



THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG IT PROFESSIONALS IN KOCHI

Reeni K Varghese, Dr. Sushmita Biswal Waraich

Student, Associate Professor

Abstract: This study aims to explore the association and relationship between employee engagement and organizational citizenship behavior in the IT sector. Additionally with the aid of and current study the hypothesis regarding the same was created. The IT sector in Kochi, Kerala was selected for the conduction of the study. Two standardized questionnaire was circulated for the collection of data. Correlation analysis was used to analyze the data which indicated that there is a strong significant positive correlation between employee engagement and organizational citizenship behaviour. Therefore, this study gives an in-depth insight into the employee engagement in It sector in Kochi. Limitation and future tangents were also discussed in the studies.

Introduction

Employee engagement is widely recognized as a significant indicator of an organization's financial performance and overall success (Baumruk, 2004). Currently, there is a decline in employee engagement due to the increasing materialistic nature of firms and workers. This has resulted in a significant disparity in engagement levels in the workplace (Saks, 2006). Employee engagement can result in Organizational Citizenship Behavior (OCB) as it focuses on employee involvement and commitment, which are not explicitly stated in any job description. Rich et al. (2010) found that employee engagement is a predictor of organizational 15 citizenship behavior (OCB). Employee engagement is connected to Organizational Citizenship Behavior (OCB) due to its foundation in social exchange theory (SET) and the notion of mutual interest. According to Bennett and Robinson (2000), employees engage in Organizational Citizenship Behavior (OCB) because of the emotional aspects involved. Ariani(2013) determined that employee engagement is a potential indicator of Organizational Citizenship Behavior (OCB)

Employees who have a propensity for engaging in cooperative and accountable actions at work are more likely to demonstrate OCB. The study conducted by Ahmed, Rasheed, and Jehanzeb (2012) examined the relationship between employee engagement (EE) and organizational citizenship behavior (OCB) in the banking sector of the Gulf area. The literature review revealed that EE is one of the factors that influences OCB, and the study demonstrated a positive correlation between EE and OCB. In their 2012 study, Rurkkhum and Bartlett examined two private and two government companies in Thailand. They discovered a positive correlation between employee engagement and Organizational Citizenship Behavior (OCB). However, the nature of OCB was assessed based on its components, namely civic virtue, sportsmanship, conscientiousness, altruism, and civility. Owor also established a favorable correlation between one aspect of employee engagement, specifically work engagement (which includes vigor, absorption, and devotion), and organizational citizenship behavior (OCB). The studies conducted in Yogyakarta, Indonesia by Ariani in 2013 and 2014 both found a favorable relationship between EE and OCB. However, unlike the study by Rurkkhum and Bartlett in 2012, OCB is considered only based on its nature. In their 2014 study, Wickramasinghec and Perera found that employee engagement and quality performance are positively correlated with OCBI, which is one of the characteristics of OCB by

behavior, among 255 shop floor employees in Sri Lanka. The study conducted by Buil, Martínez, and Matute (2016) likewise focuses on the relationship between employee engagement and organizational citizenship behavior (OCB).

Need of the study

This study has the influence of both theoretical and practical influence. First of all, the existing theory on employee engagement and organizational citizenship behaviour was tested in a new and unused cultural context Kochi, Kerala. Kochi has a totally different cultural context compared to other parts of India, let alone the western countries, where the context of employee engagement was researched and developed. Therefore, it is important to conduct researches and studies across cultures and countries to compare results to make informed and sound knowledge, especially considering the population gap the research has.

Sample

The respondents of this research study are employees of IT firms based in Kochi, India. Kochi, as a significant IT hub in Kerala, offers a wide range of IT specialists working in several areas such as software development, IT services, consulting, and technological research. By incorporating personnel from various IT organizations, the study benefits from a wide range of perspectives and experiences, which enhances the findings and the capacity to apply them to a broader context. In order to provide sufficient statistical power and representativeness, while also considering practicality and resource constraints, the sample size for this study has been determined to be 120 employees from IT firms.

Research design

The research approach used for this study is a quantitative technique to examine the correlation between employee engagement and organizational citizenship behavior (OCB) among IT workers in Kochi, India. The approach contains components of cross-sectional research, specifically focusing on data collected at a singular moment in time from a sample of 120 people working in IT firms. A convenience sampling technique is used. The main approach for gathering data is by using a well-organized questionnaire that includes validated measures to assess employee engagement and OCB (Organizational Citizenship Behavior). Participants are invited to voluntarily participate and are guaranteed the confidentiality and anonymity of their responses. To ensure conformity with ethical rules and legislation, informed consent is obtained from participants before data collection. After the data collection process is finished, quantitative data analysis methods are used to investigate the correlation between employee engagement and OCB. This includes employing Pearson's correlation coefficient for correlation analysis. This study strategy guarantees a methodical examination of the research issue while offering important insights into the dynamics of employee engagement and Organizational Citizenship Behavior (OCB) within the IT industry in Kochi.

Result and interpretation

The results analysis chapter of the research study presents a thorough summary of the findings derived from descriptive statistics and correlation analysis.

Section I: Descriptive Statistics

Table 1:

		Employee Engagement	OCB
N	Valid	120	120
	Missing	0	0
Mean		53.11	85.22
Std. Deviation		11.595	15.937

Section II: Inferential Statistics**Table 2:**

Pearson's coefficient of correlation between Employee Engagement and Organizational Citizenship Behaviour

Variable	Employee Engagement	OCB
Employee Engagement		.732 **
OCB	.732**	

** Correlation is significant at the 0.01 level (2-tailed).

Discussion

Table 1 displays the descriptive statistics obtained from a sample of 120 IT professionals in Kochi, India. It includes important metrics for both employee engagement and organizational citizenship behavior (OCB). The reported mean value for employee engagement is 53.11, which represents the average amount of emotional commitment, devotion, and involvement exhibited by IT professionals towards their work and organization. The mean value is accompanied by a standard deviation of 11.595, indicating the extent of variability in employee engagement levels within the sample. Conversely, the average value for OCB is recorded as 85.22, indicating the typical level at which IT professionals participate in voluntary, beyond-the-call-of-duty actions that are advantageous to their firm. The mean value is linked to a standard deviation of 15.937, demonstrating the variation in OCB scores among the participants in the sample. The descriptive statistics provide useful insights into the distribution and central tendency of employee engagement and organizational citizenship behavior (OCB) among IT professionals in Kochi. They offer a fundamental comprehension of the levels of involvement and behavior as citizens displayed within the group being studied, providing as a groundwork for additional examination and knowledge of the connection between these concepts.

The correlation study in Table 2 demonstrates a statistically significant and favorable association between Employee Engagement and Organizational Citizenship Behavior (OCB) among IT workers in Kochi, India. The correlation coefficient between Employee Engagement and itself is reported as 1.000, which is not surprising since it indicates the correlation of a variable with itself and always results in a perfect correlation. However, the most notable discovery is the link between Employee Engagement and OCB, which is documented as 0.732. The correlation coefficient demonstrates a robust positive link between employee engagement and the level of organizational citizenship behavior displayed by IT professionals. A correlation coefficient of 0.732 indicates a positive relationship between employee engagement levels and the likelihood of engaging in organizational citizenship practices. These findings are significant because they demonstrate the relationship between employee engagement and Organizational Citizenship Behavior (OCB) in the IT industry. They emphasize the necessity of cultivating a highly engaged workforce to encourage behaviors that go beyond the formal job requirements and benefit the firm. The strong positive association found in Table 2 highlights the potential of improving employee engagement as a method to foster a culture of organizational citizenship behavior, ultimately leading to the overall effectiveness and profitability of IT enterprises in Kochi.

The objective of this research was to find the association between employee engagement and OCB. It has been proved through practical evidences that there is a significant positive correlation between employee engagement and OCB. Therefore, we accept the hypothesis that there is a significant positive correlation between employee engagement and organizational citizenship behavior.

Conclusion 64 The research findings provide useful insights into the intricate correlation between employee engagement and organizational citizenship behavior (OCB) among IT professionals in Kochi, India. The chapter commences with a succinct summary of the primary findings obtained via descriptive statistics and correlation analysis. This summary offers valuable insights into the fundamental patterns, variations, and connections discovered among the variables examined in the study. Following that, the consequences of these discoveries are examined in connection with the study's goals, theoretical frameworks, and practical consequences for the IT industry in Kochi. The correlation analysis indicates a statistically significant and favorable relationship between employee engagement and organizational citizenship behavior (OCB) among IT professionals. This discovery highlights the need of developing a staff that is highly committed

and involved in order to promote behaviors that go beyond the formal job duties and are advantageous to the firm. Furthermore, the correlation analysis emphasizes the capacity of employee engagement programs to foster a culture of organizational citizenship behavior within IT organizations, ultimately enhancing organizational performance and success. In addition, the chapter examines possible factors that influence employee engagement and OCB, such as job satisfaction, organizational commitment, and perceived organizational support. Additionally, it takes into account wider contextual elements such as company culture, leadership style, and industry-specific obstacles and prospects.

References

- Baumruk, R. (2004). The missing link: The role of employee engagement in business success. *Workspan*, 47, 48–52.
- Rurkkhum, S. (2010). The relationship between employee engagement and organizational citizenship behavior in Thai organizations. Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(6), 600–619.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3(1), 71-92.

