“Effect of Employee Engagement on Organizational Citizenship Behaviour in Neyveli Lignite Corporation Limited, Neyveli”

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Abstract
The study investigated the influence of employee engagement on organizational citizenship behavior (OCB) in Neyveli Lignite Corporation Limited (NLC), Neyveli. The data were collected through a standardized questionnaire, among 356 executive employees in NLC. The finding of this study revealed that there is a positive relationship between employee engagement and Organizational citizenship behaviour. Organizational citizenship behaviour is confirmed to be real outcomes of employee engagement contributing corporate success in NLC.

Keywords: employee engagement, drives and organizational citizenship behaviour.

Introduction
The concept of employee engagement is rapidly gaining recognition, discussion regarding its usage as a measurement for comparisons and importance in the workplace (Ferguson, 2010; Kular, Gatenby, Rees, Soane and Truss, 2008; Little and Little, 2006). In most of the previous researches, engagement is proven to have some features parallel to other constructs such as involvement of the personality and organizational citizenship behavior (Dickinson, 2009). Whereas organizational citizenship behavior (OCB) involves casual and voluntary performances that can help the subordinates and other levels of workers thus develop the co-operation in the organization (Saks, 2006).

There is some circumstantial evidence to suggest that in times of conflict, individuals generally behave in pro-social ways where employees are incline to engage in OCB thus increases employee engagement (Karam, 2011). Recent developments within the engagement literature have contributed to understanding the influence of engagement on a range of positive outcomes, comprising organizational citizenship behaviour (OCB) (Rich, LePine, and Crawford 2010). The interest in engagement stems from reports of associations to positive job attitudes, reduced burnout, and higher levels of performance at the individual, unit and organizational levels (Alarcon, Lyons, and Tartaglia 2010; Bakker, van Emmerik, and Euwema 2006; Harter, Schmidt, and Hays 2002; Jones and Harter 2005; Langford 2009; Salanova, Agut, and Peiro 2005; Sanchez and McCauley 2006).

Neyveli Lignite Corporation limited is a profit earning corporation and it has a saying that “The Power behind the Power” it indicates that, generating the power is behind the manpower. This indicates the employee playing a vital role for earning continuous profitability of NLC. The corporation success is based on engagement employees. Employee engagement was first introduced by (Kahn, 1990) that “harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

The focus of this study was to explore the relationship between employee engagement and organizational citizenship behaviour (OCB) refers to employee behaviour that goes beyond formal job requirements, is increasingly important to the achievement of organizational goals and performance.
REVIEW OF LITERATURE

Employee Engagement

In 1990, Kahn developed the first grounded theory about individual engagement and disengagement at work to clarify how “psychological experiences of work and work contexts shape the processes of people presenting and absenting their selves during task performance”. Kahn defined personal engagement as “the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances” Kahn (1990) is often credited as the first scholar interested in applying the concept of engagement to the workplace (Avery et al., 2007). Engagement is a strong bond between oneself and the work responsibility where people fully express themselves physically, cognitively and emotionally at work (Wildermuth, 2008). Recent researches also indicate that OCB is the important predictor of employee engagement. OCB is an assertive action recognized within workplaces that exhibits the characteristics through taking innovative proactively in outcome favorable circumstances to contribute to the utmost possible capacity and to perform somewhat above and beyond the employment contract. Notwithstanding, this construct knowing the bigger factor of employee engagement and it cannot act as a spare for engagement impartially (Markos and Sridevi, 2010). It became evident from literature that employee engagement is defined differently by various organizations and authors.

Organizational Citizenship Behaviour (OCB)

A second important outcome of engagement organizational citizenship behavior (OCB), a discretionary employee behaviour that goes beyond formal job descriptions and contributes to positive organizational functioning (Organ 1988). Organizational citizenship behaviours (OCBs) are a possible outcome of engagement since the engaged state comprises positive affect and motivates advantageous behaviours. Kahn (1990, 1992) proposed that engaged employees are likely to be more eager to initiate citizenship behaviours because of their involvement in a positive rotation of input and rewarding outcomes. Empirical study has confirmed this (Rich, LePine, and Crawford 2010).

OCB refers to employee behaviour that goes beyond formal job necessities and employees can decide whether they want to perform OCB and to what degree. Employees can demonstrate their citizenship behaviour in five ways: (1) altruism, which refers to behaviour directed towards a specific person with an organizationally relevant problem, (2) conscientiousness, which refers to behaviour that goes beyond the minimum required expectation, (3) sportsmanship, which refers to behaviour such as tolerating inconvenient situations without complaints, (4) courtesy, which refers to behaviour that helps to prevent problems in advance, and (5) civic virtue, which refers to behaviour involving participation in overall organizational issues (Organ 1988).

Employee Engagement and Organizational Citizenship Behaviour (OCB)

Rukkhum (2011) supported the statement by proving that there was a positive relationship between employee engagement and OCB. From seven dimensions of OCB, the most powerfully correlates with employee engagement is taking initiatives exclusively which means going an extra-mile (Mansoor, Aslam, Javad and Ashraf, 2012). While OCB involves voluntary and informal behaviors that can help co-workers and the organization, the focus of engagement is one's formal role performance also and not only further role and voluntary behavior. Engagement should be positively related to OCB, because employees who are engaged in their job should not only accomplish their formal role necessities, but should put forth extra effort to perform other activities that extend beyond their formal role requirements (Rana and Chhabra, 2011). Latest explores also show that OCB is the main predictor of employee engagement.

Method

This section describes the method with details on the sample, data analysis techniques and instrumentation.
Sample & Data analysis

This study is descriptive in nature. Descriptive research studies are concerned with describing the characteristics of a particular individual or group. Both primary and secondary data were used for the purpose of this study. The primary data were collected through standardized questionnaire. Totally 356 executive employees were selected for this study from Neyveli Lignite Corporation Limited, Neyveli. Secondary data has been collected from books, journals and websites. Convenience sampling method was adopted for this study. The collected data was tabulated and analyzed through the appropriate statistical techniques i.e. Karl Pearson’s correlation and Chi-square. The population for this study consisted of 4259 executive employees in NLC. The sample was drawn from 362 executive employees in NLC which is 8.5% of executive form the population, 356 completed questioners were returned. Of the 356 respondents, 294 were male (82.6%) and 62 were female (17.4%). Table 1 presents the demographic characteristics of the 356 respondents.

Instrumentation

This study relied on previously developed and validated scales. Employee Engagement: The degree of engagement was adapted form Gallup’s 12 key elements of measuring employee engagement (Robinson, 2007). Organizational citizenship behaviour: The 24 item-scale developed by Podsakoff et al. (1990) was used to measure OCB. The developers of this scale reported reliability at 0.96. The variables were described using short statement. A Likert rating scale was attached to each statement to enable respondents to indicate their level of agreement ranging from “strongly agree”, “agree”, “Neither agree nor disagree”, “disagree” or “strongly disagree”.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Values</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>294</td>
<td>82.6</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>62</td>
<td>17.4</td>
</tr>
<tr>
<td>Nature of family</td>
<td>Joint</td>
<td>90</td>
<td>25.3</td>
</tr>
<tr>
<td></td>
<td>Nuclear</td>
<td>266</td>
<td>74.7</td>
</tr>
<tr>
<td>Unit</td>
<td>Mine</td>
<td>131</td>
<td>36.8</td>
</tr>
<tr>
<td></td>
<td>Thermal</td>
<td>150</td>
<td>42.1</td>
</tr>
<tr>
<td></td>
<td>Service</td>
<td>75</td>
<td>21.1</td>
</tr>
<tr>
<td>Length of service</td>
<td>&lt;5yrs</td>
<td>22</td>
<td>6.2</td>
</tr>
<tr>
<td></td>
<td>5-15yrs</td>
<td>23</td>
<td>6.5</td>
</tr>
<tr>
<td></td>
<td>15-25yrs</td>
<td>88</td>
<td>24.7</td>
</tr>
<tr>
<td></td>
<td>&gt;25yrs</td>
<td>223</td>
<td>62.6</td>
</tr>
</tbody>
</table>

Ho: There is no significant relationship between Employee Engagement and Organizational Citizenship Behaviour.
Table: 2 Pearson correlation matrix for Employee Engagement and Organizational Citizenship Behaviour

<table>
<thead>
<tr>
<th></th>
<th>Employee Engagement</th>
<th>Organizational Citizenship Behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pearson Correlation</strong></td>
<td>1</td>
<td>.272 **</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>356</td>
<td>356</td>
</tr>
</tbody>
</table>

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

From table: 2 it is inferred that there is positive correlation between employee engagement and organizational citizenship behaviour. The p value = .000, which is less than 0.01. Therefore, there is enough evidence to reject Ho at 1% level of significance. It means that there is significant relationship between Organizational citizenship behaviour and Employee Engagement.

Findings and suggestion

The Result shows positive relationship between employee engagement and Organizational Citizenship Behaviour among the executive employees in NLC. The results of this study suggest that there is still an energetic role for Organizational citizenship behaviour to strengthen employee engagement to gain desired outcomes. This study also contributes to knowledge of the consequences of employee engagement and approves the importance of positive attitudes and social relationships as antecedents of Organizational citizenship behaviour. Employee must be known that the effort they do is important for the success of organization. Effective training must be given for the employees so that they feel free and fully able to handle their job without any fear. The resource that is needed for the employees to get their job done best must be made available so that employees will be engaged to their fullest potential.

Conclusion

This research it can be concluded that employees of NLC ltd., are highly engaged. The organisational citizenship behaviour is the one of the outcome which leads to high level employee engagement in NLC. It is also found that there is positive relationship between employee engagement variable and organisational citizenship behaviour. Employee Engagement is a positive attitude held by the employee towards the organization and its values. Employee Engagement is rapidly gaining popularity, use and importance in the workplace and impacts organization in many way. Neyveli Lignite Corporation limited is a profit earning corporation and it has a saying that “The Power behind the Power” it indicates that, generating the power is behind the manpower. Hence OBC play the vital role for the engagement level of employee in NLC.

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