



A STUDY ON EMPLOYEE ENGAGEMENT AND ITS IMPACT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN AN IT INDUSTRY

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ABSTRACT

During past two decades, employee engagement became a very popular managerial concept. Organizations use different engagement building tools in order to stay competitive and improve performance. The aim of this paper is commissioned to study the level of Engagement in an organization located in Coimbatore, India and its impact on Organizational Citizenship Behavior. It is highly important to know the level of Engagement in an Organization and act upon the results for growth of the Organization. Engagement is often related to productivity and Turnover. But less importance is given to the Behavioral impact of Employee Engagement. Therefore this study focuses on the impact of Employee Engagement on Organizational Citizenship Behavior. A sample of 106 employees gathered via simple random sampling which has been provided the basis for analysis. Data was collected through questionnaire and analyzed through SPSS. Statistical tools like Regression and Correlation were used and Percentage Analysis was done. It was found that Employee Engagement has a very significant impact on Organizational Citizenship Behavior.

KEYWORDS :

In a knowledge-based economy, it is generally accepted that skilled employees are key assets and the loss of such employees would be unacceptable for most organizations. Attracting and retaining skilled employees is challenging because these workers usually have several other job options. However, having employees with the requisite skills is not enough to help an organization achieve its goals. It is essential to manage these skilled employees so that they perform actively and successfully, and are engaged in their work and their organization. It is not sufficient that they just show up; they need to be functioning at the peak level of their potential.

Anusha sridhar, Dr. T. Thiruvnkadam (2014) This article is commissioned to study the level of Engagement in a construction organization located in Chennai, India and its impact on Organizational Citizenship Behavior. It focuses on the level of Engagement in an Organization and act upon the results for growth of the Organization.

Meredith Elaine Babcock-Roberson, Oriel J. Strickland(2010) Organizations have 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.

¹ Anusha Sridha(2014), "Impact of employee engagement on organization Citizenship behavior", BVIMSR's Journal of Management Research Vol.6 Issue - 2: October: 2014

² Meredith Elaine Babcock-Roberson, "the relationship between charismatic leadership, work engagement, and Organizational citizenship behaviors", The Journal of Psychology, Vol 3, 2010.

Researchers in this study explored how employees' perceptions towards their leaders influence their work-related thoughts and behaviors. The present study adds to the charismatic leadership literature by documenting empirical support of meditation model linking leader charisma to organizational citizenship behaviors (OCB) via work engagement.

TYPE OF RESEARCH

The research design that is used in this study is descriptive research design and analytical research design. Descriptive research designs are those which are concerned with describing the characteristics of a particular individual or of a group.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To determine the impact of employee engagement on organizational citizenship behavior in CG-VAK

SECONDARY OBJECTIVES

- To determine the level of employee engagement in the organization.
- To determine the contribution of individual dimensions to Employee Engagement
- To determine the contribution of individual dimensions to OCB.

DATA AND SOURCES OF DATA

Primary data were collected from respondents by administering a structure questionnaire. Secondary data are those data's collected from already existing one such as a weekly magazines, books, and company websites and company records.

SAMPLING TECHNIQUE

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. A simple random sampling is meant to be an unbiased representation of a group.

STATISTICAL TOOL USED

- Percentage analysis
- Multiple Regression
- Bi-Variate correlation

Table 4.1.1 Showing the Age of Respondents

AGE	NUMBER OF RESPONDENTS	PERCENTAGE
Less than 20yrs	1	.9
20-29yrs	87	82.1
30-39yrs	11	10.4
Greater than 40yrs	7	6.6
Total	106	100.0

The above table shows that, Out of 106 respondents 9% of the respondents are less than 20yrs of age, 82.1% of the respondents are between 20-29years of age, 10.4% of the respondents are between 30-39 years of age, 6.6% of the respondents are greater than 40yrs of age.

TABLE 4.1.2 SHOWING THE GENDER BASED RESPONSE

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
Male	94	88.7
Female	12	11.3
Total	106	100.0

The above table shows that, Out of 106 respondents 88.7% of the respondents are male and 11.3% of the respondents are Female.

Table Shows the Work Experience of Respondents

WORK EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
Less than 1 year	8	7.5
1-5 years	73	68.9
More than 5 years	25	23.6
Total	106	100

The above table shows that, Out of 106 respondents 7.5% of respondents have less than 1year of experience, 68.9% of respondents have 1-5years of experience, 23.6% of respondents have more than 5years of experience.

Table 4.2.1 Showing the impact of various dimensions to employee engagement

	Unstandardized coefficients		Standardized coefficients Beta	R square	Adjusted R square	sig
OS	.404	.060	.548	.301	.294	.000
TD	.262	.072	.338	.114	.106	.000
OG	.428	.074	.493	.243	.236	.000
R	.274	.059	.415	.172	.164	.000

Dependent variable - Employee Engagement

OS- Organizational Support, TD- Training and Development, OG- Opportunity to Grow, R- Recognition

The above table shows that, the sig value is .000 which means employee engagement is predicted by organizational Support, Training and development, opportunity to grow and recognition). R square value is the degree of determination shows the extent to which OS, TD, OG, R influences Employee engagement. Here employee engagement is determined to an extent of OS(30%), TD(11%), OG(24.3%),R(17.2%). This shows there is a model is fit. Organizational support(B=.404) and opportunity to grow(B=.428) has a major impact on employee engagement.

Table 4.3.1 showing the impact of employee engagement on Altruism

	Unstandardized coefficients		Standardized coefficients Beta	R square	Adjusted R square	sig
EE	.538	.094	.489	.239	.232	.000
OS	.311	.073	.384	.147	.139	.000
TD	.346	.076	.406	.165	.157	.000
OG	.497	.080	.520	.270	.260	.000
R	.370	.061	.061	.260	.253	.000

Dependent Variable – Altruism

EE- Employee engagement, OS- Organizational Support, TD- Training and Development, OG- Opportunity to Grow, R- Recognition

INTERPRETATION

The above table shows that, the sig value is .000, which means altruism is predicted by employee engagement, organizational Support, Training and development, opportunity to grow and recognition. R square value is the degree of determination shows the extent to which EE, OS, TD, OG, R influences Altruism. Here altruism is determined to an extent of EE(23.9%) OS(13.9%), TD(15.7%),OG(26%),R(25.3%). This shows there is a model is fit. Here Employee engagement (B=.538) and opportunity to grow(B=.497) has a major impact on Altruism

Table 4.3.2 Showing the Impact of Employee Engagement on Conscientiousness

	Unstandardized coefficients		Standardized coefficients Beta	R square	Adjusted R square	Sig
EE	.653	.101	.536	.287	.280	.000
OS	.288	.083	.321	.103	.094	.000
TD	.332	.087	.352	.120	.115	.000
OG	.367	.097	.347	.124	.112	.000
R	.226	.076	.281	.122	.071	.000

Dependent Variable – Conscientiousness

EE- Employee engagement, OS- Organizational Support, TD- Training and Development, OG- Opportunity to Grow, R- Recognition

The above table shows that, the sig value is .000 which means conscientiousness is predicted by employee engagement, organizational Support, Training and development, opportunity to grow and recognition. R square value is the degree of determination shows the extent to which EE, OS, TD, OG, influences conscientiousness. Here, conscientiousness is determined to an extent of EE(28.7%), OS(10.3%), TD(12.4%), OG(12%), R(12.2%). This shows the model is fit. Here Employee engagement (B=.653), opportunity to grow (B=.367) has a major impact on Conscientiousness.

Table No: 4.4.1 Bi-Variate Correlation between Employee Engagement & OCB

		EE	OS	TD	OG	R	OCB
EE	Pearson Correlation	1	.548**	.338**	.493**	.415**	.639**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	106	106	106	106	106	106
OS	Pearson Correlation	.548**	1	.552**	.644**	.734**	.396**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	106	106	106	106	106	106
TD	Pearson Correlation	.338**	.552**	1	.709**	.655**	.492**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	106	106	106	106	106	106
OG	Pearson Correlation	.493**	.644**	.709**	1	.787**	.544**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	106	106	106	106	106	106
R	Pearson Correlation	.415**	.734**	.655**	.787**	1	.499**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	106	106	106	106	106	106
OCB	Pearson Correlation	.639**	.396**	.492**	.544**	.499**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	106	106	106	106	106	106

EE- Employee engagement, OS- Organizational Support, TD- Training and Development, OG- Opportunity to Grow, R- Recognition, OCB organizational citizenship behavior

The value of the Sig. for all the Dimensions of employee engagement and OCB is 0. Therefore it is found that all the Dimensions of Employee Engagement have a significant impact on Organization Citizenship Behavior. The Persons Correlation for Employee Engagement and OCB is .639, which proves that Employee Engagement has a positive impact on OCB. It is also found that Opportunity for Growth, Recognition and Training and Development has high Correlation with OCB. Therefore there is a Positive relationship between Employee Engagement and Organizational Citizenship Behavior.

Findings and suggestions

- Majority (82%) of the respondents belongs to the age group of 20 to 29 years of age.

- Majority (88%) of the respondents are male
- Majority (68%) of the respondents have 1 to 5 years of work experience.
- Majority (80%) of the respondents are intensely engaged to their work.
- Majority (84%) courtesy and conscientiousness (79%) is found to be the major contributor to OCB.
- The contribution of Organizational support and opportunity to grow has a greater impact on employee engagement. This indicates that the engagement of the employee in the organization majorly depend upon organizational support and opportunity to grow.
- The Employee Engagement and Opportunity to grow has a greater impact on Altruism. This indicates the changes in altruism behavior majorly depend upon engagement and opportunity to grow.

SUGGESTIONS

- Monetary and non monetary rewards and recognition such as promotion and assignments of more complex duties can be given to the employees as a means of recognition.
- The top management can create opportunity for leadership roles for deserving employees to encourage them to perform better.
- The organization can create sufficient opportunities to develop skills of the employee to achieve their goal.
- Career development initiatives and guidance will encourage employees to perform better.
- For successful completion of the task, the organization can provide rewards or appreciation which motivates them to become more conscientiousness.
- Training programs can be conducted to improve the skills and competency of the employees.

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