

# Relationship between Employee Engagement and Organizational Citizenship Behavior among IT employees in Chennai

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**Abstract-**Employee engagement is a critical factor influencing the performance and success of organizations, particularly in the IT sector, where workplace dynamics vary significantly across firms. In the contemporary business landscape, both employee engagement and organizational citizenship behavior (OCB) are pivotal concepts, as they contribute to overall organizational effectiveness. Given their significance, this study examines the relationship between employee engagement and OCB among IT employees in Chennai.

Organizational citizenship behavior fosters a collaborative and harmonious work environment, enhancing both individual and collective productivity. This study investigates the extent to which employee engagement influences OCB within IT organizations. Data was collected through a standardized questionnaire administered to IT professionals in Chennai. The findings provide valuable insights for employers, emphasizing the importance of fostering employee engagement to enhance OCB and, consequently, improve workplace culture and organizational efficiency.

This study not only offers a deeper understanding of the interplay between employee engagement and OCB in the IT sector but also discusses its limitations and suggests future research directions.

## Sample

The study's respondents consist of IT employees working in various organizations across Chennai.

**Index Terms-** Employee Engagement, Organizational Citizenship Behavior, IT Employees, Organizational Effectiveness

## 1. INTRODUCTION

The growth of a nation's economy is largely driven by the efforts of skilled employees, who are regarded as the most valuable assets of any industry,

particularly in the Information Technology (IT) sector. In today's highly competitive business environment, retaining skilled employees has become a priority for IT firms, as employees have abundant career opportunities. Employee engagement has emerged as a crucial factor in ensuring a productive and efficient workforce. Kahn (1990) introduced the concept of employee engagement, defining it as a psychological and emotional state that influences an employee's commitment to their work. Expanding on Kahn's foundational work, Sarath (2015) highlighted the evolving nature of engagement in modern workplaces. Nahrgang (2011) emphasized that employees who are highly engaged and empowered significantly contribute to the success and reputation of their organizations. According to Bakker and Schaufeli (2008), employee engagement is a subject of immense interest in both academic and industrial domains.

The advent of globalization has revolutionized India's corporate landscape, with the IT sector playing a pivotal role in the country's economic growth. Over the years, the Indian IT industry has transformed from small-scale enterprises into a global powerhouse. India's IT sector is synonymous with software development, IT-enabled services, and digital transformation. The Ministry of Information Technology plays a crucial role in facilitating the growth of this sector by promoting digital literacy, fostering IT education, and accelerating technological advancements. IT firms are not only responsible for data management and software development but also contribute to areas such as networking, cybersecurity, and technical support services.

Hair, Black, Anderson, and Tatham (1995) emphasized that employee engagement has a profound impact on Organizational Citizenship Behavior (OCB). While the success of an organization depends on employees' skills and competencies, Ulrich (2007) argued that emotional attachment to the organization is equally important. Jeung (2011) asserted that an employee's perception of organizational growth and value addition influences their level of engagement. In India, multinational IT firms have introduced innovative managerial practices, including cybersecurity measures and flexible work environments, to enhance employee engagement. The Indian IT sector contributes approximately 7.5% to the national GDP, attracting substantial Foreign Direct Investment (FDI). Recognizing the industry's potential, the Government of India has implemented policies to nurture entrepreneurship, promote research and development (R&D), and enhance digital infrastructure.

Employee engagement refers to an employee's positive emotional, cognitive, and behavioral commitment toward their organization (Kahn, 1990). It encompasses various dimensions, including rational, behavioral, and emotional involvement in work. Employee engagement is characterized by vigor, dedication, and absorption, directly impacting workforce productivity in the IT sector. May et al. (2004) suggested that engagement is a combination of motivation, job satisfaction, and workplace effectiveness. In India, IT professionals function as strategic business partners, with engagement strategies incorporating both humanistic and financial incentives. Higher employee engagement leads to increased return on assets, higher earnings per employee, and overall business growth. Leading IT firms in India have implemented innovative engagement practices, fostering a workplace culture that prioritizes employee well-being.

A prime example of effective employee engagement is Google India Pvt. Ltd., which has created a dynamic and inclusive work environment. Google fosters innovation and work-life balance by offering employees flexible work schedules, wellness programs, and recreational facilities such as gyms, meditation centers, and healthcare checkups. The company also hosts initiatives like 'Bring Your

Children to Work Day' and 'Parents' Day' to strengthen employee morale and engagement.

#### a. Organizational Citizenship Behavior (OCB) and Employee Engagement

Organizational Citizenship Behavior (OCB) refers to voluntary, discretionary behaviors that enhance organizational effectiveness beyond formal job requirements (Organ, 1997). Commonly known as the "Good Soldier Syndrome," OCB fosters a collaborative, productive, and innovative workplace culture. In the Indian IT sector, OCB is instrumental in improving job performance, teamwork, and problem-solving abilities. Employees who exhibit OCB demonstrate greater autonomy, take initiative, and contribute proactively to organizational goals. The presence of strong OCB within IT organizations creates a sense of community, social cohesion, and workplace harmony.

In India, OCB is manifested through behaviors such as:

- Helping colleagues and fostering teamwork
- Demonstrating loyalty toward the organization
- Adhering to organizational norms and compliance policies
- Taking initiative and contributing to workplace improvements
- Engaging in civic virtues and self-development activities

While the concept of OCB has been predominantly explored in Western contexts, its applicability in India presents unique cultural dimensions. Indian employees tend to exhibit collectivist behavior, emphasizing teamwork and community-building. However, existing OCB models in India require further refinement to reflect the cultural and organizational nuances specific to the IT industry.

#### b Employee Engagement and OCB: The Connection

Employee engagement and organizational citizenship behavior are intrinsically linked. Organizations have long sought to understand how employees perceive their roles, their level of commitment, and their willingness to contribute beyond job descriptions. Employee engagement serves as a multidimensional motivational construct, influencing individual job performance and

organizational outcomes. In a knowledge-driven economy, retaining highly skilled employees is crucial for sustaining growth and innovation. Losing engaged employees results in significant productivity losses and operational disruptions.

This study explores the relationship between employee engagement and OCB in IT organizations in Chennai. The research specifically investigates how IT employees' engagement levels influence their discretionary behaviors that contribute to organizational success. Chennai, being a major IT hub, attracts professionals from diverse backgrounds, many of whom face work-related stress and psychological challenges. This study aims to identify best practices for fostering engagement, improving employee well-being, and maintaining a transparent organizational culture in Chennai's IT sector.

By gaining deeper insights into the engagement-OCB relationship, organizations can develop strategic initiatives to enhance employee motivation, job satisfaction, and overall workplace effectiveness. This research also provides recommendations for IT firms to create an inclusive and engaging work environment that fosters both individual and organizational growth.

## 2.LITERATURE REVIEW

The concept of employee engagement was first introduced by Kahn (1990), who identified three psychological conditions essential for engagement and disengagement: psychological meaningfulness, psychological safety, and psychological availability. These factors determine how employees immerse themselves in their work roles. Organ (1988) defined organizational citizenship behavior (OCB) as discretionary behaviors not explicitly recognized by formal reward systems but essential for the effective functioning of organizations.

Afram, Manresa, and Machucca (2022) examined the effect of structural and psychological empowerment on employee engagement, emphasizing that organizations fostering an empowering environment tend to see higher engagement levels. Sugianingrat et al. (2019) found a significant relationship between employee engagement and OCB, reinforcing the idea that engaged employees exhibit behaviors that go

beyond their formal job roles, benefiting the organization as a whole.

Bamruk (2004) argued that higher levels of employee engagement directly enhance productivity, while Rurkhum and Barklett (2010) highlighted that OCB influences employee attitudes and overall organizational performance. Saks (2006) noted that stress-free employees contribute significantly to IT sector productivity, linking workplace well-being with engagement outcomes.

Recent studies further validate the connection between engagement and workplace outcomes. Varghese and Waraich (2024) established that employee engagement enhances retention levels, while Anitha (2014) highlighted its role in reducing turnover rates. Ugoani (2020) explored engagement through perception and diversity lenses, concluding that multiple perspectives within an organization enhance innovation and productivity.

The impact of leadership styles and personality traits on engagement is significant. Meskelis and Whittington (2020) examined the moderating effects of authentic leadership on honesty-humility traits, demonstrating that leadership practices influence employee commitment. Tiwari and Lenka (2019) emphasized that internal corporate communication, continuous learning, and knowledge sharing positively impact engagement, fostering a collaborative and innovative work culture.

From a human resource management perspective, Albrecht et al. (2015) asserted that a well-designed organizational performance management system enhances employee engagement. They argued that HR practitioners must go beyond traditional annual engagement surveys and embed engagement strategies within HR policies such as recruitment, performance management, training, and development.

However, the IT sector faces several challenges in employee engagement, including poaching, high competition, disengagement of women employees, generational differences, and job insecurity. Addressing these issues requires targeted engagement programs that foster inclusivity and stability.

Farah Mansor et al. (2024) emphasized that creating opportunities for employee interaction strengthens engagement, promoting collaboration and a sense of belonging. Mundhra and Pramanik (2024) examined work autonomy as a mediator between engagement and performance, arguing that greater freedom in decision-making enhances proactive work behaviors. Their study suggested that organizations should implement strategies that empower employees while fostering engagement.

Thatipamula et al. (2024) highlighted the role of economic empowerment and work-life balance in increasing IT sector productivity. Their research also explored the impact of demographic factors on engagement, demonstrating that personal circumstances and organizational support systems shape employee commitment.

Overall, the literature underscores the multi-dimensional nature of employee engagement and its strong correlation with OCB. Engagement is not merely an outcome of HR policies but a strategic necessity that influences retention, performance, and organizational success. As IT sectors in India continue to evolve, fostering a culture of engagement, leadership-driven motivation, and psychological well-being remains critical for sustainable growth.

### 3. RESEARCH HYPOTHESES

- H1: There is a significant relationship between employee engagement and organizational citizenship behavior (OCB).
- H2: There is a significant difference in organizational citizenship behavior based on age.

### 4. AIM

This study aims to examine the relationship between employee engagement and organizational citizenship behavior among IT sector employees in Chennai.

### 5. RESEARCH QUESTIONS

1. Does a correlation exist between employee engagement and organizational citizenship behavior?
2. Is there a significant difference in organizational citizenship behavior based on age?

### 6. RESEARCH OBJECTIVES

1. To analyze the correlation between employee engagement and organizational citizenship behavior.
2. To examine whether age significantly influences organizational citizenship behavior.

### 7. RESEARCH GAP

Existing studies on employee engagement and organizational behavior highlight several research gaps. While the broader relationship between these two variables is well-documented, their specific connection within the IT sector remains largely unexplored. Prior research has predominantly focused on industries such as academia and the travel sector, leaving a lack of sector-specific insights for IT professionals.

Additionally, most studies have concentrated on mediating factors like stress, while other potential moderators—including monetary benefits, psychological influences, and emotional factors—remain insufficiently investigated. Furthermore, much of the existing literature is Western-centric, with minimal attention given to non-Western contexts such as India, particularly Tamil Nadu and Chennai. Addressing these research gaps will provide a more nuanced understanding of employee engagement in the IT sector and help formulate strategic interventions to enhance productivity and organizational effectiveness.

### 8. RESEARCH METHODOLOGY

This study follows a descriptive research design. Data collection was conducted via Google Forms, which were circulated through HR professionals, executive assistants in CEO offices, and other key personnel in IT companies based in Chennai.

A total of 100 respondents were selected from various IT organizations using convenience sampling. The survey was distributed via email, WhatsApp, and other digital platforms. Participants were assured of confidentiality, and the purpose of the study was clearly communicated. The researcher encouraged open feedback, constructive criticism, and suggestions, ensuring that participation was entirely voluntary, with no coercion. Trust and transparency were maintained throughout the

process to foster an environment of genuine responses.

### 9. RESEARCH DESIGN

This study adopts a descriptive quantitative research design to examine the relationship between employee engagement and organizational citizenship behavior (OCB) among IT professionals in Chennai.

### 10. SAMPLE SIZE

The research was conducted among 100 IT employees in Chennai, selected using convenience sampling techniques. All participants were permanent employees with a minimum work experience of more than three months.

### 11. INCLUSION AND EXCLUSION CRITERIA

Inclusion Criteria:

- Participants must be IT sector employees.
- Age range: 18 years and above (including those over 50 years).

Exclusion Criteria:

Participants who did not meet the above criteria were excluded, including:

1. Hybrid employees (those working both remotely and in-office).
2. Interns within the organization.
3. Bench employees (employees not actively assigned to a project).
4. Employees outside the IT sector.

### 12. MEASURES

To ensure a robust and standardized assessment of the key variables, the following validated scales were used:

1. Employee Engagement Questionnaire
  - Employee engagement was measured using the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli and Bakker (2003).
2. Organizational Citizenship Behavior (OCB-C) Scale
  - The OCB-C scale, designed by Paul Spector and Suzy Fox (2009), was employed to assess organizational citizenship behavior.

A 5-point Likert scale was used to measure both employee engagement and OCB:

- Employee Engagement:
  - Never (1), Seldom (2), Sometimes (3), Often (4), Always (5).
- Organizational Citizenship Behavior:
  - Never (1), Once or Twice (2), Once or Twice per Month (3), Once or Twice per Week (4), Every Day (5).

The internal consistency reliability (Cronbach's alpha) for both scales was found to be 0.93 for employee engagement and 0.97 for organizational citizenship behavior, indicating high reliability.

### 13. DATA ANALYSIS

The collected data was analyzed using Jamovi statistical software. The relationship between employee engagement and organizational citizenship behavior was examined through regression analysis, which helped predict OCB based on employee engagement levels.

The Organizational Citizenship Behavior (OCB-C) Scale consists of 20 items designed to assess the frequency of OCB in the workplace. The total score was derived by summing up two subscales:

- OCBO (Organizational Citizenship Behavior toward the Organization): Measures behaviors directed toward benefiting the organization as a whole.
- OCBP (Organizational Citizenship Behavior toward People): Measures behaviors directed toward helping coworkers with work-related tasks.

### 13. RESULTS AND DISCUSSION

Table 1: Demographic profile of respondents

S. No.	Demographic profile	Frequency	percentage
I	Age		
1	18-25	59	59
2	26-35	24	24
3	36-50	15	15
4	Above 50	2	2
	Total	100	100
II	Gender		
1	Male	53	53
2	Female	47	47
	Total	100	100

The demographic analysis reveals that the majority of respondents (59%) belong to the 18–25 age group, followed by 24% in the 26–35 age group. Participants aged 36–50 constitute 15% of the sample, while those above 50 years account for a mere 2%.

In terms of gender distribution, the sample is nearly balanced, with 53% male and 47% female respondents.

Table 2: Descriptive statistics

Descriptives								
	N	Mean	Median	SD	Minimum	Maximum	Shapiro-Wilk W	Shapiro-Wilk p
Employee Engagement	100	33.2	33	5.69	18	45	0.981	0.17
OCB	100	65.2	67.5	14.8	29	98	0.987	0.466

Table 2: Descriptive Statistics Analysis

Table 2 presents the descriptive statistics for years of experience, employee engagement, and organizational citizenship behavior (OCB) based on a sample of 100 participants.

- The mean years of experience is 5.54 years, with a median of 3 years and a standard deviation of 6.69. The minimum experience reported is 1 year, while the maximum is 20 years.
- The mean employee engagement score is 33.2, with a median of 33.0 and a standard deviation of 5.69, indicating a moderate level of variability. The scores for employee engagement range from 18 to 45.
- For organizational citizenship behavior (OCB), the mean score is 65.2, with a median of 67.5 and a standard deviation of 14.8, signifying greater variability compared to employee engagement. The OCB scores range between 29 and 98.
- The Shapiro-Wilk test results indicate that both employee engagement ( $p = 0.170$ ) and OCB ( $p = 0.466$ ) are normally distributed, as their p-values exceed the 0.05 threshold. This validates the use of parametric statistical analyses for further hypothesis testing.

Table 3: Correlation Matrix			
		EMPLOYEE ENGAGEMENT	OCB
EMPLOYEE ENGAGEMENT	Pearson's r	—	
	df	—	
	p-value	—	
OCB	Pearson's r	0.318**	—
	df	98	—
	p-value	0.001	—

Note. \*  $p < .05$ , \*\*  $p < .01$ , \*\*\*  $p < .001$

Hypothesis Testing: Relationship Between Employee Engagement and Organizational Citizenship Behavior (OCB)

Hypothesis (H1): There is a significant relationship between employee engagement and organizational citizenship behavior (OCB).

The results presented in Table 3 indicate a statistically significant positive correlation ( $r = 0.318, p < 0.01$ ) between employee engagement and OCB. This suggests a moderate association between these two variables. As per the analysis, Hypothesis 1 is accepted, confirming that as employee engagement increases, OCB also tends to increase.

Although the correlation is not extremely strong, the presence of additional influencing factors cannot be ruled out. The high statistical significance ( $p = 0.001$ ) indicates a low probability that this correlation is due to chance, with 98 degrees of freedom.

This finding highlights that strategies aimed at enhancing employee engagement can potentially foster higher levels of OCB, and vice versa. However, the moderate strength of the correlation suggests that a holistic approach, incorporating other organizational and psychological factors, is essential for maximizing both employee engagement and OCB in the workplace.

Table 4 represents the model fit measures and model fit coefficients

Model Coefficients - OCB					Model Fit Measures							
Predictor	Estimate	SE	t	p	Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Overall Model Test			
EMPLOYEE ENGAGEMENT	0.829	0.25	3.32	0.001	1	0.318	0.101	0.092	F	df1	df2	p
									11	1	98	0.001

Regression Analysis: Impact of Employee Engagement on Organizational Citizenship Behavior (OCB)

As presented in Table 4, the regression model examining the relationship between employee engagement and OCB yields a correlation coefficient (R) of 0.318, indicating a moderate positive relationship between these two variables.

The coefficient of determination (R<sup>2</sup>) is 0.101, suggesting that employee engagement accounts for approximately 10.1% of the variance in OCB. While this confirms that employee engagement is a statistically significant predictor of OCB, its explanatory power is relatively limited, implying that other factors also contribute significantly to OCB variation.

Furthermore, the adjusted R<sup>2</sup> value of 0.092, which adjusts for the number of predictors in the model, shows a slight reduction from the R<sup>2</sup> value, reinforcing the notion that additional variables need to be considered for a more comprehensive understanding of OCB determinants.

Overall, while the model establishes a statistically significant relationship, the relatively low R<sup>2</sup> value highlights the need for exploring additional predictors beyond employee engagement to better explain organizational citizenship behavior in the workplace.

Table 5 One-Way ANOVA (Welch's)

	F	df1	df2	p
OCB	0.950	3	5.27	0.481

H2: Examining the Relationship Between Organizational Citizenship Behavior and Age

The results of Welch's One-Way ANOVA for Organizational Citizenship Behavior (OCB), presented in Table 5, indicate that the F-statistic is

0.950, with 3 degrees of freedom for the between-group variance (df1) and 5.27 degrees of freedom for the within-group variance (df2). The corresponding p-value is 0.481, which is significantly higher than the conventional significance level of 0.05. This result suggests that there are no statistically significant differences in OCB across different age groups. In other words, the mean OCB scores among the groups do not differ significantly, and any observed variations are likely due to random chance rather than actual differences in the population.

Key Findings

This study provides important insights into the relationship between employee engagement and OCB. The demographic profile of respondents reveals that 59% of the sample falls within the 18-25 age group. Descriptive statistics indicate a moderate level of employee engagement, with a mean value of 33.2. This suggests that higher employee engagement is associated with an increased likelihood of an engaged workforce. However, the mean OCB score is 65.2, suggesting that respondents exhibit a strong tendency toward behaviors that positively contribute to their organizations. The discrepancy between employee engagement and OCB implies that while employees are willing to go beyond their formal roles, other underlying factors may influence their overall engagement levels. Understanding these factors is crucial for organizations striving to enhance both employee satisfaction and performance.

A key finding of the study is the positive correlation between employee engagement and OCB, quantified by a Pearson correlation coefficient of  $r = 0.318$  ( $p < 0.01$ ). This finding supports the hypothesis that increasing employee engagement can enhance OCB. In other words, when employees feel more involved and committed to their work, they are more likely to engage in behaviors that benefit their organization. However, the moderate strength of this correlation suggests that additional influencing factors must be

considered. Variables such as leadership styles and workplace culture may play significant roles in shaping both employee engagement and OCB.

#### Regression Analysis and Additional Factors

Regression analysis further elucidates this relationship, revealing that employee engagement accounts for approximately 10.1% of the variance in OCB. This underscores the importance of employee engagement as a predictor of OCB. However, a significant portion of OCB variability remains unexplained by employee engagement alone. This highlights the necessity for organizations to explore additional variables that may impact OCB, such as employee training, recognition programs, and opportunities for professional development. By addressing these factors, organizations can cultivate an environment that fosters higher levels of both engagement and OCB.

#### Age and Organizational Citizenship Behavior

The ANOVA results indicate that OCB does not vary significantly across different age groups, as evidenced by the p-value of 0.481. This finding challenges common assumptions regarding generational differences in workplace behavior and suggests that age may not be a crucial determinant of OCB. Instead, it implies that employees, regardless of age, share similar values and motivations that drive OCB. This insight encourages organizations to adopt a more inclusive approach to employee engagement and OCB initiatives, recognizing that factors such as individual experiences and workplace relationships may play a more critical role in shaping employee behavior than age alone.

### 14. CONCLUSION

The results of this study underscore the importance of fostering employee engagement as a strategy for enhancing OCB in the workplace. The significant correlation between these two variables highlights the need for organizations to implement strategies that improve engagement. Additionally, the findings emphasize the necessity of considering a broader range of factors influencing OCB. Based on the study's results:

- Hypothesis 1 is accepted: There is a significant correlation between employee engagement and OCB.
- Hypothesis 2 is rejected: There is no significant difference in OCB based on age.

#### Implications

The findings of this study have significant implications for organizational leaders and HR practitioners. The positive relationship between employee engagement and OCB highlights the importance of fostering engagement to encourage discretionary and beneficial workplace behaviors that go beyond formal job requirements. Engaged employees are more likely to help colleagues, demonstrate flexibility, and support organizational goals, contributing to a more cooperative and productive work environment.

For organizations, this underscores the need to invest in strategies that enhance engagement, such as recognizing employee contributions, providing professional development opportunities, and cultivating supportive leadership. Enhancing engagement not only improves individual performance but also positively influences overall organizational culture by promoting collaboration and commitment. Furthermore, understanding this relationship allows managers to develop targeted interventions that strengthen both engagement and OCB, ultimately leading to improved job satisfaction, retention, and productivity.

### 15. SCOPE FOR FUTURE STUDY

Future research can explore the effective adoption of engagement practices and organizational citizenship behavior (OCB) in influencing both short-term and long-term organizational outcomes. This study can be extended to examine the relationship between employee engagement and OCB in diverse industries, including hospitality, travel, and other service-oriented sectors.

Additionally, this study does not address the challenges faced by the IT sector in implementing innovative engagement practices. Future research could focus on identifying the barriers and difficulties associated with fostering employee engagement and OCB in IT and other dynamic industries. Investigating these challenges would

provide valuable insights for organizations aiming to enhance engagement strategies and improve overall workplace efficiency.

## 16. CONCLUSION

This study provides a fresh perspective on the relationship between employee engagement and organizational citizenship behavior, offering valuable insights for researchers and practitioners alike. The findings contribute to the broader goal of fostering more inclusive, engaged, and productive work environments, particularly in the highly competitive global IT sector.

Given that IT industries are inherently people-centric, it is essential for organizations to ensure that employees remain actively involved, motivated, and engaged in their work. The study establishes a clear link between employee engagement and OCB, demonstrating its significance in driving organizational progress. Moreover, engaged employees are more likely to exhibit discretionary behaviors that contribute positively to their workplaces.

However, while the study confirms a positive correlation between employee engagement and OCB, the extent of its influence remains moderate. This suggests that additional factors may also play a crucial role in shaping OCB. Future research should explore these underlying variables to develop a more comprehensive understanding of the factors influencing OCB across various industries.

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J. Sudharshana – Aspiring HR Professional with a Tech Background  
J. Sudharshana is currently pursuing her Master's in Social Work (MSW) with a specialization in Human Resource Development and Management (HRDM) at Christ University, Bangalore. She holds a Bachelor's degree in Computer Science Engineering from a reputed institution in Chennai.

Bridging the gap between technology and human resource management, she has demonstrated a keen research acumen by publishing a paper titled "Interoperability of Cloud Using Single API" in *IJECS*. She has actively engaged in multiple projects and has attended specialized workshops on Big Data Analysis and the Internet of Things (IoT), enhancing her interdisciplinary expertise.

Her professional exposure includes serving as a Human Resources Intern in Community Engagement at Vistar Trust, Bangalore, where she gained valuable insights into HR functions in the social sector. With a strong foundation in both technology and HR, Sudharshana is committed to leveraging her diverse skill set to drive impactful change in the industry.

#### Appendices

##### Appendix 1 Utrecht Work Engagement Scale (*UWES*) –9

###### Item

1. At my work, I feel bursting with energy.
2. At my job, I feel strong and vigorous.
3. I am enthusiastic about my job.
4. My job inspires me.
5. When I get up in the morning, I feel like going to work
6. I feel happy when I am working intensely.
7. I am proud of the work that I do
8. I get carried away when I am working.
9. I am immersed in my work

Items were rated on a 5-point frequency-based scale (1 = never, 5 = always)

##### Appendix 2 Organizational Citizenship Behavior Checklist (OCB-C)

How often have you done each of the following things on your present job?	Never	Once or twice	Once or twice per month	Once or twice per week	Every day
1. Picked up meal for others at work	1	2	3	4	5
2. Took time to advise, coach, or mentor a co-worker.	1	2	3	4	5
3. Helped co-worker learn new skills or shared job knowledge.	1	2	3	4	5
4. Helped new employees get oriented to the job.	1	2	3	4	5
5. Lent a compassionate ear when someone had a work problem.	1	2	3	4	5
6. Lent a compassionate ear when someone had a personal problem.	1	2	3	4	5
7. Changed vacation schedule, work days, or shifts to accommodate co-worker's needs.	1	2	3	4	5
8. Offered suggestions to improve how work is done.	1	2	3	4	5
9. Offered suggestions for improving the work environment.	1	2	3	4	5
10. Finished something for co-worker who had to leave early.	1	2	3	4	5
11. Helped a less capable co-worker lift a heavy box or other object.	1	2	3	4	5
12. Helped a co-worker who had too much to do.	1	2	3	4	5
13. Volunteered for extra work assignments.	1	2	3	4	5
14. Took phone messages for absent or busy co-worker.	1	2	3	4	5
15. Said good things about your employer in front of others.	1	2	3	4	5
16. Gave up meal and other breaks to complete work.	1	2	3	4	5
17. Volunteered to help a co-worker deal with a difficult customer, vendor, or co-worker.	1	2	3	4	5
18. Went out of the way to give co-worker encouragement or express appreciation.	1	2	3	4	5
19. Decorated, straightened up, or otherwise beautified common work space.	1	2	3	4	5
20. Defended a co-worker who was being "put-down" or spoken ill of by other co-workers or supervisor.	1	2	3	4	5

The OCB-C uses a 5-point frequency scale ranging from 1 = Never to 5 = Totally Agree.