

EMOTIONAL INTELLIGENCE AS A MODERATOR IN INFLUENCING ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

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ABSTRACT:

Individual willingness to commit oneself to an organization is one of the fundamental requirements in an organization's success. Dynamic work environments and changing business models are testing employee's patience to keep themselves committed to their workplace. This study is aimed at analysing an organization's need for keeping their workforce engaged and to measure the influence of employees' engagement on individual willingness to commit oneself in organizations' performance. The researcher has adopted exploratory research by reviewing pieces of literature related to the study variables to establish a standard instrument for measuring employee engagement and organizational commitment. The researcher has taken reference from Saks' 2006 instrument for measuring employee engagement and Podsakoff, Mackenzie & et.al (1990) measurement for measuring organizational citizenship behaviour. This study is conducted among the IT employees of Wipro across their Bangalore branches. A multi stage sampling technique was used for this study based on the sample size requirement as per the standard formula calculation. Since there are a lot of studies on the above topic; the researcher made an effort to identify the influence of emotional quotient of employees in the relationship between workforce engagement and OCB to improve the novelty of this research. Data analysis was done using SPSS software and the findings revealed a positive effect on engagement and citizenship behaviour and the moderating influence of emotional intelligence in the above-said relationship. Emotionally intelligent employees are found to be more dedicated to their and they magnify the relationship between engagement and citizenship behaviour.

Key Words: Organizational Citizenship Behaviour, Employee Engagement, Emotional Quotient, Emotional Intelligence and novelty.

1. INTRODUCTION

As today's world is moving at a rapid speed, and so is the choices and preferences of people, it is very consequential for the organization to understand and acknowledge the needs and requirements of employees. Many research studies in the past and the present have proved that workforce engagement is the key factor for the overall development and growth of the organization. We are living in a volatile, competitive, uncertain and ambiguous world and it's the prime duty of the employer to make sure that the employees feel a sense of belongingness for the organization. Rapidly changing workforce compositions and the new age expectations of the young generation employees are demanding a need for control in increasing the attrition rate. Every organization needs to establish a strategy to engage their employee in the workplace and to make them feel committed to the organization. To establish equilibrium between organization and worker's attitude, it becomes mandatory to keep the employees engaged and committed to one-self to the organization, the employer has to go step forward to put an extra effort and set a benchmark to explore the ways to keep them happy and satisfied.

1.1 Employee Engagement

Employee Engagement is the attempt to recognize and define the qualitative and quantitative aspects of the relationship between the company and its workers. Engagement of an employee in the workplace tells a million stories about employees and their Organization. An engaged employee is somebody who has an optimistic state of mind towards the organization and workplace, whereas a disengaged employee is somebody who will criticize the organization which in turn will spoil the organization's years earned reputation.

1.2 Organization Citizenship Behaviour

Denis Organ the founder of OCB (Organization Citizenship Behaviour) suggested that it is not only the reward system that influences human behaviour and Employee Engagement but there are 'n' number of other factors that do influence OCB such as employees' morale level, job satisfaction and happiness at workplace.

1.3 Emotional Intelligence

Emotional Intelligence is the ability of individuals to diagnose and identify their own sentiments and that of others. Since the stress level and the working hours at the workplace

have increased nowadays, organizations have to find ways to maintain a balance between engagement and citizenship behaviour of an employee.

2. REVIEW OF LITERATURE:

2.1 Employee Engagement:

Workforce Engagement or Employee Engagement is extensively used and has become predominant term in business organizations (Robinson et al., 2004). Most of the researches on engagement are widely found in journals, whereas its application is most wanted in practice in industries. Shockingly there were only little empirical works were done on such an important factor. To complicate this further, there are numerous ways in which employee engagement has been defined.

Definitions	Reference
Emotional and intellectual obligation to the organization	Baumruk, 2004; Richman, 2006; Shaw, 2005
Amount of voluntary contribution given by workers in their workplace.	(Frank et al., 2004
Harnessing of organization members' selves to their work roles.	Kahn (1990, p. 694)
Engagement is a mental presence which has got two vital factors: attention and absorption	Rothbard (2001, p. 656)
Engagement is the opposite of burnout which is branded by energy, involvement, and efficacy.	Maslach et al., 2001
Engagement is a positive, satisfying, work-related state of mind that is characterized by vigour, dedication, and absorption	Schaufeli et al. (2002, p. 74)

Though engagement has many of the constructs of commitment and OCB, it is considered to be a perfect match. Engagement cannot be reflected through commitment and Organizational Behaviour. (Robinson et al. (2004, p. 8). There has been a little contribution towards model or theory development on engagement. Kahn's (1990) model, May et al. (2004) in their

respective studies formalized a conceptual model and found that engagement was strongly influenced by meaningfulness, safety, and availability.

2.2 Organizational Citizenship Behaviour:

The term organizational citizenship behaviour was first coined by (cf. Bateman & Organ, 1983; Smith, Organ, & Near, 1983) in their research work three and half decade ago. Combining the concepts of Chester Barnard (Barnard, 1938) and Daniel Katz (Katz, 1964) who conceptualized the terms willingness to co-operate (Barnard) and spontaneous & innovative behaviours, difference between dependable role and performance. Organ (Organ 1988) defined behaviour of any individual is optional and it's not implicitly or overtly recognized and considered in performance measurement. An enlarged vision into behavioural studies explains a fact that behavioural traits of employees helps in promoting efficiency and effectiveness of organizations performance. Though behaviour of any employee is not a prominent requirement in job design it becomes a matter of personal choice for an individual. Now being aware of the need of selective behaviours from employees in changing business environment the study on organizational citizenship behaviour becomes vital in competing cut throat challenges.

2.3 Dimensions of OCB:

In Deluga's work (Deluga, 1998) civic virtue is well-defined as an involvement of workers in managerial functions and political life of an organization. Civic virtue is the responsibility held by workers in things such as meetings and keeping updated with the changes in the firm's operations and administration (Organ, 1988). Graham in his work (Graham, 1991) has identified this dimension of OCB and stated the need for employees being a good citizen of the establishment. Citizenship behaviour is a reflection of employee's perception and recognition of being an integral component of the establishment which allows him/her to agree the responsibilities which demands their contribution (Podsakoff et al., 2000). Organ in his work (Organ, 1988) has identified a dimension named conscientiousness and explained it as an extended dedication of an employee beyond the normal requirements like working extended hours, volunteering to perform additional duties etc., Conscientiousness was claimed to be related to politics in organization amongst employees (McCrae & Costa, 1987) and it is gender sensitive. The results have shown that male workers involve more in conscientious behaviour than female (McCrae & Costa, 1987) Altruism is identified as behaviour of an employee to volunteer to provide help to co-workers when they are in trouble

to finish their jobs (Smith, Organ, and Near, 1983). It is a help rendered by an employee to other employees in their workplace. Altruism plays a very positive role in influencing performance evaluations (Podsakoff et al, 2000).

Courtesy was identified as a proactive behaviour of an individual in identifying the problems and taking appropriate actions to reduce the effect of the problem. It was identified that, people exhibit courtesy would reduce grievances between groups and thereby reduces the time spent in grievance handling and conflict resolution activates (Podsakoff et al., 2000). Sportsmanship dimension of OCB is defined as the ability of an individual to tolerate the frustrations and uncomfortable situations encountered that are unavoidable in organizations (Organ, 1988). Sportsmanship characteristic of an employee was significantly related to the morale of the employee work group and in due course reduces employee turnover (Podsakoff and Mackenzie, 1997)

2.4 Relationship between Engagement of employee and OCB:

Organizations are showing importance on employees' effort beyond the job requirement at workplace. Employee engagement has also proved to have significant effect in driving organizational citizenship behaviour. Improved engagement among employees was found to have added effect on organizational performance through employees' citizenship behaviour. Organizations aiming at value based functioning should adopt to high performance practices to sustain engagement levels of employees (Kataria et al., 2012). A study by Rurkkhum and Bartlett (2012) also identified a constructive relationship between engagement and employees' behaviour to go a step forward and contribute above their job needs. Though there were many studies enumerating the correction between engagement and OC, most of them were from western countries. Changing workplace composition and changed work roles in recent times in Indian companies is demanding a way to retain the work force and get out their best to improve organizations' performance.

3. RESEARCH METHODOLOGY:

3.1 Hypotheses of the study:

H1: Work Engagement is likely to have a significant impact on Organizational Citizenship Behaviour.

H 2: Organizational Engagement is likely to have a significant impact on Organizational Citizenship Behaviour

H 3: Emotional intelligence is likely to have a significant impact on relationship between engagement and OCB

3.2 Methodology: Descriptive research design has been used and the structured questionnaire was used as a tool for collecting data from the respondents selected using stratified random sampling. Collected data were analysed using the tools like Factor Analysis, Regression and Correlation

3.3 Scoring Methodology: Organizational citizenship behaviour (OCB), engagement of employees and emotional intelligence were measured using a scale developed using 24, 11 and 24 items respectively. All those items in the scale were measured using likert scale. Items were measured with five-point scales weighed from strongly agree 5 to strongly disagree 1. Score for organizational citizenship behaviour would have a total of 120 if all respondents strongly agree to any statement in the scale. Similarly, if the score from all respondents is 1 for any item the final score would be 24. Similar methods were followed for the other variables like engagement and emotional intelligence. For engagement factor highest score would be 55 and lowest be 11.

4. ANALYSIS AND INTERPRETATIONS: 386 respondents selected from oracle branches of Bangalore city revealed a following profile composition. 28.2% of the respondents belong to 21-25 years age group, 26.2% are from 26-30 years age group, and 18.9% of them belong to 36-40 years of age and > 40 years age group comprised of 10.4% of respondents. Considering experience, 26.4% of respondents belong to zero to five years of experience level, 21% of respondents belong to 11-15 years of experience and 17.6% of respondents belong to above 15 year of experience. In salary range of respondents group, 28.8% of them belong to 40-60K category, 25.6% of them belong to 61-80 K category, 19.7% of them belong to 81-1 lakh category, 1.01-1.2 lakh category had 14.5% of respondents and 11.7% are from > 1.2 lakh salary category. Of total respondents 31.1% of them are software engineers, 23.3% are working as senior software engineers, 19.7% works as project leads, 16.8% of them are project managers and the rest 9.1% of them belong to other designations of the company. The summary of the analysis is displayed in table 1.

4.1 Scores of Engagement and Citizenship Behaviour: Organizational Citizenship Behaviour scores was measured using summarizing method. Responses of every individual response for every single question in the construct stretched were summarized. Scores for 24 questions in the construct stretched from a low of 41 to a high of 100 out of 120. The mean

score was 72.310 with SD of 10.96. Selected samples were normally distributed and it has been proven using histogram. Summary report shows that only 0.10 % (n=04) of respondent have shown high level of citizenship behaviour, 49.5% (n=191) have expressed partial citizenship behaviour and the rest of the 49.5 % (n=191) of the respondents have voiced very low citizenship behaviour. Similarly, for the employee engagement, the scores stretched from 19 to 51 out of 55 with a mean score of 42.23 and SD of 7.7. 26% (n=100) respondents were found to have high engagement, 53.4 % (n=206) of the respondents stated partial engagement and 20.6% of respondents had low engagement. The summary of the scores, mean, SD, regression tests is given in table 2 & 3.

4.2 Factors of engagement and OCB: Study variables were measure using a validated instrument comprising of set of questions. Saks instrument for employee engagement had 11 variables whereas instrument used for Organizational citizenship behaviour Philip M. Podsakoff & et.al had 24 variables. Sample size adequacy measured using KMO and Bartlett's test revealed .821 for engagement and .797 for organizational citizenship behaviour respectively. Communalities considered for selection was 0.5 and above, the average of engagement variable communalities was 0.624 and for citizenship behaviour was 0.68. Dimension reduction procedure of factor analysis resulted in five latent variables/factors for organizational citizenship behaviour and two latent variables/factors for employee engagement. Five factors of citizenship behaviour identified have expressed 67% of variance, whereas 60% of the variability was explained by resulted two latent variables. Factor identified under engagement and commitment is listed below. Reliability scores of each latent variable are measured using Cronbach alpha test. All the latent variables had a very good reliability score the least score being 0.78 and the highest being 0.885. Grouping of each of the latent variables and its reliability scores were listed in Table no: 4&5.

Employee Engagement Factors: Work Engagement and Organizational Engagement

Organizational Citizenship Behaviour Factors: Altruism, Sportsmanship, Civic Virtue, Courtesy, and Conscientiousness

4.3 Multiple Regressions: Correlation coefficient value $r = 0.455$, $N = 386$, $p = 0.00$ insist on a direct and optimistic relationship between OCB and employee engagement. Regression analysis revealed a very small but a significant coefficient value of .207 which indicates that two factors of employee engagement is responsible for 21% of the variation in organizational citizenship behaviour. F value 49.981 with a p value .000 also confirms the association

between engagement and citizenship behaviour. Coefficient value 0.226 and .371 indicate a causal effect, which denotes one unit change in work engagement and organizational engagement can cause 22.6% and 37.1% change in organizational citizenship behaviour respectively. Summary of the correlation and regression and coefficient analysis are shown in table no: 6, 7 & 8.

4.4 Emotional Intelligence as a mediating variable: In measuring interaction effect of emotional intelligence and engagement, hierarchical/step-wise regression analysis was used which revealed a fact that, interaction effect between EI and EE is causing a change in the significant effect between Organizational citizenship behaviour and engagement factors. Introduction of interaction in the model has changed the overall regression value .289 to .324. Since the change is small (.037) but significant, it can be inferred that, interaction effect is partially moderating the relationship between engagement and citizenship behaviour. Beta value of -.194 in the coefficient table which is significant also confirms the mediation effect. Moderating effect of emotional intelligence is also depicted in chart no: 1, which explains the fact that, when emotional intelligence is low, the magnitude of relationship between engagement and citizenship behaviour is low and when the emotional intelligence is high the relationship is found to be low. The summary of the results are displayed in table no: 9, 10 & 11.

5. Discussion and Conclusion: Dimension reduction analysis resulted in the identification of five factors for organizational citizenship behaviour contributing to 67% of total variance, 2 latent variables identified for engagement was found to be the predicting 60% of the variance. Since the work roles are changing and the workplace compositions are also rapidly changing with the inclusion of young workforce, it becomes vital for organizations to keep their employee engaged. Emotional intelligence on analysis revealed a moderating role between the relationships between engagement and OCB. Moderation effect of emotional intelligence was high when there is low engagement (0.544). Improved intelligence in high engagement had very less moderation effect (0.176).

6. Practical Implications and Conclusion: There has been a lot of study on engagement of employees and citizenship behaviour of employees in recent times and this study shows its novelty by identifying the moderation effect of emotional intelligence. This study result would help industry people in strategizing their recruitment process to include emotional quotient as one of the important components in candidate selection in addition to the

technical skills. This study also explains the importance of each components of engagement and its impact on citizenship behaviour which could help organization in identifying the areas to concentrate based on the similar kind of study in their company.

The findings of this research study will have both academic and industrial importance. Industries could make use of this research to identify the factors influencing the engagement and citizenship behaviour of employees in organizations. This study will also throw light on studies on emotional intelligence impact as well. Emotional intelligence will be looked upon as a productivity variable hereafter. The findings of this study would enable employers to identify the areas to improve their policy-making in the future and reframe their structural framework. The growing need for employee engagement and citizenship behaviour from employees can be sorted with the help of the study to an extent. Since this study is industry-specific generalization may not be possible and there is a lot of scopes left in this study as a gap for future studies.

TABLES AND GRAPHS

Table No 1: Profile of the respondents

Respondent's Profile	Categories	Frequency	Percentage
Age	21 years - 25 years	109	28.2
	26 years - 30 years	101	26.2
	31 years - 35 years	73	18.9
	36 years - 40 years	63	16.3
	Above 40 years	40	10.4
Experience	0-5years	135	35.0
	6- 10 years	102	26.4
	11- 15 years	81	21.0
	Above 15 years	68	17.6
Salary	40-60K	111	28.8
	61-80K	99	25.6
	81K – 1 Lakh	76	19.7
	1.01 Lakh – 1.20 L	56	14.5
	Above 1.2 L	44	11.7
Designation	Software Engineers	120	31.1
	Senior Software Engineers	90	23.3
	Project Leads	76	19.7
	Project Managers	65	16.8

	Others	35	9.1
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Table No 2: Descriptive analysis of Engagement and Organizational Citizenship Behaviour

	Organizational Citizenship Behaviour	Employee Engagement
Valid	386	386
Missing	0	0
N	386	386
Mean	72.3109	42.2347
Std. dev.	10.96851	7.67637
Minimum	41	19
Maximum	100	51

Table No 3: Total Scores of Engagement and Organizational Citizenship Behaviour

Organizational Citizenship Behaviour			Employee Engagement		
Scores (Level)	N	%	Scores (Level)	N	%
< 72 (Low)	191	49.5	< 33 (Dis- Engaged)	80	20.6
72 to 96 (Medium)	191	49.5	33 to 44 (Partially Engaged)	206	53.4
97 to 120 (High)	4	0.010	45 to 55 (Engaged)	100	26
Total	386	100	Total	386	100

Table No 4: Factors and Reliability scores of Organizational Citizenship Behaviour

FACTOR 1 - ALTRUISM				
Sl. No	Variable	Factor Loading	Communality	Cronbach's Alpha
1	Helps others who have been absent.	.853	.748	.827
2	Helps others who have heavy workloads	.865	.778	
3	Helps orient new people even though it is not required	.835	.723	
4	Willingly helps others who have work related problems	.885	.833	
5	Is always read to lend a helping hand to those around him/her	.871	.805	
FACTOR 2 - COURTESY				
1	Takes steps to try to prevent problems with other workers.	.733	.552	.848
2	Is mindful of how his/her behaviour affects other people's jobs.	.789	.653	
3	Does not abuse the right of others	.811	.662	

4	Tries to avoid creating problems for co-workers	.822	.684	
5	Considers the impact of his/her actions on co-workers.	.775	.606	
FACTOR 3 - CIVIC VIRTUE				
1	Attends meetings that are not mandatory, but are considered important.	.887	.833	.859
2	Attends functions that are not required, but help the company image.	.752	.632	
3	Keeps abreast of changes in the organization.	.896	.831	
4	Reads and keeps up with organizational announcements, memos and so on	.722	.595	
FACTOR 4 - SPORTSMANSHIP				
1	Consumes a lot of time complaining about trivial matters (R)	.872	.767	.885
2	Always focuses on what's wrong rather than the positive side (R)	.830	.698	
3	Tends to make "mountains out of molehills." (R)	.795	.650	
4	Always find fault with what organisation is doing. (R)	.798	.655	
5	Is the classic "squeaky wheel" that always needs greasing. (R)	.824	.692	
FACTOR 5 - CONSCITIOUSNESS				
1	Attendance at work is above the norm	.695	.601	.784
2	Does not take extra breaks	.743	.559	
3	Obeys company's rules and regulations even when no one is watching	.750	.574	
4	Is one of my most conscientious employees	.701	.597	
5	Believes in giving an honest day's work for an honest day's pay	.769	.596	

Table No 5: Factors and Reliability scores of Employee Engagement

FACTOR 1 – WORK ENGAGEMENT				
Sl.No	Variable	Factor Loading	Communality	Cronbach's Alpha
1	Leadership	.734	.544	.846
2	Value Congruence	.802	.644	
3	Job Characteristics	.808	.654	
4	Supervisor's Support	.826	.683	
5	Reward & Recognition.	.776	.604	

FACTOR 2 – ORGANIZATIONAL ENGAGEMENT				
1	Organizational support	.894	.803	.848
2	Procedural Justice	.693	.581	
3	Distributive Justice	.731	.538	
4	Shared Vision	.739	.549	
5	Shared mood and	.686	.672	
6	Opportunity to grow and learn.	.773	.598	

Table No 6: Regression analyses between Engagement and Organizational Citizenship Behaviour

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.455 ^a	.207	.203	.407	.207	49.981	2	383	.000

a. Predictors: (Constant), Organizational Engagement, Job Engagement

Table No 7: Anova results of regression between Engagement and Organizational Citizenship Behaviour

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.598	2	8.299	49.981	.000^b
	Residual	63.595	383	.166		
	Total	80.193	385			

a. Dependent Variable: Organizational Citizenship Behaviour
b. Predictors: (Constant), Organizational Engagement, Job Engagement

Table No: 8 Coefficient values of Engagement factors on Organizational Citizenship Behaviour

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.921	.122		15.803	.000
	JE	.137	.028	.226	4.940	.000
	OE	.176	.022	.371	8.117	.000

a. Dependent Variable: Organizational Citizenship Behaviour

Table No 9: Stepwise Regression to measure mediation effect of Emotional Intelligence

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change

1	.541 ^a	.292	.289	9.25009	.292	79.167	2	383	.000
2	.574 ^b	.330	.324	9.01628	.037	21.121	1	382	.000
a. Predictors: (Constant), Zscore(Emotional Intelligence), Zscore(Employee Engagement)									
b. Predictors: (Constant), Zscore(Emotional Intelligence), Zscore(Employee Engagement), ZEE x ZEI									

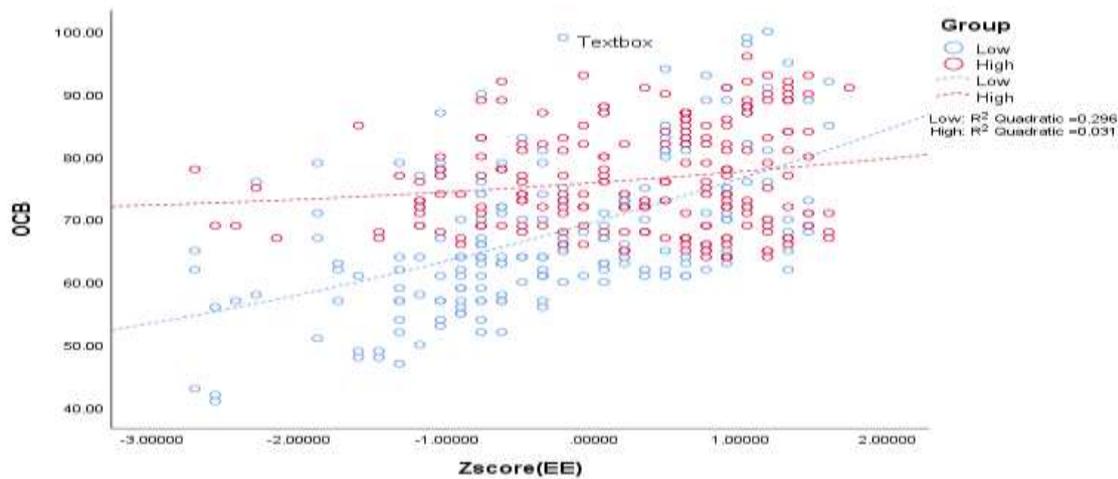
Table No 10: Anova results of mediation effect of Emotional Intelligence

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13547.654	2	6773.827	79.167	.000 ^b
	Residual	32771.040	383	85.564		
	Total	46318.694	385			
2	Regression	15264.679	3	5088.226	62.591	.000 ^c
	Residual	31054.015	382	81.293		
	Total	46318.694	385			
a. Dependent Variable: Organizational Citizenship Behaviour						
b. Predictors: (Constant), Zscore(EI), Zscore(EE)						
c. Predictors: (Constant), Zscore(EI), Zscore(EE), ZEE x ZEI						

Table No 11: Coefficient values of Engagement factors, Emotional Intelligence interaction on Organizational Citizenship Behaviour

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	72.311	.471		153.586	.000
	Zscore(EE)	3.926	.500	.358	7.857	.000
	Zscore(EI)	3.331	.500	.304	6.666	.000
2	(Constant)	73.001	.483		151.182	.000
	Zscore(EE)	3.634	.491	.331	7.398	.000
	Zscore(EI)	3.360	.487	.306	6.898	.000
	ZEE x ZEI	-2.086	.454	-.194	-4.596	.000
a. Dependent Variable: OCB						

Chart1: Showing mediation role of Emotional intelligence



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