

A study of relationship between employee engagement, organizational commitment & organizational citizenship behaviour.

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Introduction

- Today, society and business are witnessing unprecedented change in terms of the global nature of work and the diversity of the workforce. Organizations in the world are moving forward into a boundary-less environment. Employee's engagement and commitment to their organizations give companies critical competitive advantages—including higher productivity and lower employee turnover. The employee's engagement, the more likely individual is to “go the extra mile” and give excellent on-the-job performance & engagement of employees may be more likely to long term commitment to their current organization.

Objective

- ❖ To find out the level of employee engagement, organizational commitment & organizational citizenship behaviour in sales personals at Himalaya Drug Company.
- ❖ To find out the relationship between employee engagement, organizational commitment & organizational citizenship behaviour.

OPERATIONAL DEFINITION

- **Employee Engagement**
- **Schaufeli and Salanova (2007)** suggest that engaged employees are energetically and effectively connected to their work. This can occur through the investment of one's "self" in work activities.
- **Organizational Commitment**
- Organizational commitment is the employees' state of being committed to assist in the achievement of the organization's goals, and involves the employees' levels of identification, involvement, and loyalty (**Caught & Shadur, 2000**).
- **Organizational Citizenship Behaviour**
- Organisational citizenship behaviour (OCB) is a person's voluntary commitment within an organization or company that is not part of his or her contractual tasks. Finally, and critically, OCB must 'promote the effective functioning of the organisation' (**Organ, 1988, p. 4**).

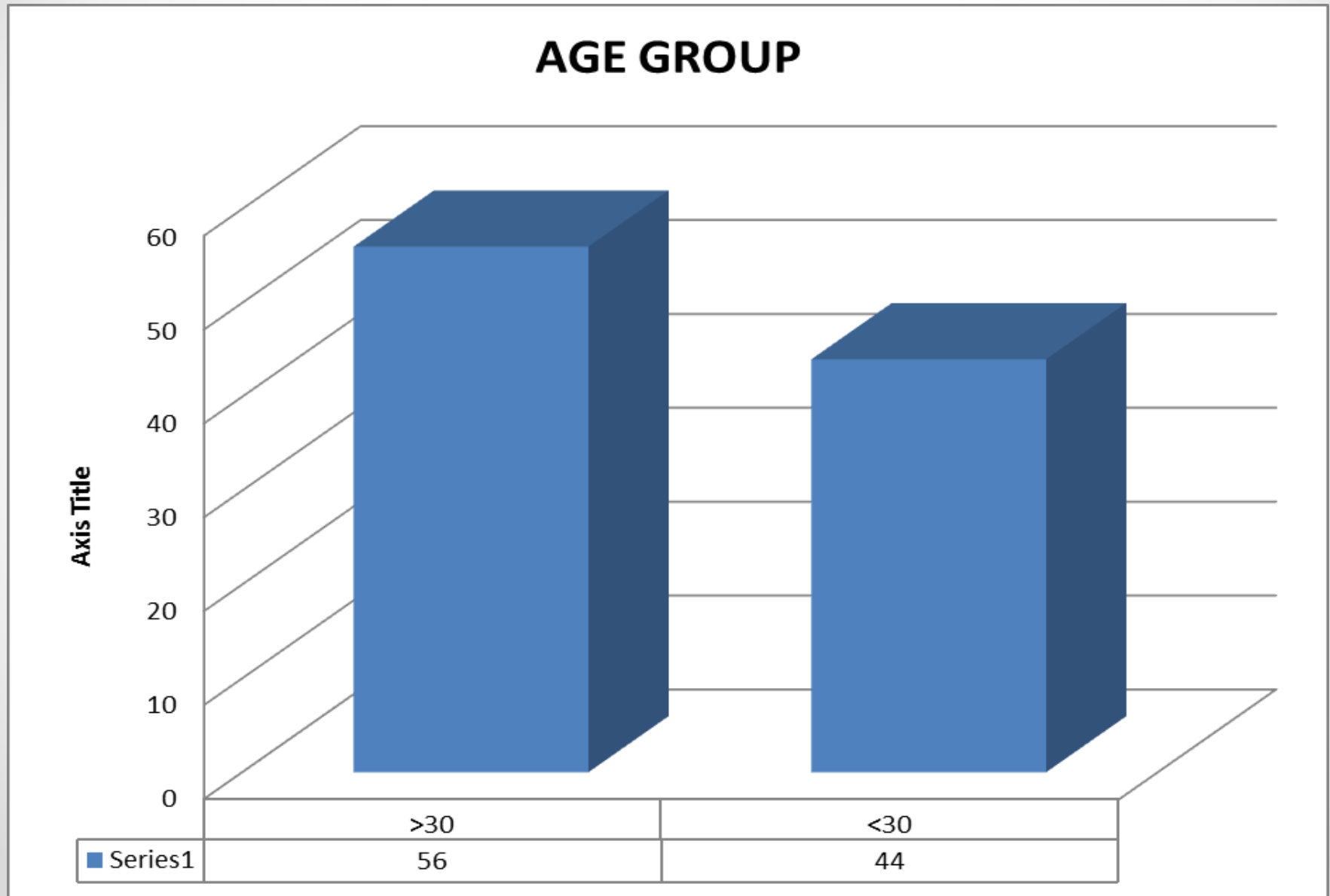
Methodology

- ❑ Study design- A cross sectional quantitative study
- ❑ Study Setting- pharmaceutical industry “The Himalaya Drug Company”.
- ❑ Tool- self-administered questionnaires were circulated through online
- ❑ Duration- The study took around 3 months.
- ❑ Respondents- The sample consisted of 100 field employees of 120 employees from HQ of pharmaceutical industry in Raipur & Odisha territory.
- ❑ Sampling technique- Judgmental sampling technique was used (Non Probability sampling)

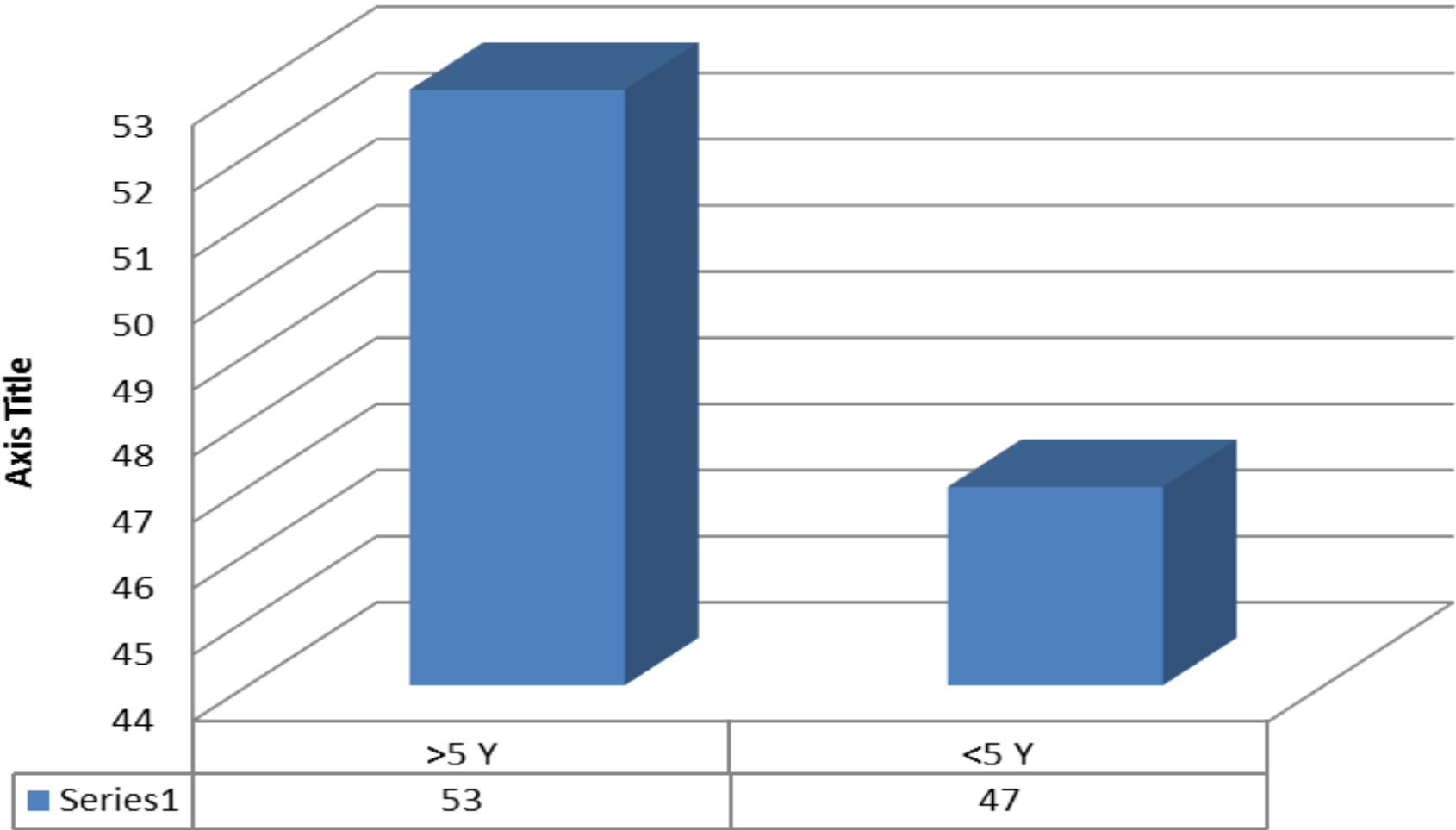
Instruments

- **OCB-** Questionnaire on the OCB is taken from those developed by previous researchers, such as **Podsakoff, MacKenzie, Moorman & Fetter, 1997**.
- **Employee engagement-** was measured using items from **The May et al. Engagement Measure (2004)**.
- **Organizational commitment-** was measured using items from **Meyer and Allen, (1997)**.
- All scales were measured on **5-point Likert Scale** ranging from 1.

DEMOGRAPHIC DETAILS



EXPERIENCE

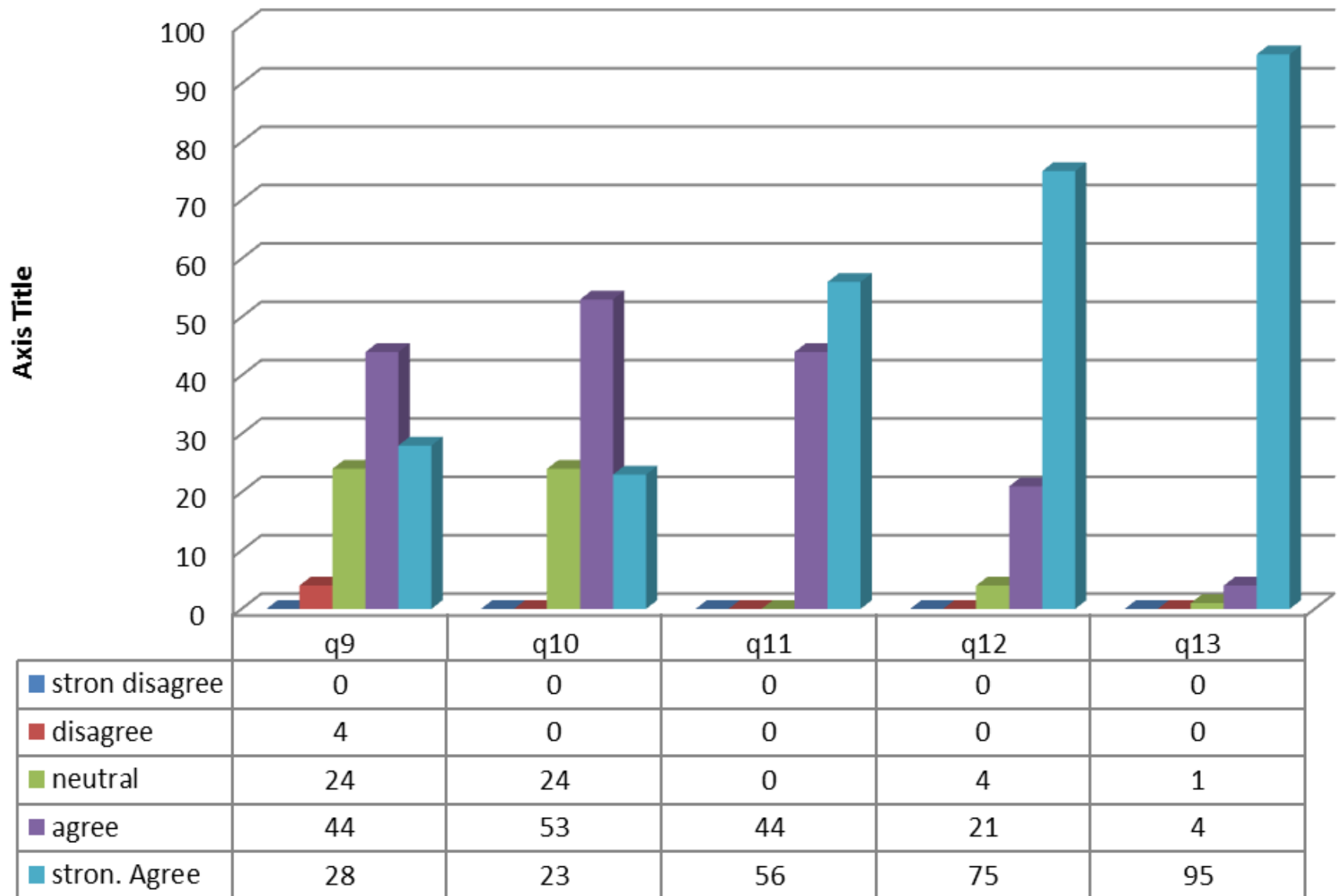


Reliability and Validity Analysis

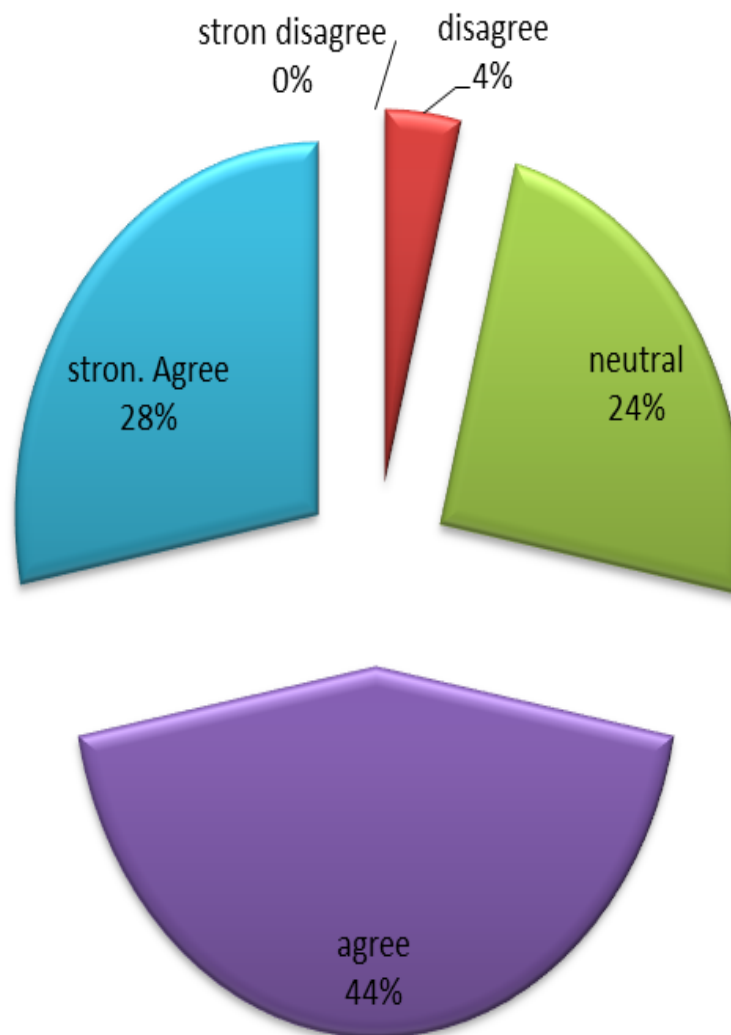
To assess the reliability of the measurement items of all the variables, an internal consistency check was carried out. The Cronbach alpha from the test yielded a record of questionnaire 0.716. Questionnaires were reliable & validated by reliability test.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.716	.756	18

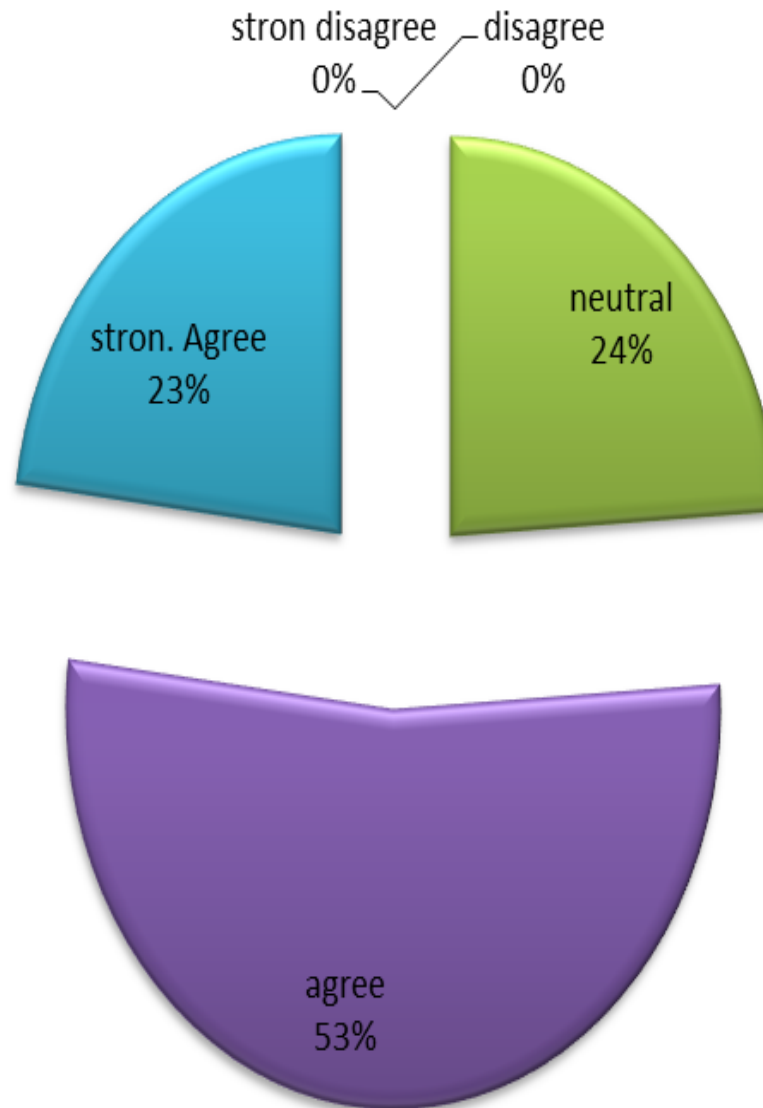
EMPLOYEE ENGAGEMENT



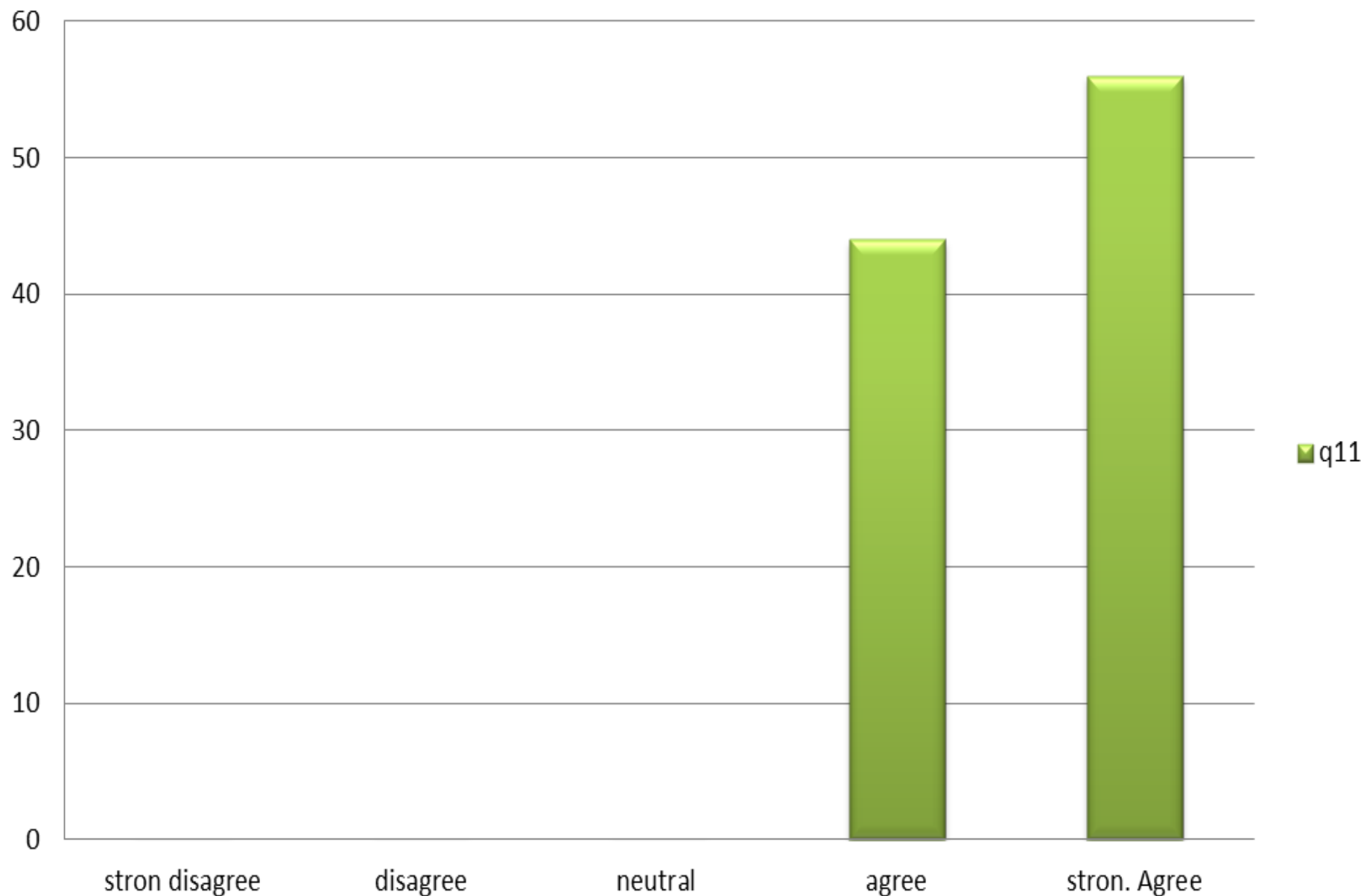
9. Performing my job is so absorbing that I forget about everything else



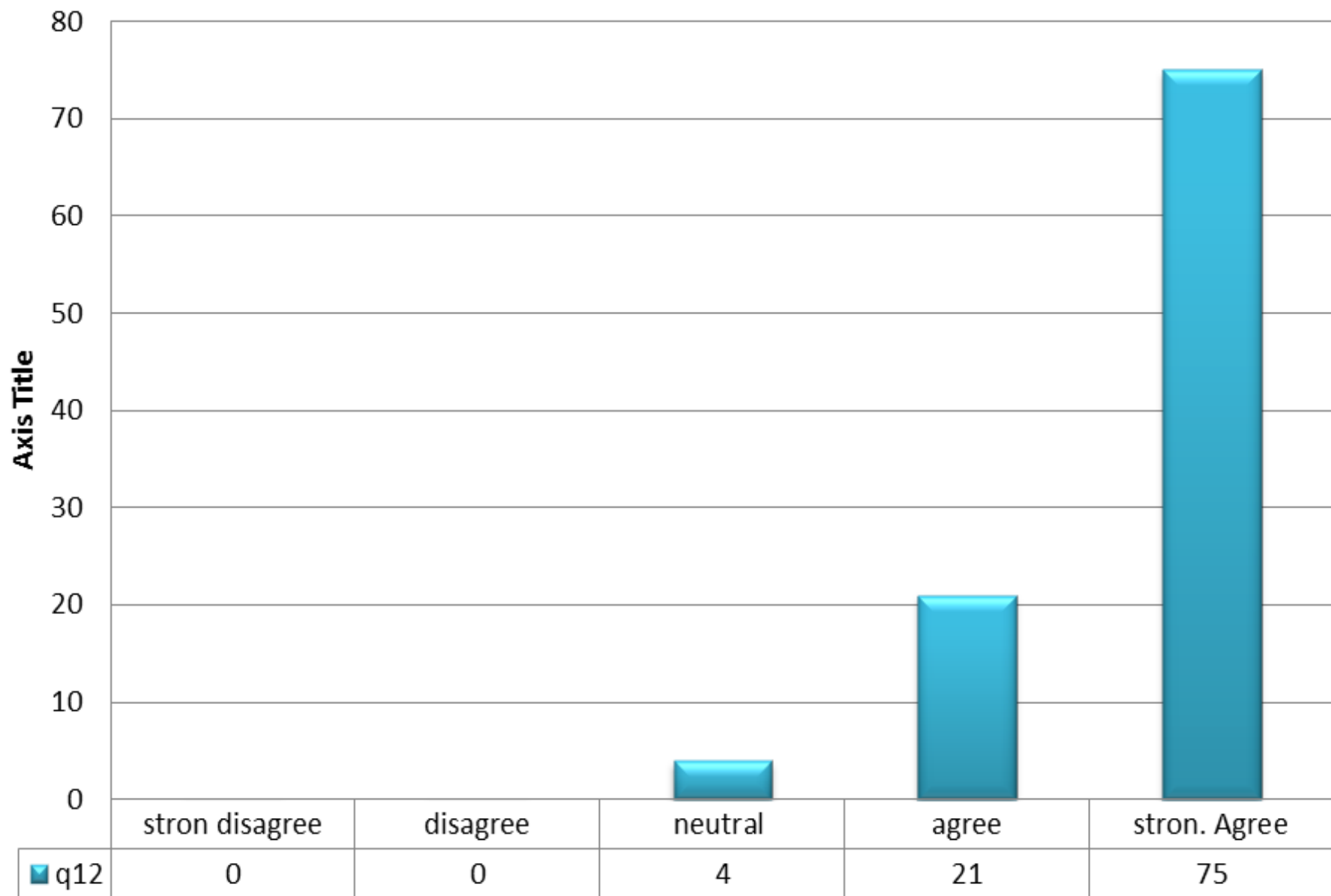
10. I am rarely distracted when performing my job



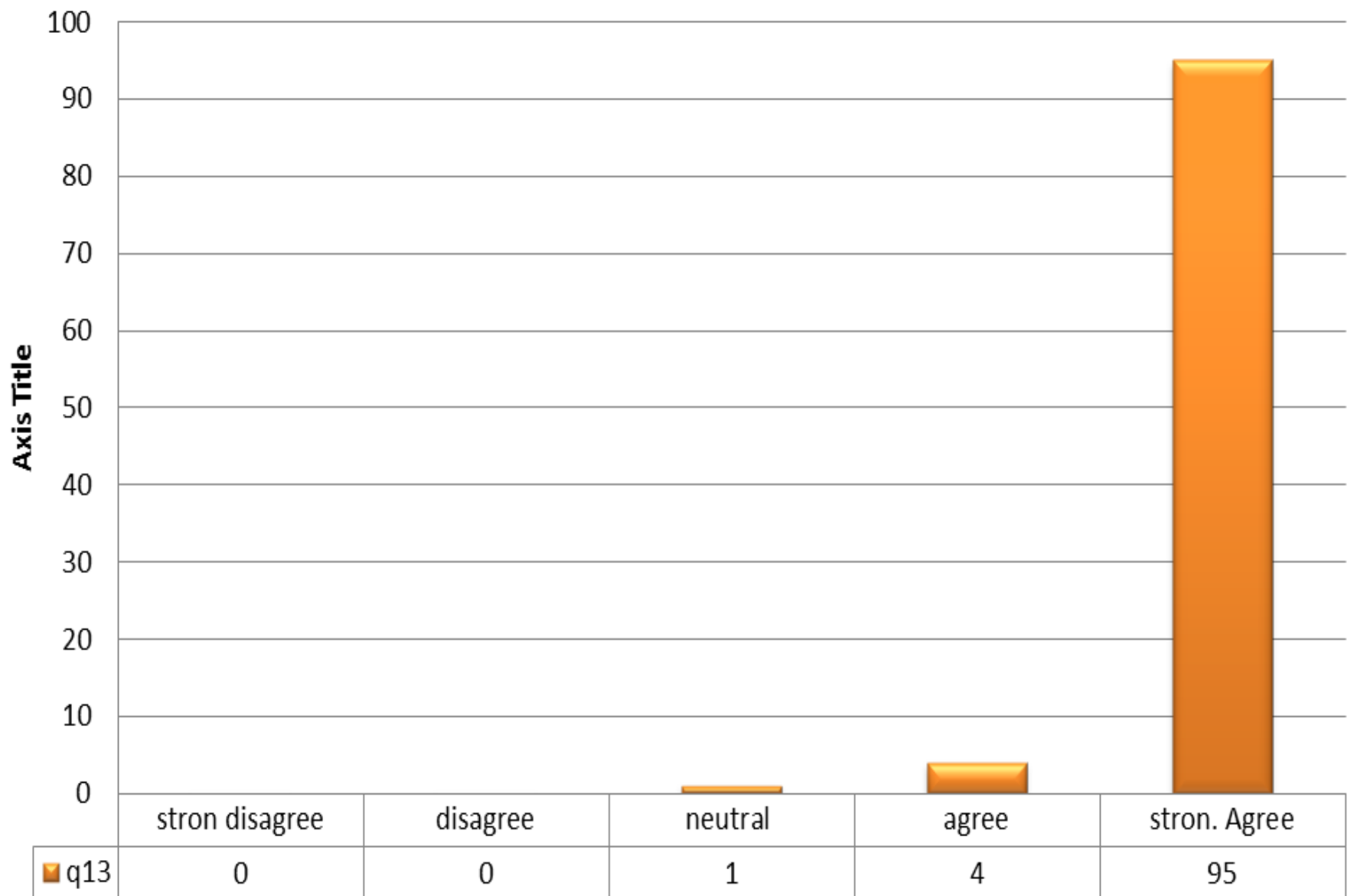
11. I feel emotionally attached with my job



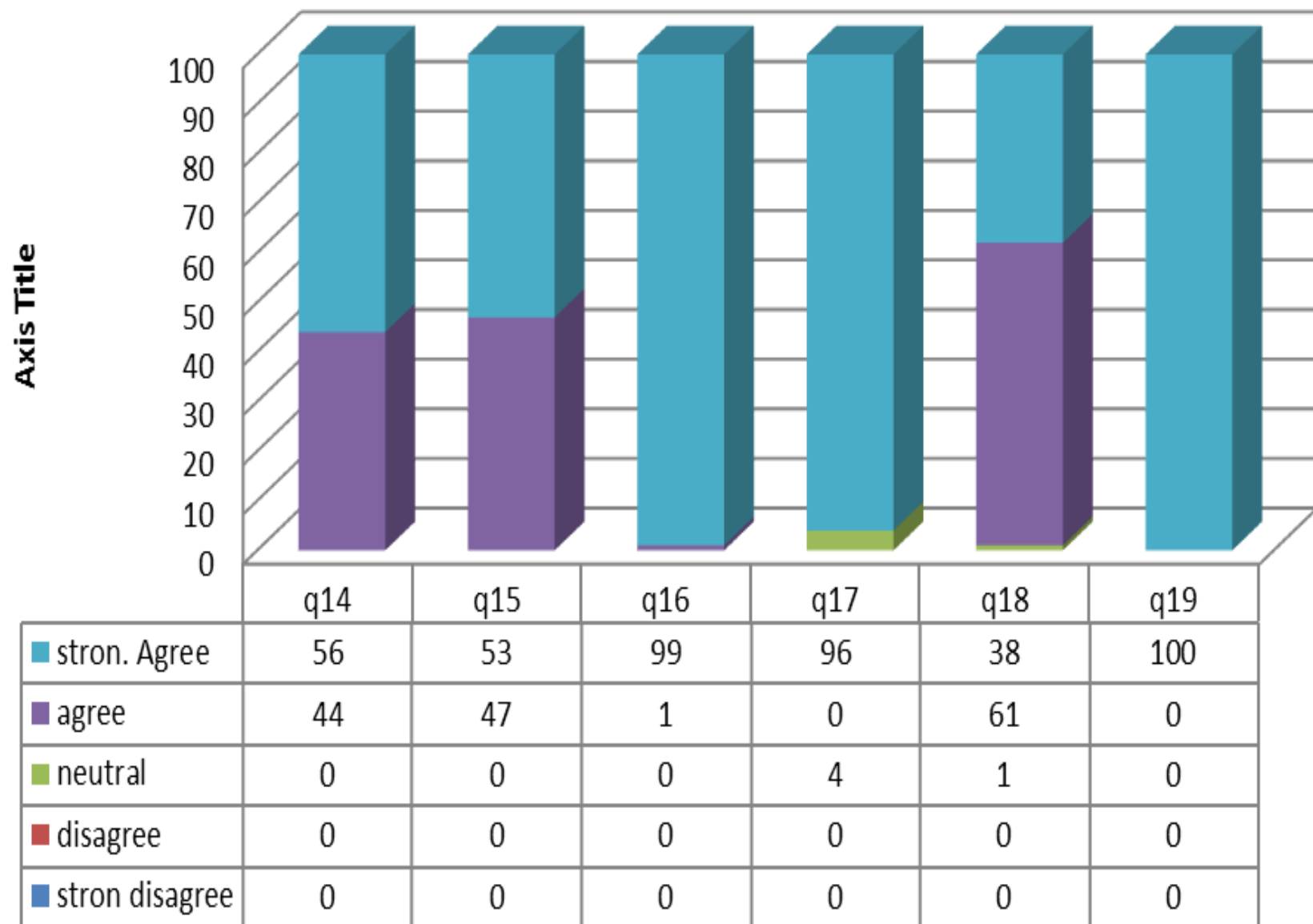
12. I exert a lot of energy performing my job



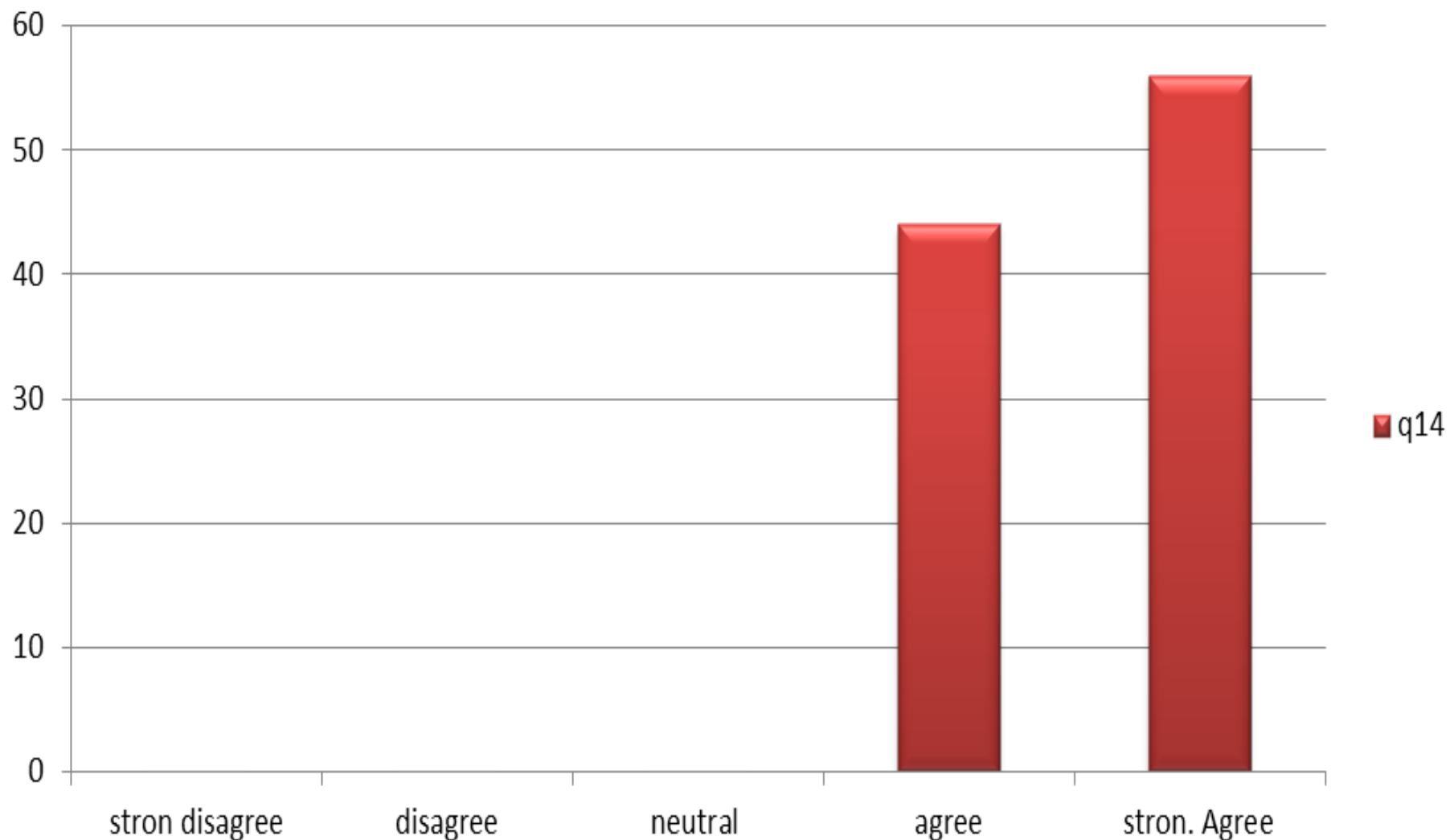
13. I stay until the job is done



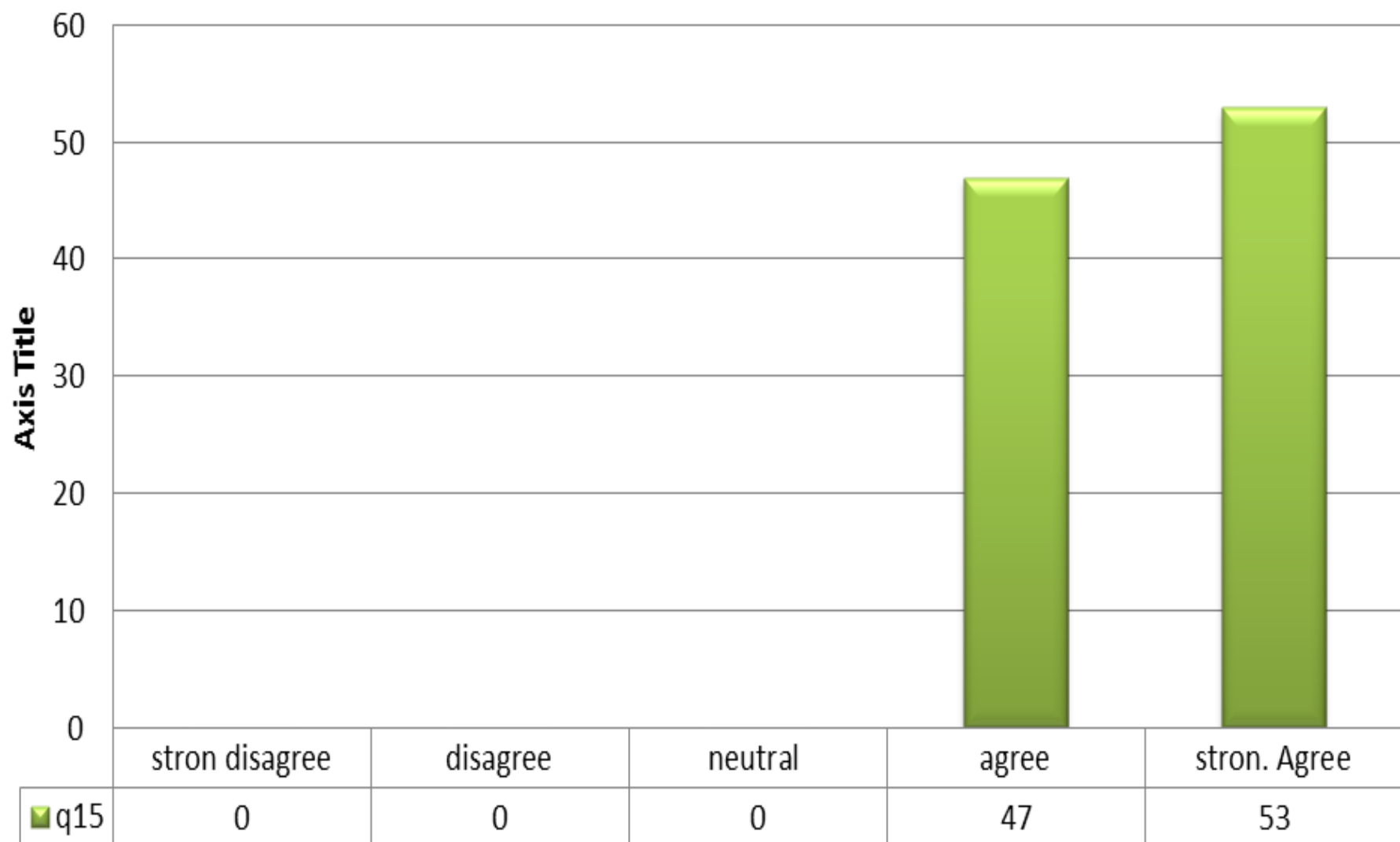
ORGANIZATIONAL COMMITMENT



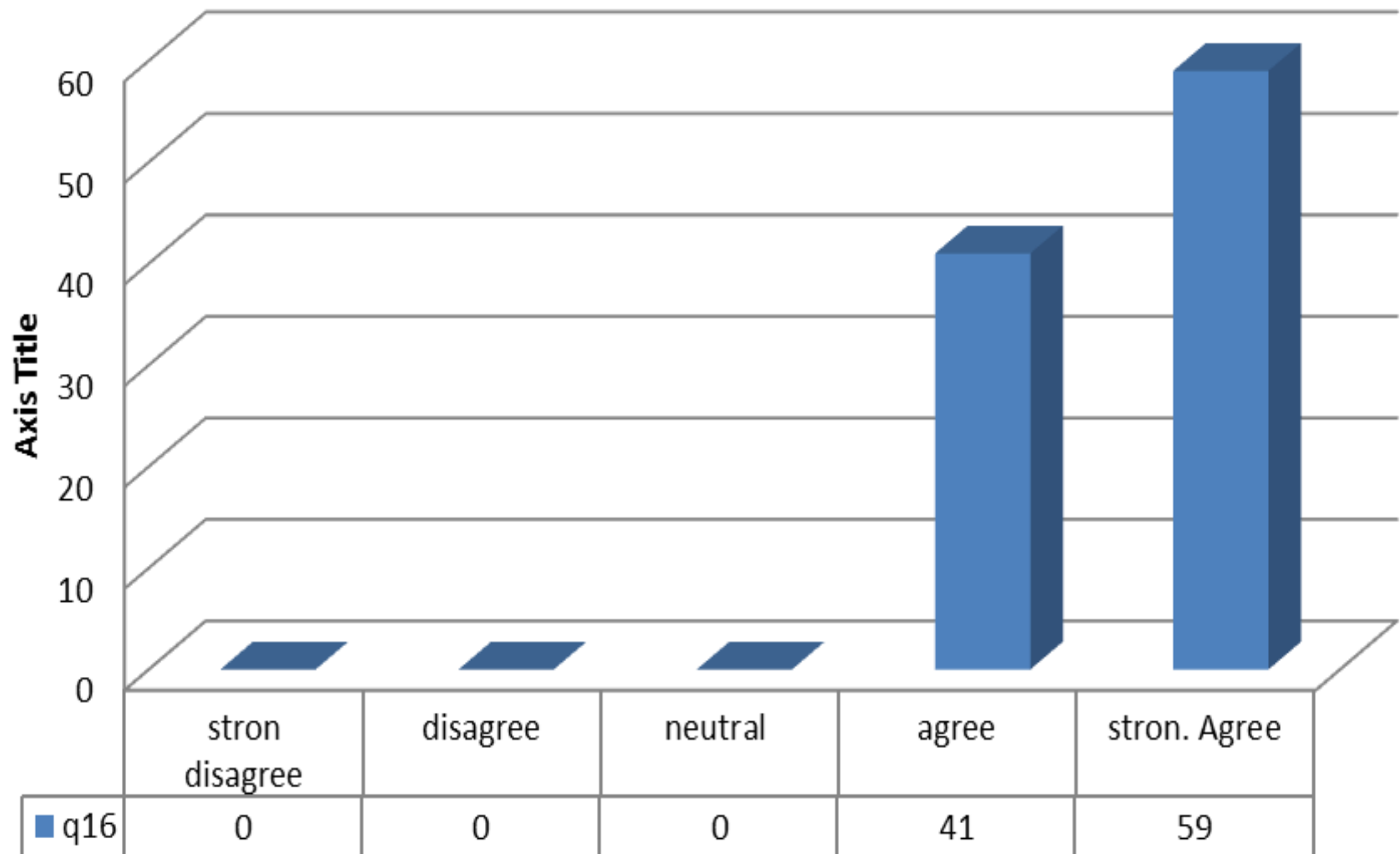
14. I would be very happy to spend the rest of my career in this organization.



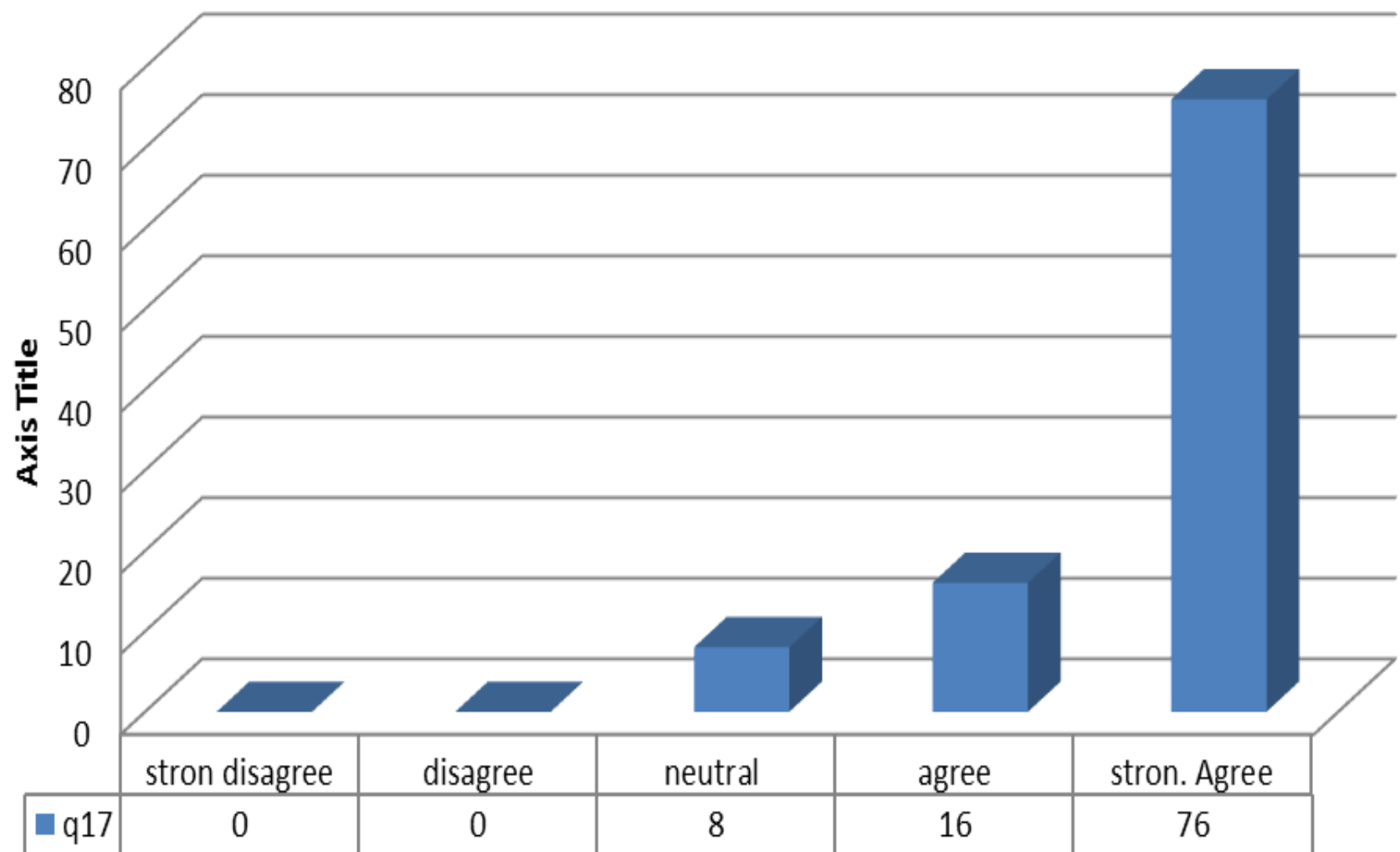
15. I really feel as if this organization's problems
are my own.



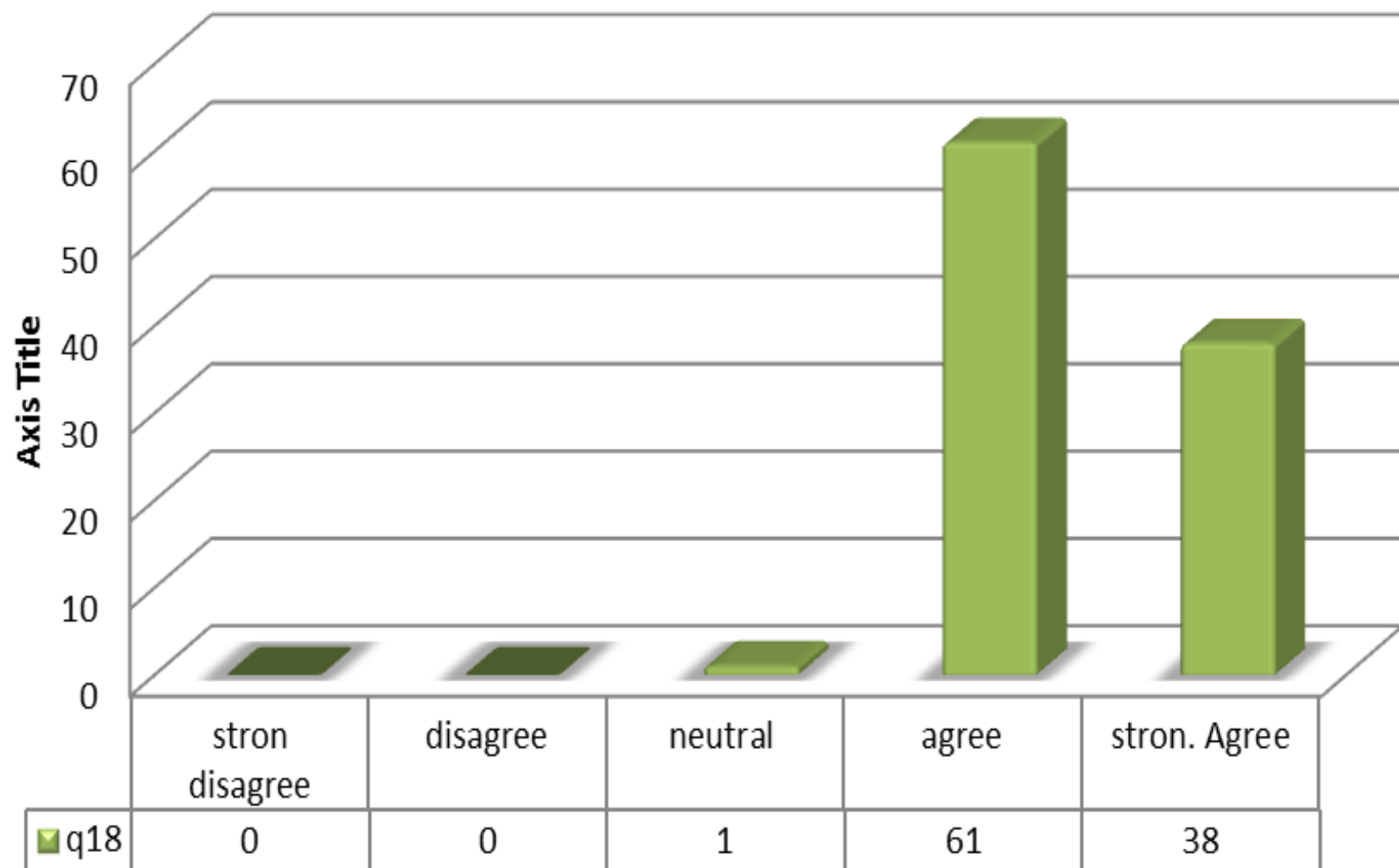
16. I do not feel like “part of the family” at my organization.



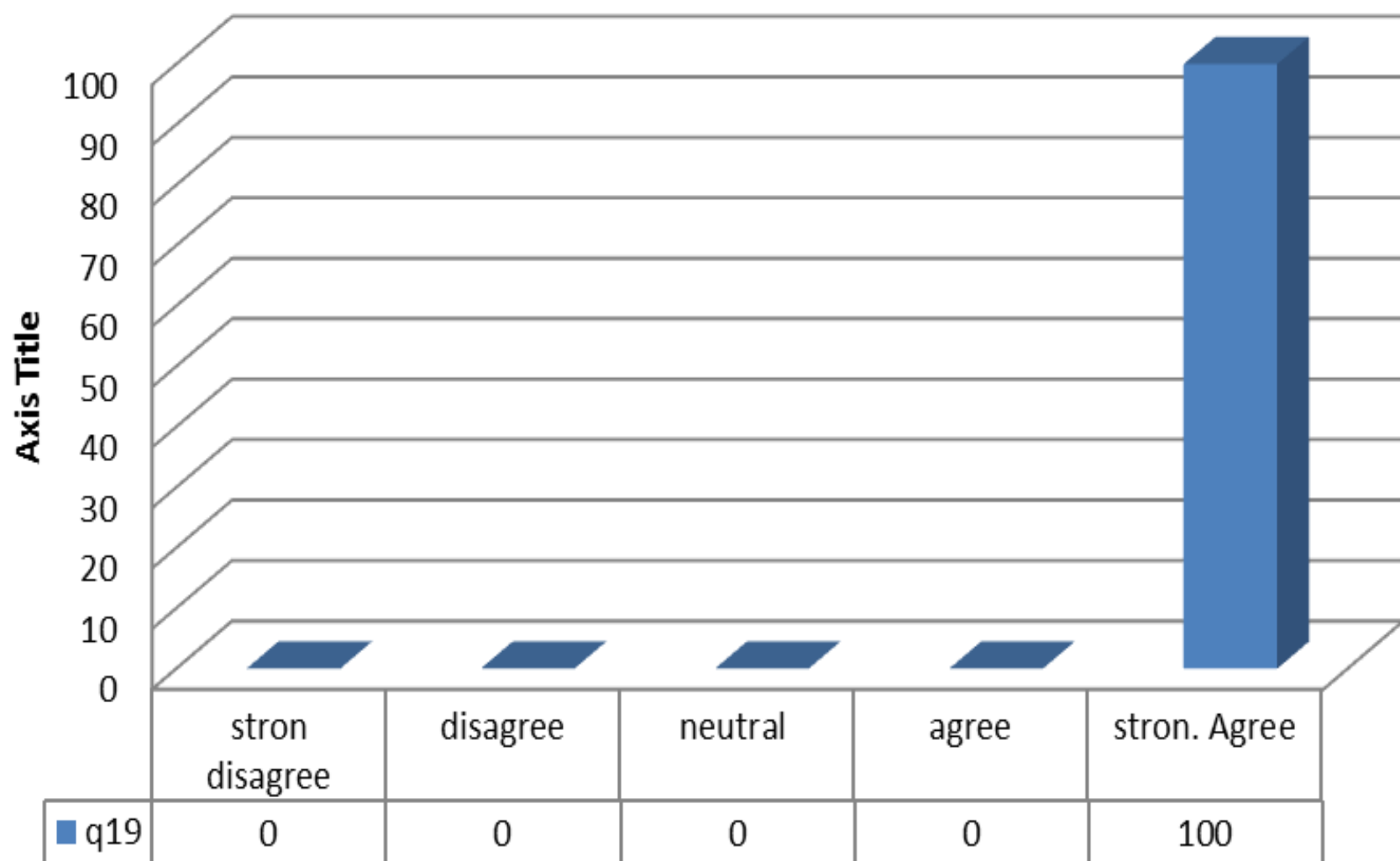
17. I do not feel “emotionally attached” to this organization.



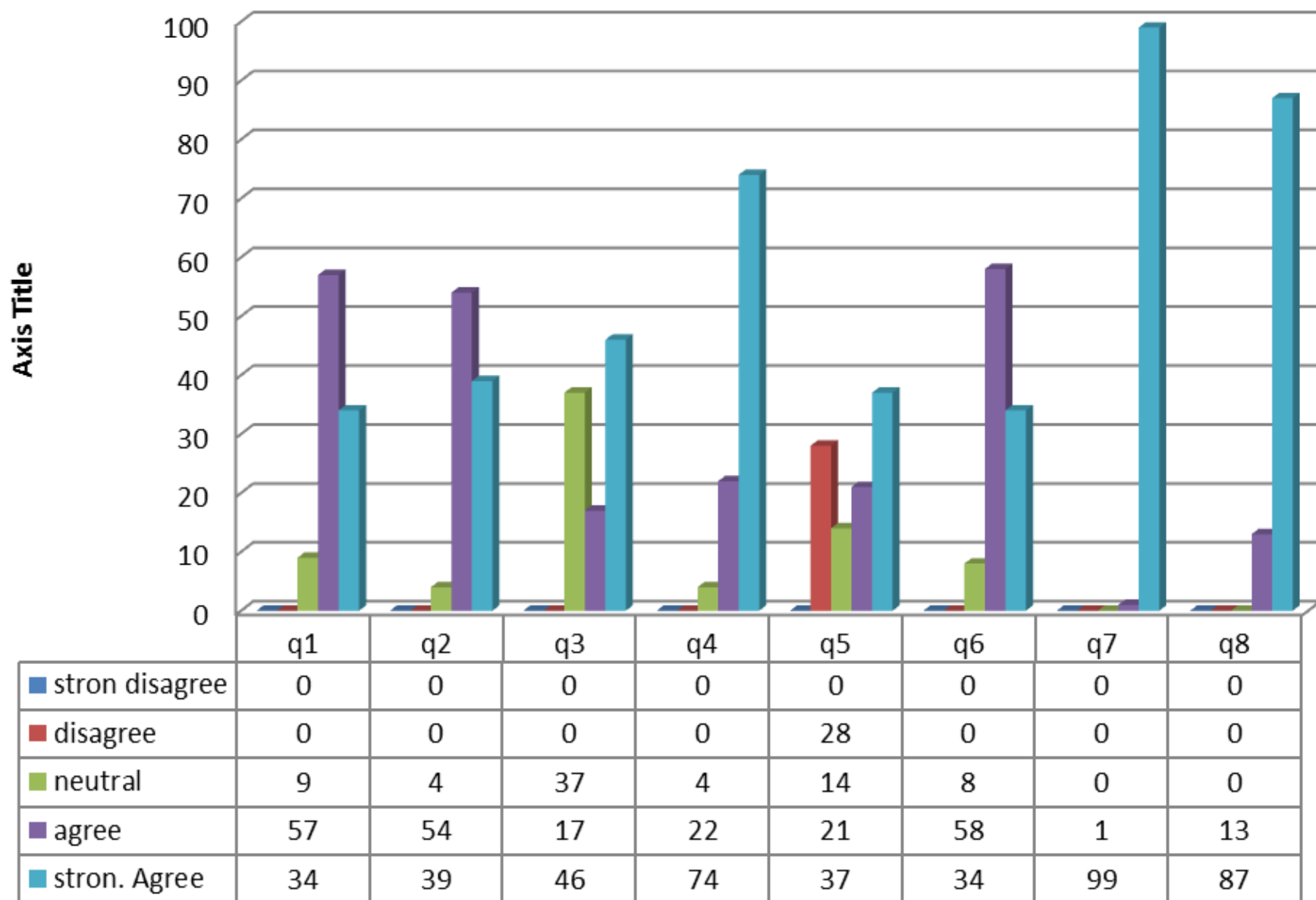
18. This organization has a great deal of personal meaning for me.



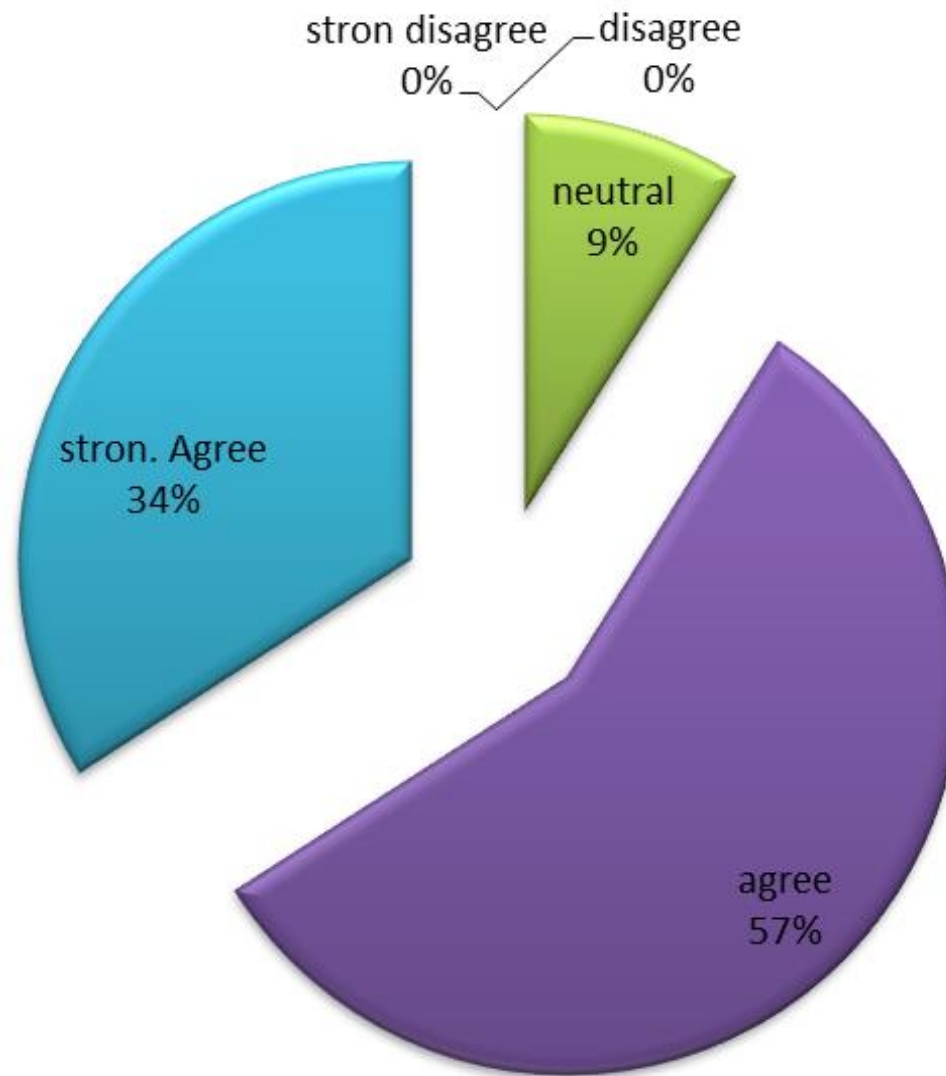
19. I do not feel a strong sense of belonging to my organization.



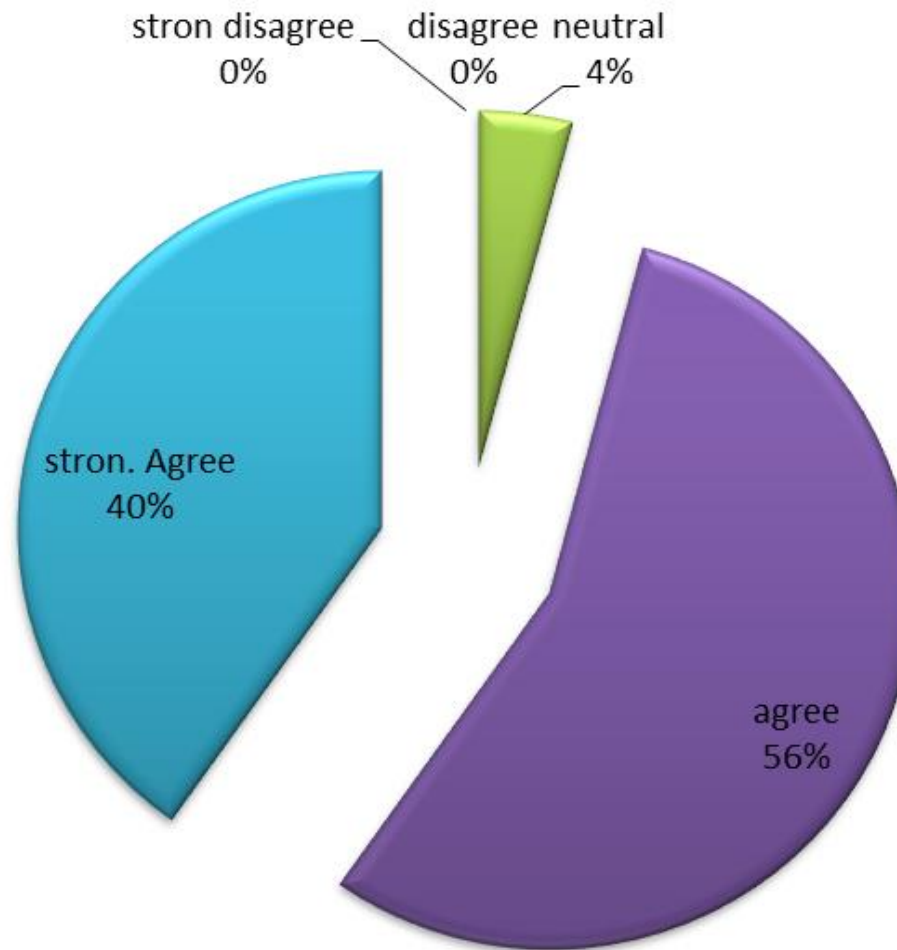
organizational citizenship behaviour



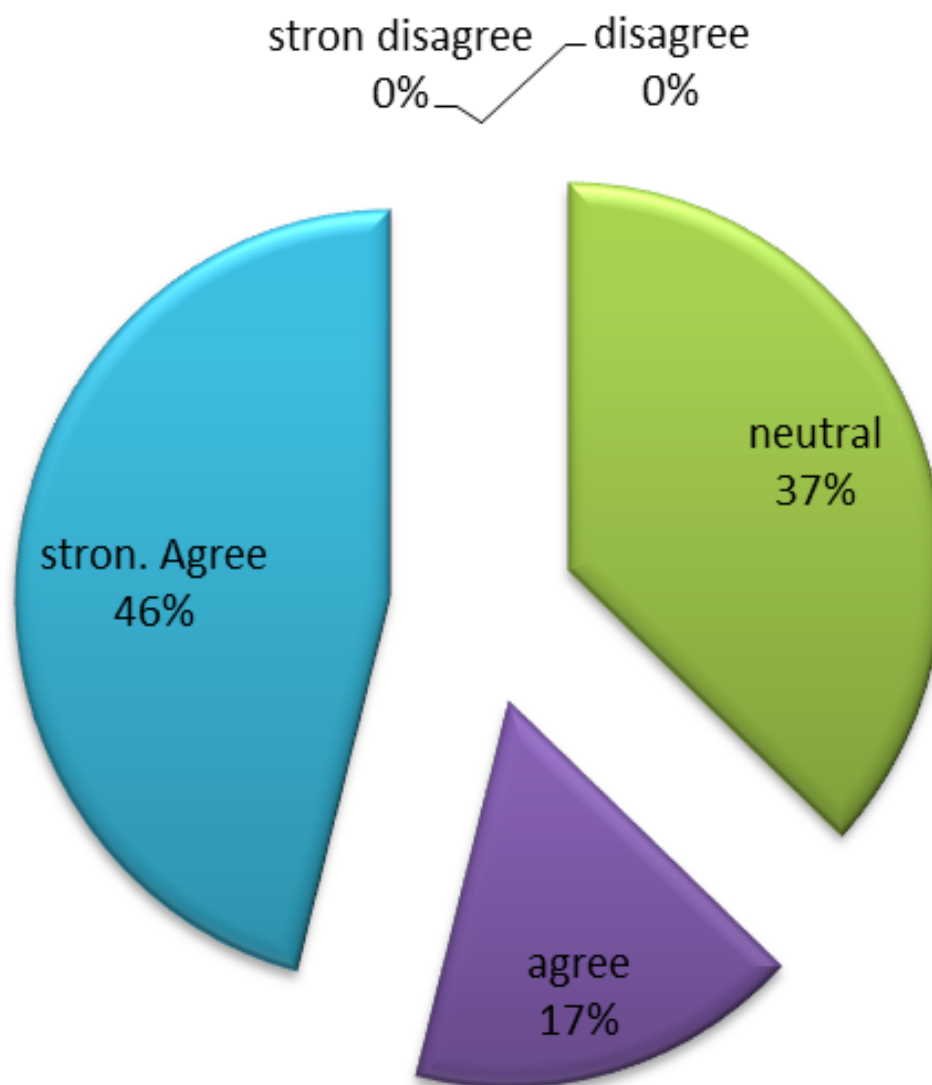
1. I help others who have heavy workloads



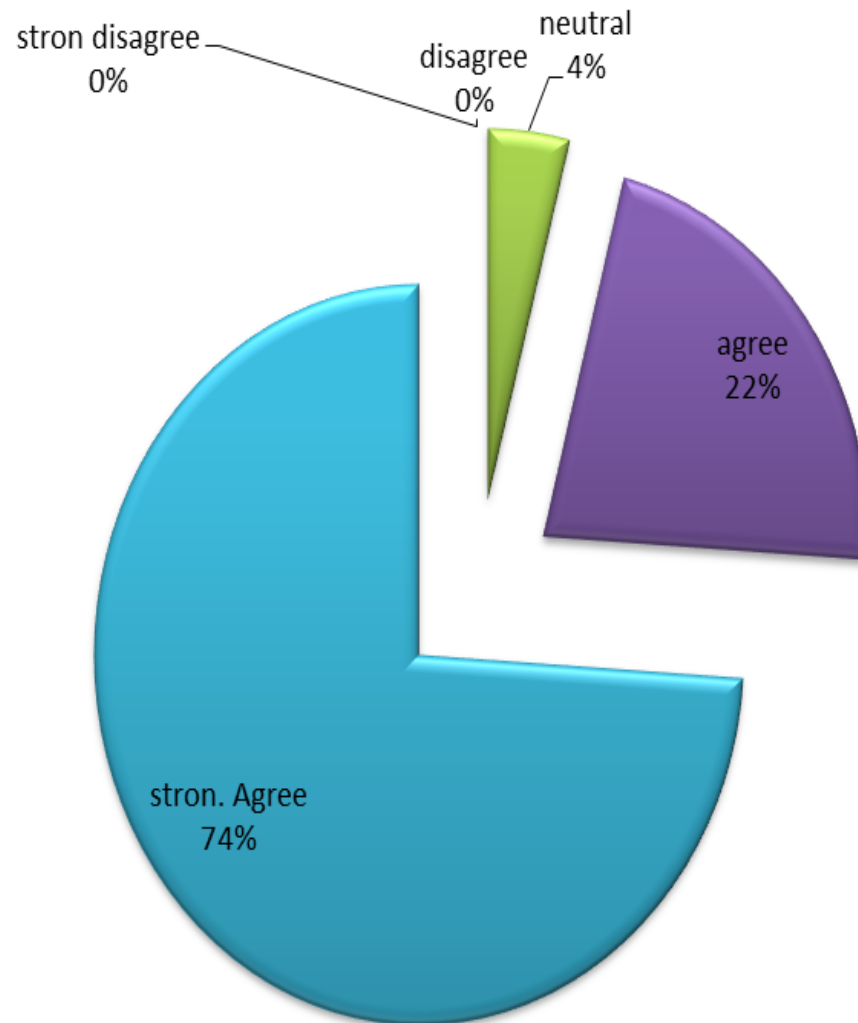
2. I am always ready to lend a helping hand to those around me



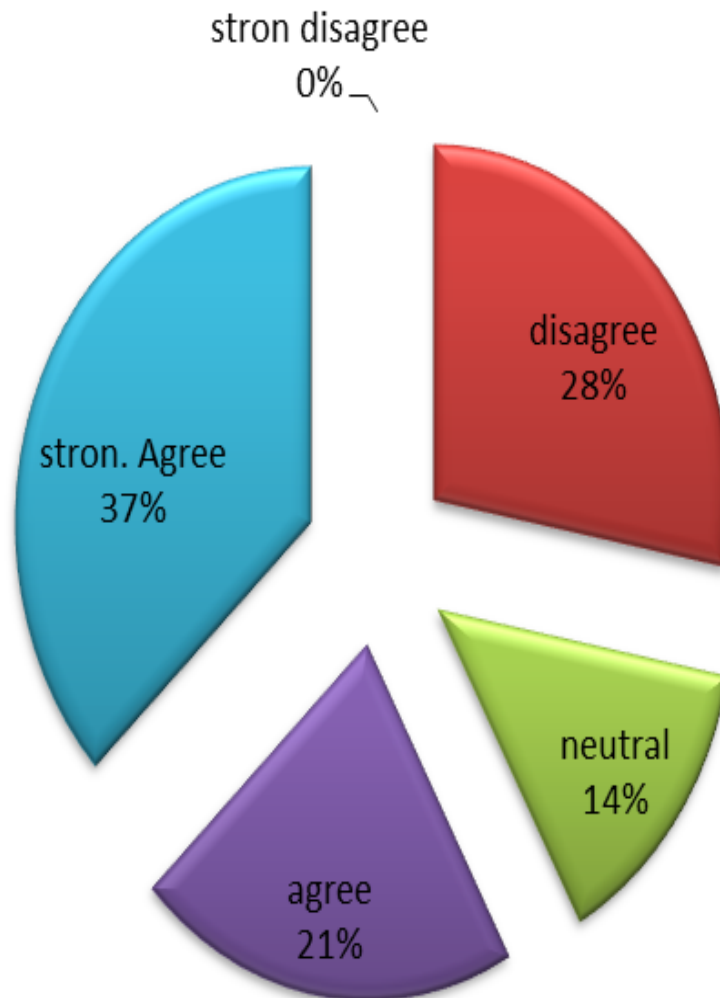
3. I help others who have been absent



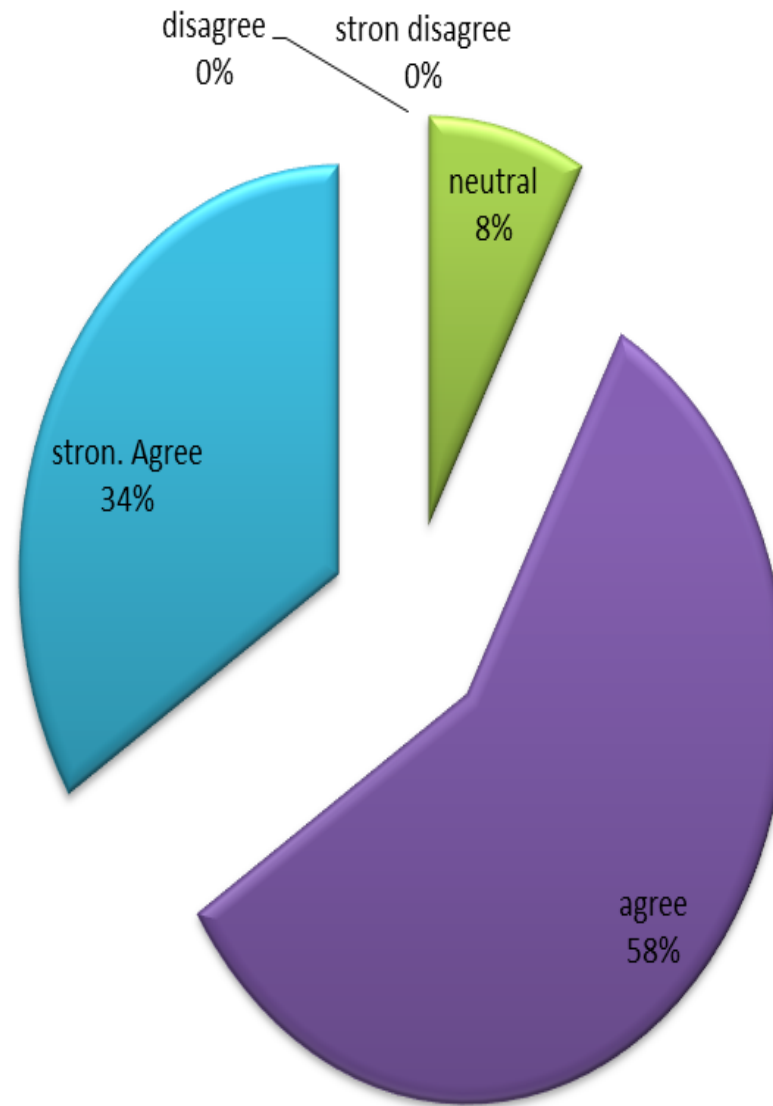
4. I willingly help others who have work-related problems



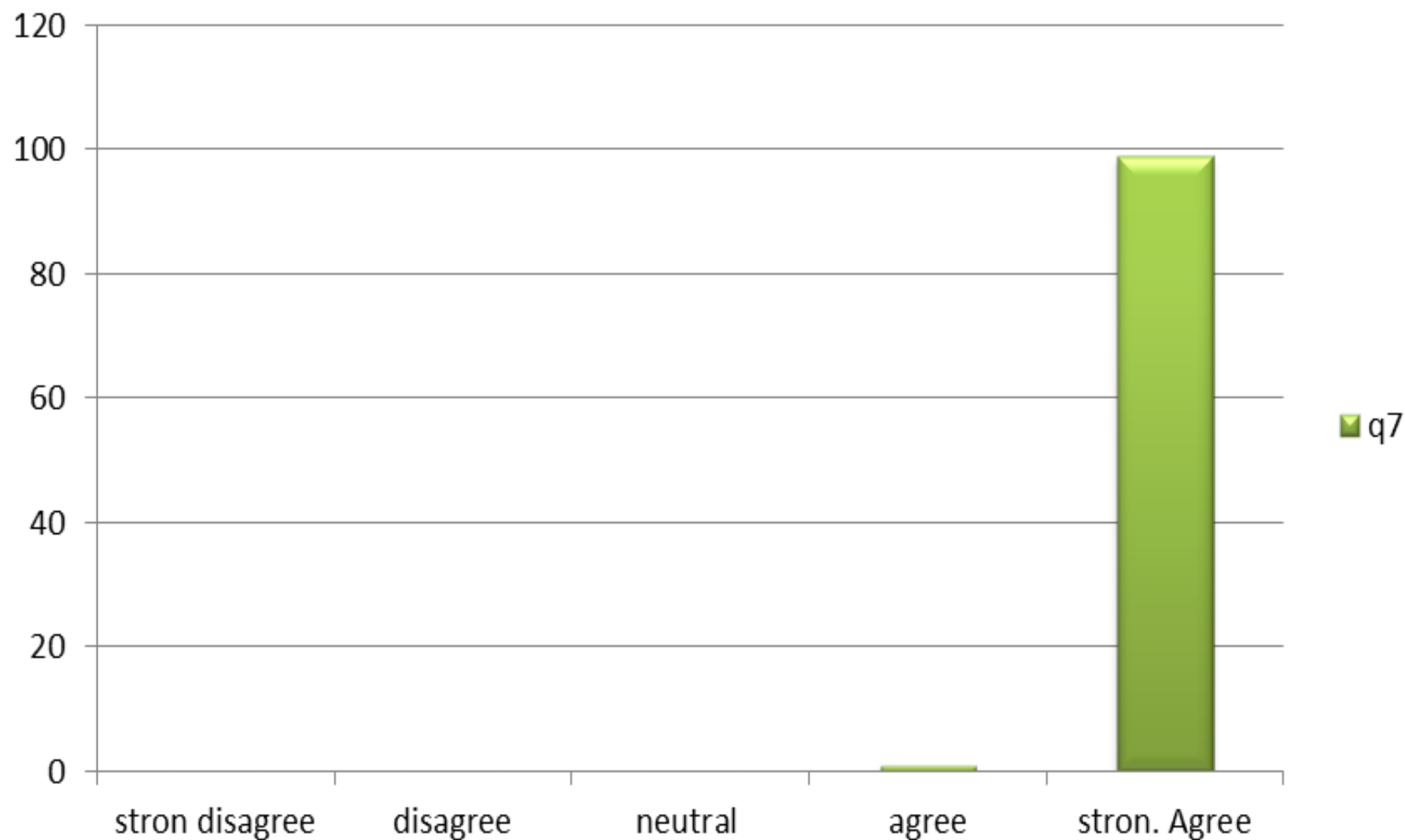
5. I help orient new people even though it is not required



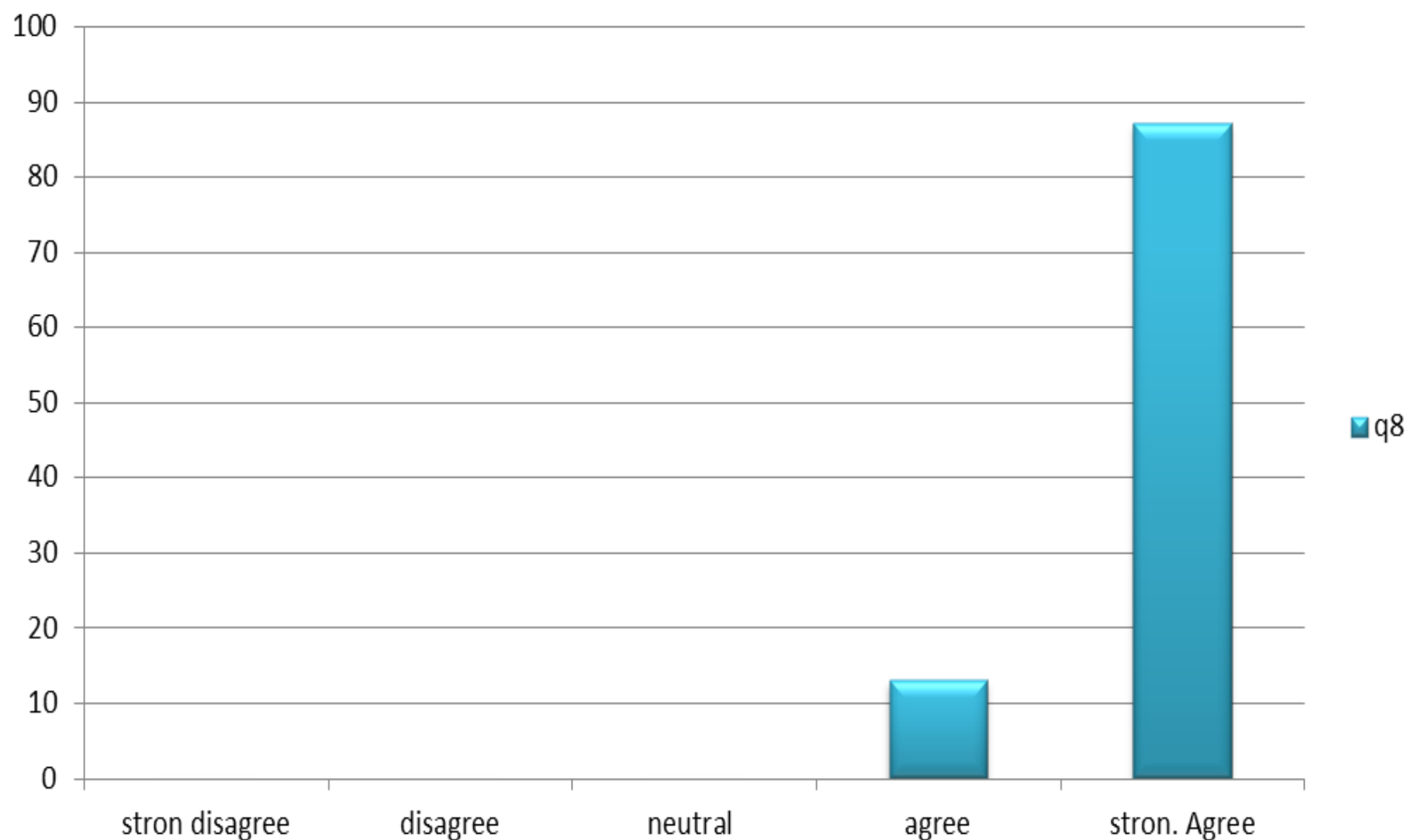
6. I feel that I am one of the most conscientious employees



7. I believe in giving an honest day's work for an honest day's pay



8. I obey company rules and regulations even when no one is watching



RESULTS

7.1.1 Mean of Employee Engagement 22.16+_1.56

	N	Minimum	Maximum	Mean	Std. Deviation
ENGAGEMENT	100	19.00	24.00	22.1600	1.54867
Valid N (listwise)	100				

7.1.2 Mean of Organizational Commitment 28.37+_ 1.47

	N	Minimum	Maximum	Mean	Std. Deviation
COMMITEMENT	100	26.00	30.00	28.3700	1.47474
Valid N (listwise)	100				

7.1.3 Mean of Organizational Citizenship behaviour 35.18+_2.56

	N	Minimum	Maximum	Mean	Std. Deviation
OCB	100	28.00	40.00	35.1800	2.56779
Valid N (listwise)	100				

H0 – Hypothesis 1: There are no difference levels of employee engagement, organizational commitment & OCB between different age group & different experience group.

1.1 H0- There is no difference level of employee engagement with different age group.

Group Statistics					
	AGE	N	Mean	Sig. (2-tailed)	
ENGAGEMENT	1.00	44	22.0000	.362	
	2.00	56	22.2857	.350	

Interpretation- due to p value more than 0.05, accept null hypothesis.

1.2 H0- There is no difference level of organizational commitment with different age group.

	AGE	N	Mean	Sig. (2-tailed)	
COMMITEMENT	1.00	44	28.0455	.051	
	2.00	56	28.6250	.049	

Interpretation- due to p value slightly more than 0.05, accept null hypothesis.

1.3 H0- There is no difference level of OCB with different age group.

Group Statistics					
	AGE	N	Mean	Sig. (2-tailed)	
OCB	1.00	44	35.5909	.157	
	2.00	56	34.8571	.130	

Interpretation- due to p value more than 0.05, accept null hypothesis.

1.4 H0- There is no difference level of employee engagement with different experience group.

Group Statistics					
	EXP	N	Mean	Sig. (2-tailed)	
ENGAGEMENT	1.00	47	22.1064	.746	
	2.00	53	22.2075	.746	

Interpretation- due to p value more than 0.05, accept null hypothesis

1.5 H0- There is no difference level of organizational commitment with different experience group.

Group Statistics					
	EXP	N	Mean	Sig. (2-tailed)	
COMMITMENT	1.00	47	28.1064	.092	
	2.00	53	28.6038	.090	

Interpretation- due to p value more than 0.05, accept null hypothesis

1.6 H0- There is no difference level of OCB with different experience group.

Group Statistics					
	EXP	N	Mean	Sig. (2-tailed)	
OCB	1.00	47	35.2553	.784	
	2.00	53	35.1132	.776	

Interpretation- due to p value more than 0.05, accept null hypothesis.

7.3 Hypothesis 2: There is no significant relationship between Employee's engagement & organizational commitment.

Regression analysis showing the relationship between Employee's engagement & organizational commitment.

Table 2.1

Model	Sum of Squares	df	Mean Square	F	Adjusted R Square	Sig.
Regression	43.031	1	43.031	24.478	.192	.000^a
Residual	172.279	98	1.758			
Total	215.310	99				

Interpretation- after analysis, found p value 0.00, so Null Hypothesis rejected, indicated significant positive relationship between employee's engagements with organizational commitment.

7.4 Hypothesis 3: There is no significant relationship between Employee's engagement & organizational citizenship behaviour.

Regression analysis showing the relationship between Employee's engagement & OCB

Model	Sum of Squares	df	Mean Square	F	Adjusted R Square	Sig.
Regression	100.038	1	100.038	17.737	.145	.000
Residual	552.722	98	5.640			
Total	652.760	99				

Interpretation- after analysis, found p value 0.00, so Null Hypothesis rejected, indicated significant positive relationship between employee's engagements with organizational citizenship behaviour.

7.5 Hypothesis 4: There is no significant relationship between organizational commitment & OCB.

Regression analysis showing the relationship between organizational commitment & OCB

Model	Sum of Squares	df	Mean Square	F	Adjusted R Square	Sig.
Regression	163.003	1	163.003	32.617	.242	0.000
Residual	489.757	98	4.998			
Total	652.760	99				

Interpretation- after analysis, found p value 0.00, so Null Hypothesis rejected, indicated significant positive relationship between Organizational commitment with organizational commitment.

DISCUSSION OF FINDINGS

- “Growth of Himalaya & growth of Himalayans” this is objective of Himalaya Drug Company.
- Himalaya Drug Company always focuses employee engagement activities & develops Employee value proposition through excellent HR policy. Mean of **employee engagement** of **22.16+_1.5**, level of **organizational commitment** is **28.37+_1.47** & level of **organizational citizenship behaviour** is **35.18+_2.56**. Employee engagement, organizational commitment and organizational citizenship behavior is an important attitude in organization, the study based on survey method through online self-administered online questionnaire, 83% responded out of 120 sample.
- This study analyse effect of age & experience on employee engagement, organizational commitment & organizational citizenship behavior, results reveals that there is no significant changes of levels of EE, OC & OCB in different age & experience group & **reveals significant positive relationship between employee engagement, Employee commitment & Organizational citizenship behaviour.**

CONCLUSION

- This study reveals that there is very significant relationship between employee engagement, employee commitment & organizational citizenship behaviour. Himalaya Drug Company exhibits excellent HR Policy & good HR management practices. Engaged employees will put extra effort to performance of organization, they focus not only his own performance rather, focus over all organizational growth & development. Engaged employee also committed to organization so we could retention of highly productive employee through engagement. Engaged & committed employees also have organizational citizenship behavior. Although OCB may not able to direct impact on organizational growth, this type of highly-valued workplace behaviours can facilitate organizational performance through the impact on organizational culture and individual productivity. This study highly recommends to organization for develop OCB by focusing on employee engagement & organizational commitment.

Thank you