AN EXPLORATORY STUDY ON EMPLOYEE ENGAGEMENT AND ITS LINKAGE TO ORGANIZATIONAL CITIZENSHIP BEHAVIOUR AND ORGANIZATIONAL PERFORMANCE

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Abstract: *In order to achieve sustainable organizational performance in this turbulent economy, employee's contribution towards organization in form of discretionary effort at the workplace, apart from task proficiency, plays a very crucial role. This study is an attempt to look into the concepts of employee engagement and organizational citizenship behaviour (OCB) throughout the researched database to examine the interrelationship among employee engagement, citizenship behaviour and organizational performance. In order to establish the interrelationship between the constructs, review investigation has been performed on existing literatures. Content analysis and relational analysis were used for the preparation of conceptual model to ascertain the causal relationship between employee engagement, OCB and organizational performance. Findings suggest that highly engaged work force increases the occurrence of behaviours that result in efficient operation of an organization. These behaviours are referred to as OCB that has been considered as a way to achieve the organizational effectiveness. This study indicates that the employee engagement displays the psychological status of an employee and acts as an antecedent of OCB that shows employee behaviour going beyond the desired level of expectations and organizational excellence. This study adds to the current learning base with the findings of a convincing positive relationship between employee engagement, OCB and organizational performance and OCB acts as a mediator between employee engagement and organizational performance. This study throws important implications for human resource practitioners in designing the engagement strategy for organizational excellence. The need for further empirical and longitudinal studies is important to explore the different dimensions of employee engagement for managing the citizenship behaviour from employee perspective.*

Keywords: *Employee Engagement, Organizational Citizenship Behaviour, Organizational Performance, Organizational Effectiveness, Human Resource*

JEL Classification: *L2, L20*

INTRODUCTION

Markets progressively perceive human capital as a wellspring of worth for companies and stakeholders (Cairncross, 2000). This is due to the fact that talent is

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very valuable, uncommon, significant and difficult to replace and associations that better draw in, select and hold this ability beat when contrasted with associations that don't. Rapid technological advancement, tough global competition and turbulent economic conditions are few factors that have triggered changes in the employment pattern that leads to cut throat competition and compel the employers to adopt measures to attract, retain and engage the talented workforce. Currently the success of any organization depends on the pool of talents which the organization recruits.

The employee engagement has evolved beyond the traditional concept of organization behaviours like job satisfaction, organizational involvement, commitment, attachment, work engagement etc. Nowadays, the global business environment is so competitive that the simply satisfied employees are not able to meet the desired results which are required for success. The employer needs to inspire the employees in order to make use of their full potential (Abraham, 2012) and, in return, employees are expected to work enthusiastically and dedicatedly to take actions and get engaged. This is the most important reason why the employee engagement construct grows as an area that is of high interest among the practitioners, researchers and consultancy firms (Development Dimensions International [DDI], 2005; Gallup, 2009; Hewitt Associates, 2004; Towers Perrin, 2003). Engagement is regarded as a measuring device for employer-employee relationship. The term employee engagement has been deeply analysed by Gallup research associates and has shown its statistical relationship with organizational outcomes like profitability, productivity, employee retention, safety and customer satisfaction. The characteristics of an engaged employee include their deep indulgence with the employer; emotional attachment to their job and employer; very optimistic and positive in nature, which leads to spirited attitudes at job place, resulting in discretionary behaviours, known as OCB (Organ, 1994; Schaufeli *et al.*, 2002). Engaged employees are fully immersed in their job, dedicated to their work, intrinsically motivated, enthusiastic, energetic and empowered; shows positive attitude towards job and organization which creates a holistic framework organization (Saks, 2006). When employees of positive psychological and social behaviour in the working environment of the organization as a whole. Nowadays, the linkage between engagement and OCB has been noticed to be positive by researches (Bakker *et al.* 2004; Christian *et al.*, 2011; Schaufeli, & Bakker, 2004; Shimazu & Schaufeli, 2009).

OCB is characterized by one's job that goes past the limits, as defined in the employment (Organ, 1988) and is supposed to provide increased organizational effectiveness (Katz & Kahn, 1966; Organ, 1988). The informal and discretionary behaviours, termed as OCB, tend to facilitate the cordial relationships among the different categories of workers to improve their cooperation in the organization (Saks, 2006). Engaged employees tend to exhibit OCB characteristics that augment efficient working of the organization (Ariani, 2012). OCB has a significant role in

shaping the performance of employees and gaining competitive advantage in corporate sector. OCB puts extra role behaviour to perform beyond the job requirement and helps organization to excel high in its transformation and production. This study tries to understand the causal relationship among the predictors and outcomes of OCB with the help of review of literatures. In the next section, we try to develop a comprehensive framework and provide arguments to support the linkage between employee engagement and organizational performance with the help of OCB. This study also investigates relationship of these two constructs - employee engagement and OCB that could provide significant implications for human resource researchers and practitioners in the area of psychological behaviour.

MATERIALS AND METHODS

Structured literature review technique (Fornes *et al.*, 2008) has been adopted in this study. It involves structured steps of analysis which helps in searching the factual information in the literatures in order to report emerging concepts. The research database, namely, EBSCOhost, ABI/INFORM, PsycINFO and Educational Resources Information Centre (ERIC) were explored using the keywords employee engagement, engagement, organizational citizenship behaviour, OCB, organizational performance, organizational effectiveness, antecedents and consequences of engagement, relationship between OCB and engagement, relationship between engagement and organizational performance. About 135 articles were selected, after examining 350 peer reviewed articles, based on their relevance for this study. In order to recognize and organize the variables, content analysis was carried out, as it helps to determine the specific words by analyzing the presence, meaning and relationship of such concepts within text or sets of texts (Palmquist *et al.*, 1997). Relational analysis was performed to identify the relationship between the constructs, employee engagement, OCB and organizational performance. The gathered information was arranged and sorted out as separate groups as: (a) concept and dimensions of employee engagement, OCB and organizational performance; (b) antecedents and consequences of OCB; and (c) relationship between employee engagement and OCB, employee engagement and organizational performance, and OCB and organizational performance. Conceptual model of the meaningful relationship between the concepts was developed.

THEORETICAL FRAME WORK AND CONCEPTUAL MODEL

Employee Engagement

Employee engagement is relatively a new concept that has gained significant attention in academic world and it is gaining continuous popularity worldwide

due to its strong relationship with the organization, its employees and the outcomes covering productivity, profitability, decreased turnover and customer satisfaction (Buckingham & Coffman, 1999; Baumark, 2004; Lockwood, 2007). Engagement provides a platform that enables the employees to get connected with their peers and supervisors in an organization and the employees get motivated, that results in their dedication towards the job. Employee Engagement is defined as "a positive attitude held by the employee towards the organization and its values" (Robinson *et al.*, 2004, p. 9). Employee Engagement is a construct of employment relationship and the subject matter of organization behaviour with a focus on personal role relationship. It appears in the context of employees and their role in the organization. The psychological and behavioural attitude of an individual towards the organization can be ascertained using engagement tool, which ultimately leads to positive relationship between employer and employee. There is wide variation in view of researchers, academicians and consultants on relationship of these concepts - motivation, satisfaction, commitment, etc. and their linkage with employee engagement. A number of authors have tried to define and explain the term employee engagement in different manner as:

> Kahn (1990, p. 694), being the first person, conceptualized engagement as, "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances".

> Engagement, being a motivational construct, defined as "positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption" (Schaufeli *et al.*, 2002, p. 74).

> DDI (2005, p. 2) defined employee engagement as "the extent to which people value, enjoy and believe in what they do".

> Lucey *et al.* (2005, p. 12) interpret the Gallup Engagement index as measuring "how each individual employee connects with your company and how each individual employee connects with the customers".

> Wellins and Concelman (2004, p. 1) call employee engagement, "the illusive force that motivates employees to higher level of performance".

> According to Shuck and Wollard (2010), engagement is, "an individual's employee cognitive, emotional and behavioural state towards the organization desired outcomes".

From these definitions, it is clear that there is numerous ways to define employee engagement which creates vagueness in academic world. There is always confusion in the mind of researchers due to absence of clear cut definition and tool for its measurement. In the field of research, there is always overlapping of psychological concepts like satisfaction, commitment, OCB and involvement with engagement. Historically, it has shown that engagement and commitment follow the similar path.

In the academic field, there are four approaches which are considered as a baseline for defining engagement. The first one is the Kahn (1990) approach, in

which, he presented the three conditions - meaningfulness, safety and availability, to understand engagement in the work. Later on, May *et al.* (2004) empirically examines the Kahn's conceptualization of engagement. The second approach towards defining engagement is Maslach's burnout model (2001) that termed engagement as positive antitheses of burnout. Schaufeli *et al.* (2002) tested the burnout model and came out with three factors structure model of engagement with vigor, dedication and absorption that becomes widely accepted and renamed as work engagement. In 2002, most cited and acclaimed paper came out in the form of meta-analysis by Harter *et al.* that defined engagement as "individual's involvement and satisfaction with as well as enthusiasm for work" (Harter *et al.*, 2002, p. 417). In this study, they try to establish relationship with employee engagement and business outcome at the unit level. Luthans and Peterson (2002) indicted the positive relationship between managerial efficacy and employee engagement. The final conceptualization is framed by Saks (2006), the first researcher that separates the two terms, work engagement and organizational engagement. The three factors model of cognitive engagement, emotional engagement and behavioural engagement was tested by Saks and figured out the antecedent and outcome of employee engagement. Macey and Schneider (2008) extended the work of Saks (2006) and tries to understand the various elements that construct engagement by dividing it in three states as trait engagement, state engagement and behavioural engagement. According to Macey and Schneider (2008), state engagement leads to behavioural engagement which is majorly interpreted as adaptive behaviour that supports organizational effectiveness. The different dimensions of engagement are listed out in Table 1.

Table 1
Dimensions of Employee Engagement

Author (Year)	Dimensions of Employee Engagement
Schaufeli *et al.* (2002)	Vigor, Dedication, Absorption
May *et al.* (2004)	Physical, Cognitive, Emotional
Saks (2006)	Job engagement, Organization engagement
Rich *et al.* (2010)	Physical, Cognitive, Emotional
Rothbard (2001)	Attention and Absorption
Soane *et al.* (2012)	Intellectual, Social and Affective engagements

Source: Authors

It is evident from research that employee engagement helps to understand and repairs the roles of employee in organizations and enables them to meet their expectation in association with organization's expectations. Engaged employees ready to put extra effort, share their experience, engrossed in their work and devote their full concentration to achieve employer's objective (Bakker *et al.*, 2011).

Organizational Citizenship Behaviour (OCB)

Bateman and Organ (1983) were the first to introduce the concept of OCB, but the traces of its origin could be found from Barnard's idea of "Willingness to Cooperate" and Daniel Katz's (Katz, 1964; Katz & Kahn, 1966, 1978) that distinguish the term dependable role performance and "innovative and spontaneous behaviours". Organ (1988, p. 4) defined OCB as "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behaviour is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person's employment contract with the organization; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable." OCB concerns for the collective efforts from the employees part in information transferring and sharing in the organization in different level to make organization's operation potentially sound that generates willingness in employees to engage them by showing impromptu actions for the organizations' spirit (Walz & Niehoff, 2000). Several academicians and researchers have tried to explain these positive gestures of employees as an extra-role behaviour that leads to effectiveness of the organization. Despite of its positive consequences, the concept of OCB has not been investigated profoundly and has very little impact due to lack of clarity in concept and confusion with other related concepts like prosocial organization behaviour (George & Bettenhausen, 1990), extra-role behaviour (Van Dyne *et al.*, 1995), civic organizational behaviour (Graham, 1991), organizational spontaneity (George & Brief, 1992), contextual performance behaviour (Borman & Motowidlo, 1993). Although there is similarity with these constructs; OCB is a wide-ranging concept and a well known phrase that depicts these large collections of co-operative behaviour that are sure, intentional, non-compulsory and goes beyond the standards and norms of work (Turnipseed & Wilson, 2009). Organ (1998) redefined OCB "as behaviours that facilitate the maintenance and enhancement of social and psychological context that supports task performance". Since the inception of the concept of OCB, there has been more than hundred empirical studies conducted (LePine *et al.*, 2002) but there was no consistency throughout the years due to its overlapping with other constructs like prosocial behaviour, contextual performance and organization spontaneity (Podsacoff *et al.*, 2000). But the five dimensions taxonomy proposed by Organ (1988) entailing OCB consisting of altruism, sportsmanship, civic virtue, courtesy and conscientiousness that represent the foundation for measurement of OCB and operationalized by the large number of empirical research (LePine *et al.*, 2002). These five dimensions are defined as:

    a.   Altruism – it refers to the behaviour directed towards the help provided by individuals to their peers to solve problems in the organization;

    b.   Conscientiousness – it indicates impersonal behaviour such as complying with the organizational rules and policies;

    c.   Sportsmanship – behaviour that involve not complaining on trivial issues and ready to tolerate imperfect situations of workplace;

    d.   Courtesy – consulting and informing co-workers in advance to avoid the problems generally occurs in different working situations;

    e.   Civic virtue - showing proactive and energetic behaviour in participation of organization activities, like participation in meeting, conducting training workshop.

While reviewing of OCB literatures from 1983 till 1999 has shown approximately thirty variations on this concept (Podsakoff *et al.*, 2000) that have been grouped into seven classes - helping attitude; sportsmanship; organizational loyalty; organizational compliance; employee initiative; civic virtue and self development. Williams and Anderson (1991) grouped Organ's five dimensions in two broad categories, namely, OCB-Individual (OCB-I) and OCB-Organization (OCB-O). The behaviours, like courtesy and altruism, pointing towards a particular individual are called OCB-I; whereas the behaviours that are advantageous to organization, like conscientiousness, sportsmanship and civic virtue, are called OCB-O. However, Hoffman *et al.* (2007) and LePine *et al.* (2002) examined all dimensions of OCB construct and validate the dimensionality of Organ's taxonomy.

A number of studies are present which focuses on employees' OCB that leads to supervisor evaluation of their subordinates and planning activities, utilization of organizational resources, enhancing co-workers motivation level which ultimately leads to productivity of the organization and make the organization better place to work and help the employees in achieving the individual as well as organizational goals. Researchers have evaluated the significant association of OCB with organizational effectiveness and organizational performance (Bateman & Organ, 1983; Organ, 1988; Podsakoff & Mackenzie, 1994; Smith *et al.*, 1983, Williams & Anderson, 1991). Research has suggested that OCB has impact on job satisfaction, organization commitment and employee retention (Podsakoff & Mackenzie, 1997) that contributes to organizational performance. OCB are perceived discretionary behaviour directed by the individual goals set by an employee. Empirical research has categorised the antecedents in four main characteristics as individual, Job and organizational characteristics, and leadership behaviour (Podsakoff *et al.*, 2000). Employee attitudes, disposition, contextual factors, leader supportive behaviour and situational cues shaping the role clarity and responsibilities of employees plays prominent role in displaying OCB. Nowadays, research has emphasized on consequences of OCB which focuses on two important issues - the influence of OCB on evaluation of managerial achievement and decision on pay hike, incentives and promotions, and the impacts of OCB on organizational performance and

excellence. Figure 1 depicts all possible antecedents and consequences of OCB in both direct and indirect manner with the help of content analysis of throughout of the large set of data base. It can be unmistakably seen in Table 2 and in Figure 1 that OCB is affected by such a variety of components and likewise that it prompts plenty of individual and organizational outcomes.

Table 2
Parameters of OCB

Author (Year)	Parameters of OCB
Smith *et al.* (1983)	Altruism General Compliance
Organ (1988)	Altruism, Conscientiousness, Sportsmanship, Courtesy, Civic Virtue
Lin (1991)	Identification with the organization, Assistance to colleagues, Harmony, Righteous, Discipline, Self–improvement
Williams and Anderson (1991)	Individual–directed OCB (OCB-I), Organization–directed OCB (OCB-O)
Van Dyne *et al.* (1994)	Obedience, Loyalty, Participation
Farh *et al.* (1997)	Identification with the company, Altruism toward colleagues, Conscientiousness, Interpersonal Harmony, Protecting Company resources
Podsakoff *et al.* (2000)	Helping behaviour, Sportsmanship, Organizational loyalty, Organizational compliance, Individual initiative, Civic virtue, Self-development

Source: Dash and Pradhan, 2014

Organizational Performance

Organizational performance is considered as the most shouted dependent variable of interest in the area of research in the field of management, but, at the same time, it is most unstructured, vague and loosely defined. The construct permits researchers and managers to assess the firms over time and provides comparison with rival firms Organizational performance is a multidimensional construct encompassing, both, financial and non-financial dimensions. However, there is no single consensus on different dimensions of overall organizational performance and its measurement approach. Organizational performance indicates the effectiveness of an organization which has positive as well as negative aspects, thus, we need to differentiate it (Venkatraman & Ramanujam, 1986). Organizational effectiveness is a vast concept that bags organizational performance and operational performance in association with stakeholder perspectives. According to Lebans and Euske (2006, p. 71), organizational performance is defined as "performance is a set of financial and non-financial indicators which offer information on the degree of achievement of objectives and results". Balance scorecard approach (Kaplan and Nortan, 1996) widened the scope of organizational performance by including

Figure 1: Antecedents and Consequences of OCB
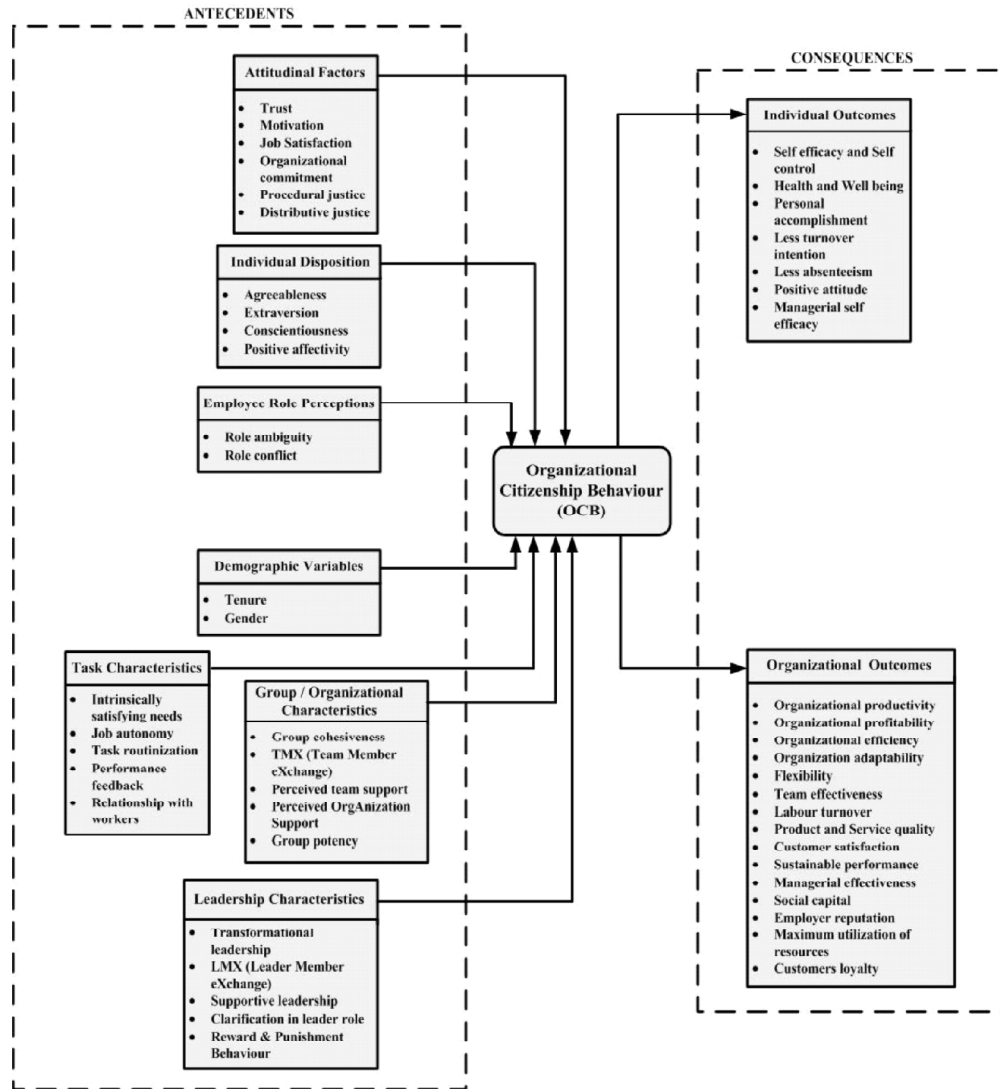
Source: Authors

the non-financial parameters, customers, internal processes and learning and growth perspectives. The performance of an organization can be judged on the basis of contribution made by the employee to achieve the defined and shared goals. The success of any organization depends on the knowledge and potential of the employees; whereas the effectiveness of the organization refers to the comparison of actual outcome with desired outcome necessary to achieve the defined goals and objectives (Rogers & Wright, 1998).

Measures of Organizational Performance

Organizational performance is a broader construct capturing different dimensions and there is no consensus over its conceptualization and measurement. Despite the complex nature of construct, it is treated as the most critical factor of success for any organization. Venkatraman and Ramanujam (1986, p. 807) suggest that researchers use ''a prior classification which recognizes the dimensionality issue''. The researches have evident that every organization has different criteria for assessing performance. If we exclude the term organizational effectiveness, only few studies have attempted to classify the dimensions of performance. The different dimensions of organizational performance are listed out in Table 3.

Table 3
Dimensions of Organizational Performance

Author (Year)	Dimensions of Organizational Performance
Woo and Willard (1983)	• Profitability (e.g., return on sales (ROS)) • Relative market position (e.g., product quality vis-à-vis competitors) • Profitability and cash flow changes (e.g., ROI variability); and Sales and market share growth (e.g., market share gain)
Murphy *et al.* (1996)	• Efficiency (e.g., return on equity (ROE)) • Growth (e.g., sales growth) • Profitability (e.g., net income), and • Size (e.g., net sales)
Rowe and Morrow (1999)	• Subjective (e.g., Fortune reputation surveys) • Financial / accounting (e.g., return on assets)
Tosi *et al.* (2000)	Absolute financial performance, stock performance, market returns, internal performance indicators
Maltz *et al.* (2003)	Financial, market/customer, process, people development, future
Dyer and Reeves (1995)	HR outcome, financial outcome, organizational outcome, capital market outcome
Ketkar and Sett (2009)	Employee performance, operational performance, financial and market performance

Source: Authors

The studies indicate that there is no doubt organizational performance is a multidimensional concept and ample scope for future study in exploration of new dimensions and validation of these dimensions. Measuring the firm performance with the help of perception of managers has been considered as helpful technique to investigate the influence of various organizational practices on its performance (Ketokivi & Schroeder, 2004). Thus the study advocates the perceptual measure to capture organizational performance at three levels - financial and market performance, operating performance and employee performance.

EMPLOYEE ENGAGEMENT, OCB AND ORGANIZATIONAL PERFORMANCE

Employee Engagement And OCB

It has been evident in research that there is strong association between employee engagement and OCB. According to the definition of Organ (1983), OCB is individual behaviour of an employee not influenced by reward that is directed towards better performance of the organization. Researchers of different area of organization behaviour, human resource management and psychology have tried to measure this construct with different dimensions like involvement, dedication, vigor and trust during the work execution of employees and tried to link it with different individual and organizational outcomes like job satisfaction, commitment, absenteeism, customer satisfaction, loyalty and financial performance (Harter *et al.*, 2002). Employee engagement with energy, self efficacy and involvement which is considered as opposite of burnout dimension that are exhaustion, cynicism and inefficacy (Maslach *et al.*, 2001). According to Chiu and Tsai (2006), burnout was adversely related to OCB. And, it is known that burnout is contrary to work engagement so we can infer that work engagement can be positively related with OCB. Macey and Schneider (2008) pointed state engagement related with behavioural phenomenon like OCB known as discretionary behaviour that leads to smooth functioning of an organization. Engaged employees are more involved in discretionary behaviour on the grounds that they effectively fulfil their goals and objective and ready to put extra effort in their job (Christian *et al.*, 2011). Among academicians, there is always debate regarding the similarity in characteristics of employee engagement and OCB, but Robinson *et al.* (2004) differentiates it by specifying that OCB doesn't follow adequately the aspects of engagement that involves a two-way nature of employee-employer relation and engaged employees' awareness towards organization business. Later, Saks (2006) clarify that OCB includes voluntary behaviour and informal in nature, which is not the part of job requirement, while employee engagement exhibits formal role of an employee that performs in the job. Rurkkhum and Bartlett (2012, p. 164) found "strong evidence of positive relationships between engagement and every component of OCB with a reference to altruism, conscientiousness, sportsmanship, courtesy and civic virtue". In addition, Soane *et al.* (2012, p. 536) indicated that "OCBs are a potential outcome of engagement because engaged employees tend to have a positive effect and are motivated to exhibit beneficial behaviours". Rich *et al.* (2010) empirically examined the relationship between OCB and employee engagement and found to be significantly associated. OCB is a crucial behavioural construct and is linked positively with employee engagement as engaged employees are vigorous, energetic, enthusiast, dedicated to their work completely and deeply immersed to give their discretionary effort in alignment with organizational goals and objectives.

P1. Employee Engagement exhibits a positive relationship with Organizational Citizenship behaviour.

Employee Engagement and Organizational Performance

In this competitive world, organizations are looking for competitive talent for long term sustainable performance. On this path, employee engagement emerges as an important tool because of its ability of capturing the mind and heart of employees which help to make long term bonding between the employee and the employer. The importance of the concept of engagement could be understood by the numerous publications discussing positive outcomes practically as well as theoretically. It is evident that employee engagement has great impact on the organizational performance indicators like customer satisfaction (Harter *et al.*, 2002; Towers Perrin, 2003), productivity (Harter *et al.*, 2002; Salanova *et al.*, 2003; Schaufeli, *et al.*, 2002), profit (Harter *et al.*, 2002; Salanova *et al.*, 2003; Schaufeli *et al.*, 2002; Markos & Sridevi, 2010), employee turnover (Harter *et al.*, 2002; Schaufeli & Bakker, 2004; Hallberg & Schaufeli, 2006), safety (Harter *et al.*, 2002) and absenteeism (Harter *et al.*, 2002). The most prominent study was carried out by Harter *et al.* (2002) that pointed out positive outcomes of engagement like customer satisfaction, productivity, profitability, employee turnover and safety. The studies carried out by the researchers, namely, Salanova *et al.* (2005), Bakker and Demerouti (2007), Lockwood (2007) and Hallberg and Schaufeli (2006) also supported this view and agreed that employee engagement is one of the predictors of success. Apart from these outcomes, engagement has positive association with advocacy of the organization (Truss *et al.*, 2006), customer loyalty (Harter *et al.*, 2002; Schaufeli & Bakker, 2004; Salanova *et al.*, 2005) and implementation of successful organizational change (Graen, 2008).

All these findings support the notion that employee engagement accelerates employee's contribution in terms of task efficiency, proactivity, emotional stability, commitment and involvement that acts as foundation for a successful organization. These are the reasons that enable the study to put forward the relationship of employee engagement and organizational performance. Engaged employee experiences positive emotions like joy, happiness, enthusiasm, passion and confidentiality which motivate employees to achieve organizational goals. Some researchers have also evident that engaged employees have good health in comparison to non-engaged employees which also enable them in mobilization of resources (Fredrickson, 2001). Hence, the linkage between engagement and organizational performance is proposed as:

P2. Employee engagement significantly acts as one of the significant predictor of organizational performance.

OCB and Organizational Performance

In the last three decades, there has been lots of research carried out in OCB as it generates lots of attention and interest among researchers primarily due to its consequences results in organizational effectiveness, efficiency and positive workplace climate (Podsakoff & MacKenzie, 2009).

The studies (MacKenzie *et al.*, 1998; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 1996) considered the conceptualization of Organ (1988) and supported the view that OCB has positive relationship with organizational performance. Walz and Niehoff (1996) indicated that citizenship behaviour was linked to operational efficiency and customer service quality. There has been fluctuation in the quality of the relationship between OCB and organizational performance as noted by the researchers; and furthermore, organizational performance dependent upon the specific OCB measurement. Helping behaviour is very rational with individual performance while sportsmanship and civic virtue were confined their relationship with organizational performance. OCBs may improve organizational performance by synchronizing the activities of team or group members and by nurturing the group cohesion at higher level across the organization. OCB acts as a medium to enhance the organizational efficiency by different ways. OCB enhances manager's efficacy by allowing sufficient time on more productive work like developmental activities and strategic planning because employees are involved in execution of their target jobs with the help of suggestions given by manager with more autonomy (Borman & Motowidlo, 1993; Podsakoff & MacKenzie, 2009).

As OCB is discretionary in nature, managers and employees involved in voluntary activities on the assumption that it creates conducive work environment which leads to better outcome for the organization that eventually directed towards the goals of the organization (LePine *et al.*, 2002). OCB may assist in enhancing the organizations' ability to attract and retain the potential and worthy employee for the long term results. In the meta-analysis carried out by (Podsakoff & MacKenzie, 2009), the OCBs were examined at the individual level and at the business unit level. At the individual level, OCBs were found to be positively associated with individual's performance and reward decisions and negatively associated with intent to leave, turnover and absenteeism. At the business unit level, OCBs were found to be positively associated with several organizational performance dimensions like productivity, efficiency, profitability and customer satisfaction. Altogether OCB may be associated with team spirit, group cohesiveness, boosting the morale of employees, effective utilization of time and energy spent on operation and maintenance activities that enhances firm's ability for the sustainable performance. Consistent with the above findings and with the support of several studies (Dunlop & Lee, 2004; Koys, 2001; Podsakoff & MacKenzie, 1997; Podsakoff & MacKenzie, 1994; Walz & Niehoff, 2000); we propose the possibility of considering OCB as a predictor of organizational performance as:

P3. OCBs are positively treated as predictors of organizational performance measures like productivity, profitability and efficiency.

Thus, on the basis of the findings, discussion and assumptions, we may delineate the relationship between engagement, OCB and organizational effectiveness with one another. It is implied that employee engagement is positively linked with OCB as well as organizational performance. OCB acts as the mediating link between the employee engagement and the organizational performance. Saks (2006) also suggested OCB to be an important outcome of employee engagement. The model, as outlined in Figure 2, advocates the concept of employee engagement and OCB in the perspectives of organizational performance and the concept of employee engagement and organizational performance in view of OCB perspectives that provides ample scope for future research.

P4. Engaged employee shows citizenship behaviour which encourages the organizational performance.

Figure 2: Conceptual model exhibiting relationship between underlying constructs of employee engagement, OCB and organizational performance
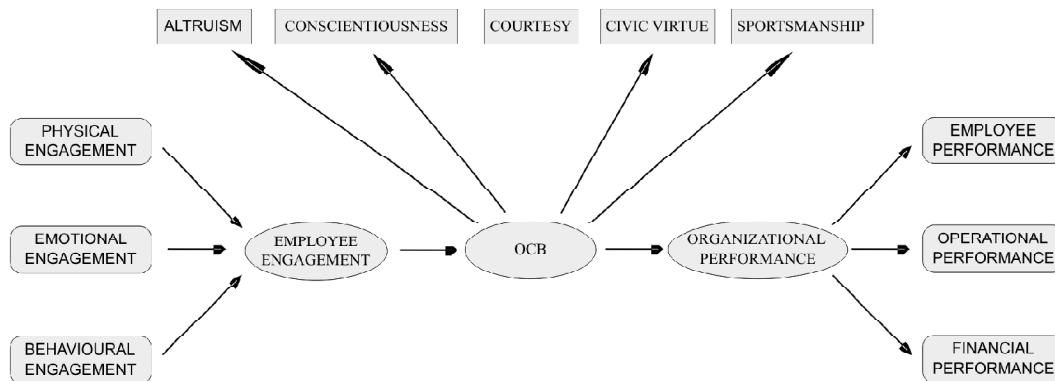
Source: Authors

RESULTS AND DISCUSSION

There are lots of discussions on the point that employee engagement and OCB causes organizational performance, but the relationship is not very clear in existing studies to conclude whether OCB causes organizational performance or organizational performance causes OCB. Nowadays, organizations are concentrating on engaging and keeping their potential employees that are not only proficient in their tasks, but also willing to put extra efforts to become the part of desired organizational performance requirement for long term sustainability and effective functioning of the organization (Organ, 1988; Yen & Niehoff, 2004).

Therefore, OCB plays dominant role in transformation of traditional environment into dynamic environment in organization behaviour, which is looking for employees extra role behaviour. Over the time being, OCB enhances the functionality of the organization in several ways like improving relationship with co-workers, making the organization to adapt to the changes and effective utilization of resources. In this study, systematic literature review and relational analysis were conducted to investigate the relationship of the three constructs, namely, employee engagement, OCB and organizational performance. Engaged employee shows their attachment towards the organization in three ways - physical, emotional and behavioural. The three dimensions of OCB, namely, altruism, conscientiousness and sportsmanship are vulnerable to engaged employees. This study is an attempt to illustrate the concepts of engagement and its framework on connectivity with OCB. Engaged employees are vigorous (physically), involved (emotionally) and dedicated (cognitively) towards the job task. Vigor represents the higher degree of positive affect and spontaneous attitude by engaged employees towards the job, defined as "positive affectivity" and treated as antecedent or cause of OCB (Spector & Fox, 2002; Bennett & Stamper 2001). An engaged employee directs towards the task associated with job with self involvement, dedication, energy, enthusiasm that transformed into higher degree of in-role and extra-role performance (Christian *et al.*, 2011). Thus, OCB is considered as performance based consequence variable of employee engagement (Shuck *et al.*, 2011). It impacts directly as well as indirectly on performance by employees' contribution in the form of employee, operational and financial performance. Therefore, based on the foundation of theoretical support, the proposed model illustrates the employee engagement as the possible outcome of OCB and exhibition of OCB as mediating variable through which independent variable employee engagement influences dependent variable organizational performance. There is much talked about the relationship of employee engagement with various individual and organizational outcomes with the help of positive attitude and behaviour of engaged employees. In this manner, more prominent significance should be given to fortify citizenship practices through supporting the advancement of high engagement level in workers. In this regard, the role of human resource development becomes significant because human resource development environment that is supportive in nature motivates the employees to their workplace. For example, performance management, leadership practices, procedural and distributive justice, trust, commitment and supervisory support are some constituent of favourable psychological climate that make conditions for employees to thrive at job location. These positive work practices certainly authorize profound mental associations with organizations and hence engaged employees will be more inclined to display significant enthusiasm for the life of their association.

There are several studies that demonstrates a positive linkage between engagement and OCB (Christian *et al.*, 2011; Schaufeli, Taris, & Bakker, 2006; Saks,

2006). This study is one step ahead that tries to look into the association of engagement and OCB with organizational performance and treated OCB as outcome of engagement. Thus, validation of the conceptual model would help to predicate the relationship of the structure and quality of the proposed contentions. In this direction, proposed dimensions can be used to measure the latent constructs of engagement, OCB and organizational performance. The present paper dissects organizational performance just through the effect of worker engagement and OCB and further study could examine the mediating role of commitment, satisfaction, job performance, psychological contract and managerial efficacy in place of OCB. Future research could also investigate to see if engagement prompts Job and contextual performance or whether engaged employees tend towards OCB. Another avenue for research study is the other personal and situational variables acting as either moderating or mediating that can be taken to understand the association between OCB and its positive and negative consequences which are always been ignored. In the area of human resource management, there is very little knowledge about OCB; managers can promote it with the help of human resource practices as OCB has some positive impact on absenteeism, turnover and commitment that can be kept away to utilize its positive aspects in achieving organizational performance.. The role of personality factors, motivational factors, job embeddedness and job characteristics factors could also be explored with the relationship of engagement and OCB. The relationship of employee engagement and OCB could be further investigated on the basis of social exchange theory and path goal theory in different situation, syntax, interpretation and harmony.

CONCLUSION

The present study is unique integration of theoretical perspectives of existing research on engagement, OCB and organizational performance. In addition to that, the review dynamically explained that when a person is engaged with his/her job, there will be more noteworthy opportunities to uncover citizenship behaviour and eventually compelling effectiveness. The major contribution of this paper is its endeavour to present into one abundantly required model for the organizational performance and including OCB as significant mediating construct connecting the relationship of engagement and performance. The combined effect of both latent constructs (engagement and OCB) can provide the interesting platform for further research by examining it empirically. Employees put extra role behaviour when they were engaged in the work. Therefore administration needs to give careful consideration to outlining occupations and making workplace with the methodology to expand employee engagement level in organizations.

The results of this study suggest the professionals and the academicians to re-examine their attitude on the management of elusive resources. The findings of this study suggest analysts to recognize "that measuring and strategically managing

intellectual capital may become the most significant managerial activity for developing organizational citizenship behaviour and driving organizational performance in return" (Ahmad, Rasheed and Jehanzeb, 2012, p. 104).

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