)	0.78
	10. Tends to make problems bigger than they are (R)	0.87
	11. Constantly talks about wanting to quit his/her job (R)	0.88
	12. Always focuses on what's wrong with his/her situation, rather than the positive side (R)	0.76
	13. Is always punctual	0.81
	14. Never takes long lunch or break	0.85
Conscientiousness (CR = 0.78; AVE = 0.64)	15. Does not take extra breaks	0.64
	16. Obeys company rules, regulations, and procedures even when no one is watching	0.93
Civic Virtue (CR = 0.89; AVE = 0.66)	17. Keeps abreast of changes in the organization	0.80
	18. Attends functions that are not required, but that help the company image	0.82
	19. Attends and participates in meetings regarding the organization	0.83
	20. Keeps up with developments in the company	0.81
Customer-oriented Citizenship Behaviour (CCB)	Within the last 6 months, how often did this employee …	
(CR = 0.90; AVE = 0.69)	1. Go above and beyond the "call of duty" when serving customers	0.80
	2. Willingly go out of his/her way to make a customer satisfied	0.85
	3. Help customers with problems beyond what was expected or required	0.84
	4. Voluntarily assist customers by going beyond job requirements	0.85
Employee Performance (EP)		
(CR = 0.94; AVE = 0.68)	1. This emloyee is among the top performers	0.82
	2. This employee is in the top 10% of servers here	0.82
	3. This employee get along better with customers than others do	0.83
	4. This employee knows more about our products and services than others	0.82
	5. This employee knows what the customers expect	0.82
	6. This employee gets better awards/bonuses than most	0.86
	7. I have higher productivity than others	0.82

Table 2
Construct means, standard deviations, and correlations.

Constructs	Mean	SD	1	2	3	4	5
1. Mindfulness	3.79	.73	1				
2. Empathy	3.49	.60	.11*	1			
3. OCB	3.89	.65	.18**	.22**	1		
4. CCB	3.81	.94	.24**	.33**	.30**	1	
5. Employee performance	3.72	.96	.44**	.26**	.29**	.64**	1

Note: Correlation between variables (off diagonal), **p < 0.01, *p < 0.05.

high levels of empathy. The full model was developed to test this moderation effect. The Full model in Table 4 shows that both OCB (β = 0.27, t-value = 4.95) and empathy (β = 0.24, t-value = 4.03) had positive impacts on CCB. The interaction effect of OCB and empathy also demonstrated a positive influence on CCB (β = 0.31, t-value = 5.68), supporting Hypothesis 2.

We assured the moderated mediation effect by using the bootstrapping bias-corrected confident interval procedure of the SPSS Macro PROCESS Model 7 (Hayes et al., 2017). We applied the OLS path analysis to estimate the model coefficients. The analysis confirmed that the moderation model with customer-oriented citizenship behavior as the outcome variable was significant, F (3, 378) = 37.03, p < 0.001, R^2 = 0.23. Mediation model with Employee performance as the outcome variable was significant, F (2, 378) = 135.23, p < 0.001, R^2 = 0.41. The index of moderated mediation was significant, β = 0.096, 95% confident interval CI = [0.23, 0.61], demonstrating that the indirect effect of OCB on employee performance through CCB

Table 4
Structural model results.

Exogenous variables	Endogenous model				
	Model 1	Model 2		Full Model	
	Employee performance	CCB	Employee performance	CCB	Employee performance
OCB	.29**(5.67)	.32**(6.10)	.09 (1.93)	.27**(4.95)	.09 (1.87)
CCB			.60**(15.70)		.60**(15.02)
Empathy				.24**(4.03)	
OCB * Empathy				.31**(5.68)	
Control variables					
Gender	-.08 (1.50)		-.10*(2.45)		-.10*(2.42)
Age	.02 (.23)		.00 (.06)		.00 (.05)
Tenure	.08 (1.11)		.11 (1.85)		.11 (1.97)
Qualification	-.03 (.62)		-.02 (.55)		-.02 (.54)
R-square	.11	.10	.43	.25	.43

Note: **p < 0.01, *p < 0.05.

Table 5
Multi-group analysis results: Path coefficients differences.

	GROUP_MF(1.0) - GROUP_MF(2.0)
OCB → Employee performance	0.04
OCB → CCB	0.04
CCB→ Employee performance	0.34**
Empathy → CCB	0.11
Empathy *OCB → CCB	0.29*
Gender → Employee performance	0.03
Age → Employee performance	0.26*
Tenure → Employee performance	0.28*
Qualification → Employee performance	0.03

Note: **p < 0.01, *p < 0.05.

differed significantly at different levels of empathy. This result was substantially identical to our SEM result.

Hypothesis 3 predicted that the strength of the relationships among OCB, CCB, empathy, employee performance differ between high and low levels of mindfulness. To test this hypothesis, we conducted multi-group analysis (MGA) and found substantial differences across levels of mindfulness, supporting Hypothesis 3. As shown in Table 5, we found that the strengths of the CCB-Employee performance ($\Delta\beta = 0.34$, $p < 0.01$) and empathy*CCB-CCB ($\Delta\beta = 0.29$, $p < 0.05$) linkages differed across high and low levels of mindfulness, supporting Hypothesis 3.

5. Discussion and implications

5.1. Theoretical implications

Prosocial behaviors (i.e. OCB and CCB) are the social currency in socialization process, especially in the service encounter context. However, less is known about how OCB and CCB influence employee performance and the intervening role of trait-related moderators (i.e. empathy and mindfulness). Our study sheds light on this question. Premised upon socialization process and altruistic motivation theory, we propose a moderated mediation model that integrates OCB, CCB, empathy, mindfulness, and employee performance. On the basis of a survey data from frontline employees and their managers of a large commercial bank, we contribute the existing literature in several ways.

First, our results indicated that OCB positively affects employee performance through CCB. This is consistent with the socialization process theory argument that increased demands of voluntary customer assistance that result from OCB determines the degree to which CCB is adopted. Although OCB and CCB are important drivers of employee performance, we offer the new insight that CCB is the modus operandi that makes OCB more valuable in achieving superior employee performance. This new insight implies a need for service marketing theory to embrace a more fine-grained notion of extra-role behaviors. That is OCB and CCB in combination, rather than one or the other alone, enable frontline employees to perform effectively as a result.

Second, our study also identifies empathy and mindfulness as new intervening mechanisms for explaining performance implications of extra-role behaviors (i.e. OCB and CCB). While prior research has only shown how empathy and mindfulness enhance OCB and CCB (Prot et al., 2014; Van Doesum et al., 2013), our study provides what may be the first evidence that empathy and mindfulness interact with OCB and CCB to influence employee performance. We find that the effect of OCB on CCB and, ultimately, employee performance is stronger for high levels of empathy and mindfulness compared to low levels.

5.2. Managerial implications

Our findings suggest some important implications for managers at work. First, our results underscore that the benefits of OCB are not directly contributed to enhanced employee performance. Instead, we suggest an increasing importance of CCB that enables the translation of OCB into higher employee performance. Our study calls on managers to simultaneously pay equal attention to both OCB and CCB. Thus, managers need to develop team building experiences that encourage employees to share their experiences of OCB and CCB practices through personal praise and encouragement.

Second, our findings suggest that empathy and mindfulness are effective in strengthening the effect of OCB and CCB on employee performance. Thus, services firms may benefit from developing and rewarding empathic- and mindful-based practices. In fact, firms are increasingly promoting and training their employees in empathy and mindfulness (e.g., Google, Intel, Ford, and General Mills) (Wieseke et al., 2012; Hafenbrack, 2017). For example, managers should provide frontline employees with opportunities to develop their ability to sense customer thoughts and feelings. In addition, managers should also consider using workplace interventions to increase pro-sociality awareness. These mindful interventions enable frontline employees to internalize a sense of pro-sociality in their interaction with customers.

5.3. Limitations and future research directions

Our study has a number of limitations. First, the generalizability of the findings is limited as sampling frontline employees from just a single services firm may raise concerns about the adequacy of measurement variations found in the focal constructs. Second, our study's cross-sectional research design may not support strong claims about causality. Third, our exclusive focus on OCB and CCB is a limitation. Future research needs to address the aforementioned limitations and

advance the literature. First, future studies might collect data from various firms using multiple sources. Second, longitudinal research could shed light on the benefits of frontline employees' continuous prosocial practice.

Appendix A. Supplementary data

Supplementary data to this article can be found online at https://doi.org/10.1016/j.jretconser.2019.03.020.

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