A STUDY ON EMPLOYEE ENGAGEMENT DIMENSIONS AND ITS IMPACT ON ORGANIZATION CITIZENSHIP BEHAVIOR

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ABSTRACT

Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being. Highly-engaged employees are not only expected to work at a superior level, but also to actively apply themselves beyond formal job requirements. Thus, the concept of work behavior that is beyond the requirement of job scope is called as organizational citizenship behavior (OCB). OCB is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. In this study, we are trying to test the relationship between employee engagement and OCB, as employee engagement is one of the most important constructs that affect the OCB. The study focused on the dimensions of employee engagement (organizational support, career management support, and Recognition and work Life Balance) as possible moderators to explain the impact and the association between employee engagement and OCB. The study is focused at employees working in a NBFC company in Coimbatore. The research design that is used in this study is descriptive research design. The study is based on the primary data, collected from the respondents who were the employees of NBFC Company, Coimbatore. The data are collected through structured questionnaire. The sampling technique used for this study is probability sampling technique. Data analysis was conducted using the statistical tools, and the hypothesis was tested using Regression and Bivariate Correlation. The results of the study clearly show that employee engagement dimensions have an impact on OCB and a strong amount of association exist between them.

Keywords: ???.

INTRODUCTION

Employee engagement is "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption."

The definitions we use in this study for its dimensions are:
- Vigor is "high levels of energy and mental spirit."
- Dedication is "a composition of manners encircling passion for their job, delight, and stimulation."
- Absorption is "being fully concentrated and deeply engrossed in one's work."

Drivers of employee engagement
Some of the drivers of employee engagement are training and development, organization support, performance and appraisal, communication, opportunity to grow, recognition, job satisfaction, career management support, work–life balance.

Organization citizenship behavior (OCB)
OCB is "a positive behavior that goes beyond the formal requirement of the job but promotes effective functioning of the organization, improves employees' task performance by freeing up resources, helps to coordinate activities between employees and uplifts co-worker productivity." The dimensions used in this study are conscientiousness, altruism, civic virtue, sportsmanship, and courtesy

OBJECTIVES OF THE STUDY

- To study employee engagement dimensions and its impact on OCB.
- To determine the association between the dimensions of employee engagement with OCB.

REVIEW OF LITERATURE

Suthinee Rurkkhum conducted a study on the Relationship between employee engagement and OCB in Thai Organizations. This study aimed to contribute to knowledge about employee engagement and shed light on how the field of HRD can be more involved in this knowledge creation. The hypothesis framed was H_1: There is a positive relationship between employee engagement and OCB. H_2: Organizational support is expected to positively moderate the relationship between employee engagement and OCB. H_3: Access to training and development opportunities is expected to positively moderate the relationship between employee engagement and OCB. H_4: Support for training and development opportunities from senior staff and colleagues is expected to positively moderate the relationship between employee engagement and OCB. H_5: Benefits of training are expected to positively moderate the relationship between employee engagement and OCB. H_6: Formal career management support is expected to positively moderate the relationship between employee engagement and OCB. This study utilized a survey research method and collected data from 522 employees from four large Thai organizations. The primary method of data analysis was a series of hierarchical multiple regression analyses. The findings of this study revealed the positive relationships between employee engagement and every component of OCB.

Sridhar [1] conducted a study on the impact of employee engagement on OCB. It focuses on the level of engagement in an organization and acts on the results for the growth of the organization. The hypothesis framed was there is a positive relationship between the employee engagement and OCB. The study is descriptive in nature. The data have been collected using structured questionnaire administered to the various Cadres of employees working in a major construction company headquarters located in Chennai. The number of respondents was 250. The following important dimensions of employee engagement are recognition, opportunity for growth, organization's leadership and planning, work–life balance, work nature, job role management support and working environment. The following important dimensions of OCB are altruism, conscientiousness, civic virtue, courtesy, and sportsmanship were used in the study. The tools used are Bivariate correlation, multiple regression, and percentage analysis. The study reveals that there is a very significant relationship between employee engagement and OCB. The study strongly recommends that organizations can develop OCB by focusing on employee engagement.

Table 1: Multiple regression

Independent factor	Dependent factor	Level
Employee engagement (77.9), career management (70.1)	Altruism	High
Employee engagement (68.7), career management (66.5)	Conscientiousness	High
Employee engagement (47.6), career management (42.9), work–life balance (40.9)	Courtesy	Moderate
Employee engagement (47.9) and recognition (47.9)	Civic virtue	Moderate
Employee engagement (54.9) and recognition (53.6)	Sportsmanship	Moderate

Table 2: Correlation

OCB dimensions	High	Moderate
Altruism	Employee engagement (0.892), career management support (0.839), recognition (0.765), organization support (0.676), and work–life balance (0.663)	
Conscientiousness	Employee engagement (0.752), recognition (0.627), and career management support (0.727)	Organization support (0.494) and work–life balance (0.509)
Courtesy	Employee engagement (0.640) and recognition (0.604)	Organization support (0.497), career management support (0.598), and work life balance (0.559)
Civic virtue	Employee engagement (0.636), career management (0.629), and recognition (0.638)	Organization support (0.554) and work–life balance (0.545)
Sportsmanship	Employee engagement (0.656) and recognition (0.627)	Organization support, (0.546), career management support (0.546), and work–life balance (0.475)

Sharma *et al.* [2] did a study on OCB in public and private sector and its impact on job satisfaction: A comparative study in Indian perspective. The objective of the study was to measure the degree of change in OCB in a public sector organization and a private sector organization. We hypothesized that there is a significant difference in the degree of OCB of employees in public sector and private sector organization. Data were collected from 200 employees consisting of managerial and nonmanagerial staff from both the public sector and private sector organizations. The tools used in this study are regression and z-test for comparing the means. The results showed that employees in public sector organization have greater degree of OCB in comparison to private sector organizations and also the job satisfaction increases or decreases based on increase or decrease in OCB. The purpose of this study is to invoke OCB in private sector organization.

Ariani [3] conducted a study on the relationship between employee engagement, OCB, and counterproductive work. Organization has long been interested in the role of management on how employees think and feel about their jobs, as well as what employees are willing to dedicate to the organization. This study tested the relationship between employee engagement, OCB, and counterproductive work behavior (CWB). The hypothesis used H_1: The relationship between employee engagement and OCB is positive H_2: The relationship between employee engagement and CWB is negative H_3: The relationship between OCB and CWB is negative. H_4: There is no significant gender difference in all variables in this research. The sample consisted of 507 employees (with response rate 92%) of 550 employees from service industries in Yogyakarta Indonesia. The tools used for this research are factor analysis, factor extraction, and varimax rotation. The result indicated a significant positive relation between employee engagement and OCB and a significant negative relation between employee engagement and CWB and between OCB and CWB this result also indicated no differences between employee engagement of female and male. This result shows that there is different in mean score of OCB and CWB between male and female.

Detnakarina and Rurkkhumb [4] did a study on the mediating role of employee engagement in the relationships between perceived organizational support and OCB of hotels in Thailand. The hypothesis framed for the study is H_1: POS is positively related to OCB H_2: POS is positively related to employee engagement H_3: Employee engagement is positively related to OCB H_4: Employee engagement will mediate the relationship between POS and OCB. Data were analyzed through descriptive statistics, confirmatory factor analysis, and structural equation modeling. A total of 733 full-time frontline employees of hotels

in 10 most visited provinces in Thailand participated in this study. The results showed that POS significantly and positively related to OCB and also suggested that employee engagement acts as a partial mediator of the relationship between POS and OCB.

Bhatla [5] conducted a study on OCB of Faculties in Private Engineering Colleges, Lucknow. The main objective of the study was to identify the relation of job satisfaction of faculties with OCB and to identify the role of employee engagement activities in enhancing the OCB. The hypothesis framed is organizational commitment has a direct correlation with OCB and employee engagement has a direct correlation with OCB. The sampling technique used in this research is convenience sampling collected from the sample of 100 faculties of private engineering colleges faculties. The research design is descriptive nature and study is limited to the city of Lucknow. The method of data collection is primary and secondary. OCB of faculty is high as the faculties of these private institutions are more linked in terms of job satisfaction, organizational commitment, engagement, and loyalty toward work. The faculties are satisfied because they get opportunities to enhance their skills and competencies. With the improvement competence level they able to work to the utmost and perform better leading to organizational performance and productivity.

RESEARCH METHODOLOGY

The research design that is used in this study is descriptive research design. Descriptive research designs are those which are concerned with describing the characteristics of a particular individual or a group. The study is based on the primary data, collected from the respondents who were the employees of Sakthi Finance Limited Coimbatore. The data are collected through structured questionnaire. The sampling technique used for this study is probability sampling technique. The method adopted is simple random sampling. A simple random sample is a subset of a statistical population in which each number of the subset has an equal probability of being chosen. The population size of the respondents chosen for the study is 110.

ANALYSIS

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FINDINGS

- Employee engagement and career management support have a major impact on altruism.
- Employee engagement and career management support have a major

impact on conscientiousness.
- Employee engagement, career management support, and work–life balance have a major impact on courtesy.
- Employee engagement and recognition have a major impact on civic virtue.
- Employee engagement and recognition have a major impact on sportsmanship.
- Employee engagement, career management support, and recognition are highly correlated with altruism.
- Employee engagement, recognition, and career management support are highly correlated with conscientiousness.
- Employee engagement and recognition are highly correlated with courtesy.
- Employee engagement, career management, and recognition are highly correlated with civic virtue.
- Employee engagement and recognition are highly correlated with sportsmanship.

CONCLUSION

The level of organization support rendered should be improved in the organization. Emphasis can be made to improve the work–life balance in the company. Training programs can be conducted to improve the skills and competency of the employees. Personal development plans can be given to develop career growth. Participation in the sports and CSR activities should be encouraged.

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