

**A Study on Relationship between Employee Engagement and Organization Citizenship Behavior
(With reference to selected retail outlets in Bangalore)**

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Abstract

Organizations in present scenario have realized that the employee's job satisfaction level is merely dependent on the superficial relationship between the boss & the subordinate. Any engaged employee is one who is emotionally & intellectually about the organization and he feels very passionate about achieving the goals on values of the organization. Such employee always goes an extra mile & puts an extra hour beyond the requirements of the role & the task given to him. This article reflects with two concepts relevant to employee's organizational behaviour namely employee engagement & organizational citizenship behaviors which has a greatest influence on the organizational performance. The paper is aimed to investigate the highest degree of influence of the drivers of employee engagement on the employees surveyed. The objective of the research also includes finding out the level of engagement and OCB experienced by employees and significant relationship was found between engagement and OCB. The sample size of the study is limited to 250 employees working at the selected retail outlets in Bangalore.

Index words: Employee Engagement, Job Satisfaction, Organizational Citizenship Behavior, Retail Outlets, Sustainable Strategies.

1. Introduction

Nowadays completely evolving occasion competition and necessity of organization's effectiveness reveal the need to a valuable race of employee more and more. These employees undoubtedly are distinction between effectiveness and non effectiveness. Organization, because they perform over their own job without any expectation and spare no effort.(Tabarsa, Ramin, 2010,Mehr, p:103)So these organizations understood that importance of organizational citizenship is necessary for contemporary organization (Zareei,Jandaghi,toure,2006, p:34). Six factors recognized as effective factors in citizenship behavior for citizenship behavioral rate measuring in these organizations and these factors extract ore from these scientist: Bolinave, Albert, Moorman, Kopman, Organ, Nyh, Mare Solave, Podsakof,Grham,Smith. Their conceptual model is below. Changeable citizenship behavioral is:

- 1-Loyalty
- 2-Compliance
- 3-Participation (Social, Protecting, Functional,Civic)
- 4-Courtesy
- 5-Altruism
- 6-Sportmanship (Chivalry morale)

So if organization need a leap is skillful increasing should provide a good situation that employees and managers use their all experience, powers and potential without any distraction for organizational raising .This affair won't be possible, unless principles and rules of organizational citizenship behavior were recognized and were provide a necessity foundation for such a behavior.(Moghimi, Sayed Mohammad,2005,p:22) So in this search first of all we

should recognize organizational citizenship behavioral dimension and second we should study relationship between organizational citizenship behavioral dimension and employee engagement. It means that we should employee engagement?

Theoretical framework: factors of relationship between OCB & EE



2. Research Methodology

a. **Title of the Study** : THE RELATIONSHIP BETWEEN LEARNING ORGANIZATION AND EMPLOYEE ENGAGEMENT

b. **Research methodology**

The study is both Empirical and Descriptive Research. An attempt is made in this paper to identify the variables, which are most critical factors for the improvements of employee engagement & organizational citizenship behaviors at the Retail industry. The study can be further regarded as descriptive as it would involve the evaluation of various alternatives for improving the employee engagement & organizational citizenship behaviors.

c. **Objectives of the Study**

1. To Identify the Engagement level with the Work in the Organization.
2. To Identify the Relationship between Employee Engagement and citizen ship behaviors of the employees
3. To Suggest the Strategies for Improving the Employee Engagement and citizenship behavior.

d. **Research Hypothesis**

This research Hypothesis is

- Organizational citizenship behavior has meaning full relationship with employee engagement.

e. **Data collection**

- Primary data was collected using a structured questionnaire which was administered to the different employers in the different Retail companies and the responses were subjected to analysis.

- Sources of Secondary data include the various research papers, books and other publications like journals, articles and newsletters in the field of employee engagement and organizational citizenship behavior

f. Sampling Method

The sampling method for the research is a convenient sampling and a snowball sampling. Convenient sampling because the researcher could not get chance to take the response from all the Retail outlets at Bangalore. The reason for selecting the snowball sampling is because the reference of one respondent (Outlet) was given by the other respondent in many cases.

g. Sample size

There are approximately 500 employees in selected Retail outlets in Bangalore, and 50 percent is the Sample size of 250 employees at the selected Retail outlets in Bangalore.

h. Data Analysis

The Data is analyzed on the linkage of the Employee engagement & organizational citizenship behavior survey through the hypothesis testing. The statistical methods for hypothesis testing were correlation & ANOVA.

i. Data Interpretation

The analyzed Data is interpreted with the representations of Pie Charts and Bar Graphs.

3. Results & Discussions

a. The responses of the employees on the employee engagement Questionnaire (x) & the responses of employees on organizational citizenship Behavior Questionnaire (y) is calculated for correlation & the calculated value of the correlation is 0.117462381. This is said to be positive correlation. Hence it can be said higher the organizational citizenship results in higher employee engagement. It is therefore inferred that employee engagement results in organizational citizenship behaviors.

b. Hypothesis

- Null Hypothesis(H_0): $\mu_1 = \mu_2$ (There is no significance relationship between the Organizational Citizenship Behavior & Employee Engagement)
- Alternative hypothesis(H_1): $\mu_1 \neq \mu_2$ (There is significance relationship between the Organizational Citizenship Behavior & Employee Engagement)

The Calculated ANOVA value (f) is 10 which are greater than the table value 3.45. Hence the null hypothesis is to be rejected and alternative hypothesis is accepted. It can be concluded that there is a significance relationship between the Organizational Citizenship Behavior & Employee Engagement.

4. Conclusion

As per the results and the analysis in the results & discussion section it is evident that employee engagement is likely to have significant impact on the organizational citizenship behavior. All the dimensions of the employee engagement are significantly and positively related to each other as well as to organizational citizenship behavior.

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