



ORIGINAL RESEARCH PAPER

Agricultural Economics

AN EMPIRICAL STUDY ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR- A CASE STUDY OF ASSAM STATE TRANSPORT CORPORATION

KEY WORDS: Sense of belongingness, conscientiousness, motivation, employee engagement and organisational citizenship behaviour

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ABSTRACT

Employee engagement has emerged as a pivotal factor influencing the performance and sustainability of organizations, especially in the public sector, where resources and motivation often present unique challenges. This study investigates the intricate relationship between employee engagement and Organizational Citizenship Behavior (OCB) within the Assam State Transport Corporation (ASTC), a key public service provider in India's northeastern region. The research explores how varying levels of engagement among employees can significantly impact their willingness to go beyond their formal job requirements, thereby contributing to the organization's overall effectiveness and service delivery. By conducting a thorough analysis that incorporates both quantitative and qualitative data, the study aims to identify the key drivers of employee engagement within ASTC and how these factors correlate with the exhibition of OCB. From an economic perspective, this research holds significant value. By enhancing employee engagement, ASTC can potentially reduce operational inefficiencies, lower turnover rates, and decrease the costs associated with recruitment and training. Furthermore, higher levels of OCB among employees can lead to improved service delivery and customer satisfaction, which are likely to enhance the corporation's reputation and, in turn, increase ridership and revenue. The study also suggests that a more engaged workforce can encourage innovation and continuous improvement, contributing to the long-term economic sustainability of ASTC. The findings of this research are expected to shed light on the critical role of employee engagement in encouraging a culture of proactive, voluntary behavior that extends beyond the call of duty. This, in turn, is anticipated to result in improved organizational outcomes, including higher efficiency, better customer service, and enhanced job satisfaction among employees. Ultimately, the study aims to provide ASTC's management with actionable insights that can be used to develop targeted strategies for boosting employee engagement and promoting OCB, thereby contributing to the long-term success and economic sustainability of the organization.

INTRODUCTION:

In the realm of economics, employee engagement is a critical determinant of organizational productivity and efficiency. It represents the degree to which employees are emotionally and intellectually invested in their roles, organizational goals, and the broader mission of their workplace. This investment transcends basic job satisfaction, encompassing deeper levels of dedication and enthusiasm.

Employee engagement is driven by several economic factors, including effective communication, a supportive work environment, opportunities for career advancement, recognition, and a strong sense of purpose. Engaged employees are more likely to exceed their standard job duties, contribute innovative solutions, and display higher job satisfaction. This heightened engagement can lead to improved employee retention rates and enhanced customer satisfaction, which are vital for sustaining long-term organizational success.

Additionally, the study examines organizational citizenship behavior (OCB), which includes voluntary and positive actions by employees that improve organizational effectiveness and efficiency. These behaviors are not directly rewarded or formally required but play a crucial role in optimizing workplace dynamics and productivity.

Significance Of Study:

Creating a cordial work environment is crucial for fostering a sense of belonging among employees. An "engaged employee" is one who is fully committed and enthusiastic about their work, which leads them to actively contribute to the organization's reputation and objectives (Emptrust, 2017). Employee engagement is therefore a key concept for understanding the dynamics between an organization and its workforce. Engaged employees are not just content with performing their duties; they are motivated by a sense of purpose and fulfillment, and are willing to exceed their basic responsibilities to help achieve the organization's goals.

The benefits of high employee engagement are multifaceted. Engaged employees are typically more productive,

innovative, and proactive, all of which contribute to improved overall organizational performance. High levels of engagement can result in several positive outcomes, including increased productivity, greater innovation, higher retention rates, and reduced absenteeism. Employees seek more than just a paycheck; they desire a sense of belonging, achievement, and camaraderie within their organization.

Furthermore, understanding organizational citizenship behavior (OCB) is essential in this context. OCB encompasses discretionary actions by employees that, while not formally rewarded or required, significantly enhance the overall functioning and effectiveness of the organization. According to Dennis Organ, organizational citizenship behavior involves individual actions that are not directly or explicitly recognized by the formal reward system but collectively promote the organization's efficiency.

In the specific context of the Assam State Transport Corporation (ASTC), a government-owned public transportation entity in Assam, India, studying the relationship between employee engagement and organizational citizenship behavior is particularly relevant. ASTC operates a substantial number of bus services within the state and some inter-state routes. As of July 1, 2023, ASTC employs 688 regular employees and 1,403 contractual staff. The significance of this study is highlighted by focusing on the corporation's head office in Paltan Bazar, Guwahati, Kamrup metro, which houses 96 employees of various grades and backgrounds. This setting provides a valuable opportunity to explore how employee engagement and organizational citizenship behavior interplay within a large public sector organization.

Conceptual Framework:

In the context of economics, understanding employee engagement and organizational citizenship behavior (OCB) is essential for enhancing organizational efficiency and economic performance. Employee engagement describes the emotional and psychological bond that employees form with their work, their colleagues, and the organization as a whole. This concept transcends mere job satisfaction,

highlighting the depth of an employee's commitment and motivation to contribute to the organization's success.

Engaged employees are those who demonstrate a strong sense of purpose and dedication to their roles, which often translates into increased productivity and a willingness to contribute beyond their standard job responsibilities. This heightened engagement positively impacts organizational performance, leading to enhanced economic outcomes such as increased efficiency, reduced turnover, and improved profitability.

Organizational citizenship behavior (OCB), on the other hand, encompasses discretionary actions by employees that are not explicitly defined in their job descriptions but significantly contribute to the organization's overall effectiveness. These behaviors include voluntary cooperation, helpfulness, and going beyond the call of duty to support colleagues and the organization. OCB fosters a supportive and collaborative work environment, which can enhance teamwork, improve organizational performance, and lead to higher customer satisfaction and loyalty.

From an economic perspective, OCB is crucial for optimizing organizational efficiency. When employees engage in OCB, they help create a positive workplace culture that can lead to lower operational costs, increased job satisfaction, and enhanced employee retention. Organizations that cultivate OCB are more likely to experience improved economic outcomes due to the supportive and proactive behaviors of their employees.

Key Factors Influencing Employee Engagement And Ocb:

- **Leadership:** Effective leadership is instrumental in fostering employee engagement and encouraging OCB. Leaders who are supportive, communicative, and lead by example create an environment that motivates employees to exceed their job descriptions. Strong leadership can drive economic benefits by enhancing productivity and reducing turnover.
- **Organizational Culture:** The culture within an organization significantly impacts employee engagement and OCB. A positive culture that values employee contributions, promotes teamwork, and encourages autonomy leads to higher engagement levels and stronger employee commitment. This, in turn, can result in improved economic performance and reduced costs associated with low morale and disengagement.
- **Job Design:** The nature of job roles affects engagement and OCB. Jobs offering autonomy, variety, and opportunities for skill development tend to engage employees more and stimulate OCB. Conversely, monotonous tasks with limited growth prospects can lead to disengagement, which may negatively affect productivity and economic outcomes.
- **Recognition and Rewards:** Effective recognition and rewards systems are crucial for maintaining engagement and encouraging OCB. Organizations that provide regular feedback and meaningful rewards, such as promotions, bonuses, or public recognition, are more likely to foster engaged employees who contribute positively to the organization's economic performance.
- **Work-Life Balance:** Promoting a healthy work-life balance is essential for sustaining employee engagement and OCB. Organizations that support employee well-being and offer flexible work arrangements tend to have more engaged employees, which can lead to increased productivity and reduced absenteeism, benefiting the organization economically.
- **Communication and Feedback:** Open and transparent communication channels are vital for fostering engagement and OCB. Regular communication between employees and management, along with opportunities for

feedback, helps build trust and involvement, contributing to better economic performance through improved employee relations.

- **Training and Development:** Investment in training and development is crucial for enhancing engagement and promoting OCB. Organizations that provide learning opportunities and career development initiatives demonstrate their commitment to employee growth, which can lead to higher engagement levels and better economic outcomes.
- **Work Environment:** A positive work environment that is safe, inclusive, and supportive significantly impacts employee engagement and OCB. When employees feel valued and respected, they are more likely to engage with their work and exhibit OCB, leading to improved organizational performance and economic efficiency.

Understanding these factors and their impact on employee engagement and OCB is crucial for organizations seeking to optimize their economic performance and create a productive, supportive work environment. Each organization may have unique factors influencing engagement and OCB, and recognizing these can help tailor strategies to enhance both employee satisfaction and economic outcomes.

Literature Review:

- **Kasinathan and Rajee (2011)** investigate the significance of employee engagement within the manufacturing sector, focusing on a mid-sized company producing sheet metal press components. Their study emphasizes that employee engagement reflects the positive attitude employees have towards their organization and its values. The increasing prominence of employee engagement in contemporary workplaces highlights its crucial role in fostering a positive work environment. The study reveals that employee engagement contributes to employees' sense of belonging and aligns their personal goals with the organizational objectives, enhancing overall productivity and economic performance.
- **Kalokar and Sahu (2022)**, in their review paper titled "Employee Engagement: A Review Paper," analyze various dimensions of employee engagement through a comprehensive literature review. They argue that organizational success is deeply intertwined with the engagement of its workforce. Engaged employees establish a strong functional relationship with their employers, which is pivotal for achieving organizational goals. The study underscores that employee engagement is significantly influenced by how well the organization values and respects its employees, fostering a sense of belonging and commitment that drives economic success.
- **Patil et al. (2023)**, in their research on "Employee Engagement and Organizational Citizenship Behaviour Impacting Performance," explore how employee engagement and organizational citizenship behavior (OCB) influence individual and organizational performance. They find that engaged employees, who are passionate about their work and aligned with organizational goals, exhibit higher levels of OCB. This, in turn, contributes to improved organizational performance. The study highlights that both employee engagement and OCB are moderate, and they are impacted by various engagement drivers, including strategic direction, autonomy, compensation, skill development, and a supportive work environment.
- **Kapoor et al. (2023)** present their findings in the conference paper "Factors Affecting Employee Engagement: A Review." Their study identifies key factors that facilitate effective employee engagement, including certification programs, comprehensive induction, and realistic job previews. The research emphasizes that these factors are essential for enhancing employee retention

and performance, ultimately leading to increased organizational productivity and economic efficiency.

- **Mahmud et al.**, in their study "Factors Affecting Organizational Citizenship Behaviour," investigate the impact of environmental concern, perceived organizational support, and affective commitment on OCB. The study, conducted at the Ministry of Work, finds that perceived organizational support significantly influences OCB, particularly in the context of environmentally friendly behavior. The researchers used various statistical methods, including reliability analysis and regression analysis, to validate their findings, highlighting the economic benefits of fostering supportive work environments.
- **Madadha Al. Amro et al.** examine the relationship between organizational culture and OCB in their study "Organizational Culture and Organizational Citizenship Behaviour: The Dark Side of Organizational Politics." They find that organizational politics can negatively impact employee performance and OCB. This study underscores the economic implications of organizational culture and political behavior, which can affect overall productivity and efficiency.
- **Manenzhe et al.** explore the influence of compensation and training on OCB in their study "The Influence of Compensation, Training and Development on Organizational Citizenship Behaviour." Conducted at a rural-based South African higher education institute, the study finds that both compensation and training positively affect OCB. This research highlights the importance of investing in employee development and fair compensation to enhance OCB, leading to improved organizational performance and economic outcomes.

Objectives Of The Study:

- **To Identify Factors Affecting Employee Engagement:** This objective aims to uncover the economic and organizational factors that influence how engaged employees are within their roles. This includes examining aspects such as compensation, job security, career development opportunities, and organizational support, which can all impact employee commitment and enthusiasm.
- **To Identify Factors Affecting Organizational Citizenship Behavior (OCB):** This objective seeks to determine the economic and contextual factors that drive employees to perform beyond their formal job requirements. Factors such as workplace culture, leadership style, and reward systems will be analyzed to understand their influence on discretionary behaviors that contribute to organizational effectiveness.
- **To Assess the Degree of Employee Engagement and Organizational Citizenship Behavior:** This objective focuses on measuring the extent to which employee engagement and OCB are present within Assam State Transport Corporation (ASTC). By evaluating these dimensions, the study aims to provide insights into how effectively these behaviors are manifested in the organization and their impact on overall performance.

Hypotheses:

- **Null Hypothesis (H0):** There is no significant level of Employee Engagement and Organizational Citizenship Behavior within Assam State Transport Corporation.
- **Alternative Hypothesis (H1):** There is a significant level of Employee Engagement and Organizational Citizenship Behavior within Assam State Transport Corporation.

Research Methodology:

Locale Of The Study:

The study was conducted at the headquarters of Assam State Transport Corporation (ASTC) in Paltan Bazar, Guwahati, Kamrup Metro. This location was purposively selected due to its diverse range of employee positions and its role as the

central hub for administrative operations. The headquarters plays a pivotal role in shaping the organizational culture that influences its subordinate branches. By focusing on this central office, the study aims to provide insights that could be applied to enhance employee retention and improve performance across the organization.

Data Source:

The research employs both primary and secondary data sources:

Primary Data: Collected through structured interview schedules designed to address the study's objectives. The questionnaire includes both open-ended and fixed-choice questions, addressing variables such as employee demographics (age, gender, religion, marital status, education), and key factors related to employee engagement and OCB. The questionnaire has been pre-tested to ensure clarity and relevance of questions. Topics covered include communication with supervisors, sense of belonging, job satisfaction, work-life balance, and inter-employee cooperation.

Secondary Data: Sourced from a variety of academic and professional materials including books, journals, periodicals, seminar papers, research studies, and official records.

Sampling Method:

The study utilizes a simple random sampling method to select participants. According to the Krejcie & Morgan table for sample size determination, a population of 96 employees at a 95% confidence level and 5% margin of error requires a sample size of 76 respondents. Therefore, 76 employees from the headquarters office of ASTC will be surveyed to provide a representative sample for the study.

Statistical Methods And Tools:

In economic research, statistical methods are essential for analyzing data and drawing meaningful conclusions. One of the key tools used is the chi-square test, which assesses whether there is a significant association between two categorical variables. This test is particularly useful for examining data organized in a contingency table, where it helps to determine if the observed frequencies in the table differ significantly from what would be expected under the assumption of no association.

The chi-square test statistic is calculated using the formula:

$$\chi^2 = \sum \frac{(\text{Observed frequency} - \text{Expected frequency})^2}{\text{Expected frequency}}$$

Where:

- χ^2 denotes the chi-square test statistic.
- \sum represents the summation sign, indicating the process of summing over all cells in the contingency table.
- "Observed frequency" refers to the actual number of observations recorded in each cell of the table.
- "Expected frequency" is the number of observations that would be anticipated in each cell if there were no association between the two variables. It is computed as $\frac{\text{Row total} \times \text{Column total}}{\text{Grand total}}$.

The chi-square test is statistically significant when it reveals a substantial discrepancy between observed and expected frequencies, indicating that the difference is unlikely due to chance alone and may reflect a genuine relationship between the variables. In the context of this study, the chi-square test is applied to analyze the relationship between employee engagement and organizational citizenship behavior (OCB) within the Assam State Transport Corporation (ASTC).

Additionally, the study employs software tools such as SPSS and Microsoft Excel to perform statistical analyses. These tools facilitate the processing and interpretation of data, enabling accurate calculations and the creation of various statistical diagrams and tables.

Content analysis is another methodological approach used in this study. This systematic and objective research method involves examining and interpreting the content of different communication forms—such as written text, audio, video, or visual media. Content analysis helps to identify patterns, themes, and underlying meanings, thereby providing deeper insights into the collected data.

In the data analysis and interpretation phase, the study focuses on determining factors that impact employee engagement within ASTC. The findings are visually represented using pie charts and other appropriate statistical diagrams, which help to illustrate the observed results and support the study's conclusions.

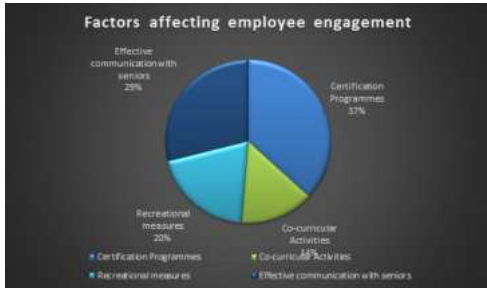


Diagram 1: Factors Affecting Employee Engagement

In economic terms, employee engagement significantly impacts organizational productivity and efficiency. To understand the dynamics influencing employee engagement, it is essential to identify the key factors that contribute to it. These factors include both physical and managerial elements within the work environment.

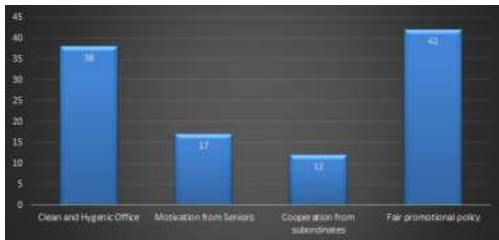


Diagram-2: Qualitative Factors Affecting Employee Engagement

The bar diagram above illustrates various qualitative factors that respondents believe affect employee engagement. These factors include:

- **Clean and Hygienic Office Setup:** A well-maintained and sanitary work environment enhances employee satisfaction and engagement. This aspect reduces distractions and health-related issues, thereby improving productivity.
- **Motivation from Seniors:** Positive reinforcement and encouragement from senior management are crucial for maintaining high levels of engagement. Effective motivation strategies lead to increased commitment and enthusiasm among employees.
- **Cooperation from Subordinates:** A collaborative and supportive atmosphere among team members fosters a sense of belonging and strengthens engagement. Cooperation and teamwork are essential for achieving organizational goals efficiently.
- **Fair Promotional Policy:** Transparent and equitable promotional practices contribute to employee morale and engagement. When employees perceive that promotions are based on merit and fairness, their commitment to the organization strengthens.

These factors collectively contribute to developing a strong sense of belonging and engagement within the organization, ultimately influencing overall organizational performance.

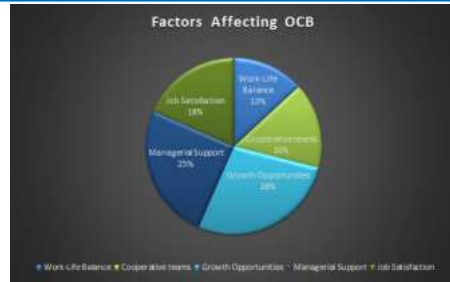


Diagram 3: Factors Affecting Ocb

The pie chart above highlights the factors that influence organizational citizenship behavior (OCB), which refers to discretionary actions by employees that enhance organizational effectiveness:

- **Better Managerial Support:** Strong support from management is critical in fostering OCB. When employees feel supported by their managers, they are more likely to engage in behaviors that benefit the organization beyond their formal job requirements.
- **Cooperative Teams:** Collaboration and teamwork play a significant role in encouraging OCB. Employees who work in cooperative and supportive teams are more inclined to engage in positive behaviors that contribute to the organization's success.
- **Job Satisfaction:** High levels of job satisfaction are linked to increased OCB. When employees are satisfied with their roles, they are more motivated to contribute positively to the organization.
- **Growth Opportunities:** Opportunities for professional development and career advancement also influence OCB. Employees who perceive that they have opportunities for growth are more likely to exhibit behaviors that enhance organizational effectiveness.

Objective Analysis:

The study's third objective is to assess the presence and extent of employee engagement and OCB within the Assam State Transport Corporation (ASTC). To achieve this, a sample of 76 respondents was analyzed, including 60% non-managerial staff, 30% middle management, and 10% top management. The observed data compared to the expected data is as follows:

Response	Observed Data	Expected Data
Agree	202	216.67
Neutral	248	216.67
Disagree	200	216.67
Total	650	650

A chi-square test was conducted to evaluate the null hypothesis (H0) that there is no perceptible degree of employee engagement and OCB within ASTC. The resulting p-value was 0.03327, which is less than the significance level of 0.05. Therefore, the null hypothesis is rejected, and the alternative hypothesis (H1) is accepted.

This indicates a perceptible degree of employee engagement and organizational citizenship behavior within the Assam State Transport Corporation.

This analysis underscores the importance of fostering a supportive work environment and implementing effective management practices to enhance both employee engagement and OCB, thereby improving overall organizational performance.

Interpretation Of Qualitative Data:

The analysis of qualitative data derived from open-ended questions revealed several key insights relevant to employee engagement and organizational citizenship behavior (OCB) within the Assam State Transport Corporation (ASTC):

Interdepartmental Communication: Employees emphasized the importance of organizing regular meetings between different sections of the organization. These meetings would facilitate the dissemination of information about each section's operations, enhancing employees' understanding of the overall workings of the organization. Improved interdepartmental communication is expected to bolster employees' grasp of their roles and how they contribute to the organization's broader objectives.

Clarity in Communication: Employees indicated that clear communication from top management regarding task expectations is crucial. Many employees expressed that well-defined guidelines are instrumental in performing their duties effectively. Clear instructions and expectations not only aid in task completion but also foster greater employee engagement by reducing ambiguity and enhancing job performance.

Autonomy and Inclusion: There was a strong sentiment among employees that greater autonomy in their roles would foster a sense of inclusion. Employees felt that their motivation and engagement would increase if their ideas were considered in decision-making processes. This autonomy can lead to a more inclusive work environment, thereby enhancing overall employee satisfaction and productivity.

Mutual Respect: Employees noted that mutual respect from both peers and supervisors plays a significant role in encouraging organizational citizenship behavior. Respectful interactions contribute to a positive workplace atmosphere, where employees are more likely to engage in discretionary behaviors that benefit the organization.

Recommendations:

The study indicates a noticeable level of employee engagement and organizational citizenship behavior at ASTC's head office in Kamrup Metro. However, to advance beyond superficial engagement and foster deeper organizational commitment, the following recommendations are proposed:

Enhanced Interdepartmental Interaction: Regular cross-departmental meetings should be established to strengthen relationships and improve mutual understanding among employees from different sections. These interactions can foster collaboration and integrate diverse perspectives within the organization.

Open Communication Forums: Official discussion forums should be created to allow employees to freely express their opinions and feedback. Management should ensure that employee feedback is actively considered and addressed, which will encourage more open and honest communication.

Recognition Programs: The management should implement formal recognition programs to reward and celebrate the efforts of dedicated employees. Acknowledging and appreciating employees' hard work can significantly boost morale and motivation.

Motivational Sessions: Periodic motivational sessions should be organized to maintain high levels of employee engagement. These sessions can provide encouragement and reinforcement, helping employees stay focused and driven.

Health and Wellness Programs: Implementing health and wellness initiatives demonstrates the organization's commitment to employee well-being. Such programs can enhance job satisfaction and foster a culture of organizational citizenship by showing employees that their health is valued.

Soft Skills and Personality Development Training: Conducting training programs aimed at soft skills and personality development can aid in employees' personal and professional growth. Enhanced soft skills can lead to improved interpersonal interactions and overall effectiveness in their roles.

CONCLUSION:

For an organization to operate efficiently and meet its economic objectives, it is crucial that employee engagement extends beyond superficial levels. Superficial engagement, characterized by minimal compliance and routine performance, can limit an organization's productivity and economic success. To achieve a deeper and more meaningful level of engagement, organizations must emphasize promoting organizational citizenship behaviour (OCB).

OCB, which includes discretionary actions such as altruism, courtesy, sportsmanship, conscientiousness, and civic virtue, is vital for enhancing organizational performance. These behaviours significantly contribute to creating a productive and supportive work environment, ultimately improving overall economic outcomes. Employees who engage in OCB not only boost their own job satisfaction but also positively influence their colleagues and the organization's economic health.

To achieve this deeper engagement and encourage OCB, organizations should focus on several key economic factors:

1. **Respect:** Establishing a culture of mutual respect between employees and management is essential for creating a positive work environment. Respectful interactions enhance employee satisfaction and motivation, leading to increased productivity and better economic performance.
2. **Clarity:** Clear communication regarding roles, expectations, and organizational goals is crucial. When employees understand their responsibilities and how their work contributes to the organization's economic objectives, they are better positioned to perform effectively and drive economic success.
3. **Autonomy:** Allowing employees the autonomy to make decisions and contribute ideas promotes a sense of ownership and involvement. Empowered employees are more motivated and engaged, which can lead to higher levels of innovation and efficiency, positively impacting the organization's economic outcomes.
4. **Recognition:** Implementing recognition programs to acknowledge and reward employees' contributions is essential. Recognizing and celebrating achievements can enhance employee motivation and engagement, leading to improved performance and economic growth.

Recommendations:

1. **Interdepartmental Collaboration:** Facilitate regular meetings and collaboration between different departments to enhance mutual understanding and cooperation. This can lead to more cohesive strategies and better resource utilization, contributing to overall economic efficiency.
2. **Feedback Mechanisms:** Establish robust feedback systems to ensure that employee concerns and suggestions are heard and addressed. This helps in fine-tuning processes and policies, which can lead to better organizational performance and economic outcomes.
3. **Professional Development:** Invest in training and development programs to enhance employees' skills and competencies. A well-trained workforce is more capable of driving innovation and efficiency, which supports the organization's economic goals.
4. **Work-Life Balance Initiatives:** Implement programs that promote work-life balance, such as flexible working arrangements and wellness initiatives. Employees who feel balanced and supported are likely to be more

engaged and productive, positively impacting the organization's economic performance.

In conclusion, for organizations to thrive and achieve their economic objectives, it is imperative to go beyond superficial levels of employee engagement. Emphasizing organizational citizenship behaviour and addressing key economic factors such as respect, clarity, autonomy, and recognition can significantly enhance job satisfaction and productivity. By implementing these recommendations, organizations can build a more engaged and motivated workforce, ultimately leading to improved economic outcomes and long-term success. Investing in these areas not only benefits individual employees but also contributes to the overall health and competitiveness of the organization.

**Appendix
Annexure-1**

Questionnaire

Survey of Employees Working at ASTC – HQ, Kamrup Metro

General Information

- Name:
- Gender:
- Marital Status:
- Educational Qualification:
- Designation:

Survey Questions

Please indicate your level of agreement with the following statements:

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
You are comfortable contributing ideas and opinions at your workplace.					
You feel comfortable asking for help if you lack the skills required for a task.					
There is mutual respect and understanding among your fellow employees.					
The management contributes to creating a positive work environment.					
You are recognized for your hard work and achievements at your workplace.					
Your organization conducts extracurricular activities (e.g., office get-togethers, retreats, fitness sessions) to help team members bond and open up.					
Punctuality is strictly enforced in your organization.					
Your organization provides support in situations such as maternity or medical emergencies.					
You take the initiative to stay informed about changes within your organization.					
You and your co-workers maintain the integrity and culture of the organization even without supervision.					
There is transparency in organizational decisions made by upper management.					
You and your co-workers					

assist each other during heavy workloads.					
You take the initiative to guide and assist new members who join the organization.					

Open-Ended Questions

What steps have you taken to encourage your peers, subordinates, or seniors to be more engaged in the workplace?

What challenges do you encounter from peers or management that may hinder your work performance?

What changes would you suggest to make you feel more included in the workplace?

How would you describe the prevailing organizational culture at your workplace?

What steps can be taken to create a more positive working environment based on the current situation?

How would you handle a situation where your actions or decisions might negatively impact others, either professionally or personally?

How would you respond if you discovered that a colleague had made a mistake and was covering it up?

Which of the following factors do you believe is impacting your organizational citizenship behavior?

- Job Satisfaction
- Work-Life Balance
- Managerial Support
- Growth Opportunities
- Cooperative Teams

Which of the following factors do you feel affects your engagement as an employee?

- Effective Communication with Seniors
- Certification Programs
- Co-Curricular Activities
- Recreational Measures

Annexure-2

Krejcie & Morgan Table

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note — *N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Source: <https://www.kenpro.org/sample-size-determination-using-krejcie-and-morgan-table/>

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