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GRADUATION THESIS

MASTER STUDIES

How and when do employees go beyond their job description and do extra for
the company: The case of Kosova companies

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Declaration:

I, Herolinda Sylejmani declare that: (1) This graduation thesis represents my original work except in the cases of citations and references and (2) This graduation thesis has not been used previously as a thesis or project in these faculties or other universities/colleges/institutions.

Abstract

This study analyses the correlation between employee level of engagement, positive actions and behaviors, and supportive factors at work.

Employee Engagement is being passionate about the job, being committed to the people one works with, and the organization itself. Furthermore, being engaged at work is one of the main factors to spend an effective time at work, be productive to yourself and workmates, and mostly create a great working environment. Moreover, engaged employees are more likely to invest in the work they do. So, this way the organization can benefit more.

Organizational Citizenship Behavior on the other hand is about the opportunity employees get from that job. How they feel free to have greater control over the work they do, the behaviors they transmit, etc. In an organization, it is very important the voluntary commitment of its employees. This can increase employee performance and productivity. Moreover, it affects positive interactions between employees.

The purpose of this thesis is to determine which factors can make an employee engage, and how those supportive factors impact the positive behaviors of one in an organization.

The gathered data are used to test three hypotheses that emphasize that supportive factors at work such as the relationship with the supervisor, compensation (salary), training, and career development, have a direct impact on EE and OCB. The study is done to test employees of companies in Kosova.

Therefore, the hypotheses of the study prevail emphasizing that supportive factors at work have a partial impact on employee's level of engagement and OCB.

Key words: Employees, Employee Engagement, Organizational Citizenship Behavior, Workplace, Supervisor.

Astratto

Questo studio analizza la correlazione tra il livello di coinvolgimento dei dipendenti, le azioni e i comportamenti positivi e i fattori di supporto sul lavoro.

Il coinvolgimento dei dipendenti significa essere appassionati del lavoro, impegnarsi con le persone con cui si lavora e l'organizzazione stessa. Inoltre, impegnarsi nel lavoro è uno dei fattori principali per trascorrere un tempo efficace al lavoro, essere produttivi con se stessi e i colleghi e soprattutto creare un ottimo ambiente di lavoro. Inoltre, i dipendenti coinvolti hanno maggiori probabilità di investire nell'occupazione che svolgono. Quindi, in questo modo l'organizzazione può trarre maggiori benefici.

Il comportamento di cittadinanza organizzativa, d'altra parte, riguarda le opportunità che i dipendenti ottengono da quel determinato lavoro. Come si sentono liberi di avere un maggiore controllo sul lavoro che svolgono, sui comportamenti che trasmettono, ecc. In un'organizzazione è molto importante l'impegno volontario dei suoi dipendenti. Ciò può aumentare le prestazioni e la produttività dei dipendenti. Inoltre, influisce sulle interazioni positive tra i dipendenti.

Lo scopo di questa tesi è determinare quali fattori possono coinvolgere un dipendente e in che modo tali fattori di supporto influiscono sui comportamenti positivi di uno in un'organizzazione.

I dati raccolti vengono utilizzati per testare tre ipotesi che sottolineano quei fattori di supporto sul lavoro che hanno un impatto diretto su EE e OCB, come il rapporto con il supervisore, la retribuzione (stipendio), la formazione e lo sviluppo della carriera. Lo studio è fatto per testare i dipendenti delle aziende in Kosova.

Pertanto, prevalgono le ipotesi dello studio sottolineando che i fattori di supporto sul lavoro hanno un impatto parziale sul livello di coinvolgimento dei dipendenti e sull'OCB. Fatta eccezione per la terza ipotesi, in cui le emozioni positive del supervisore non hanno alcun impatto sul livello di coinvolgimento del dipendente.

Parole chiave: dipendenti, coinvolgimento dei dipendenti, comportamento di cittadinanza organizzativa, luogo di lavoro, supervisore.

Actknowledgement

I would start by thanking all those who helped me and gave me the courage to complete my Master's Degree Thesis.

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List of abbreviations

EE- Employee Engagement

OCB – Organizational Citizenship Behavior

Introduction

Employees' behaviors are determined by different reasons and manifested in different forms, which then have very important effects on the performance of the organization.

Employee engagement is the emotional commitment employees feel towards their organization and the actions they take to ensure the organization's success; engaged employees demonstrate care, dedication, enthusiasm accountability, and results in focus. (Allen, 2014).

In general, employee engagement describes people who are committed to their work and the goals and values of their company. To put it another way, engaged employees show up and are involved, not only because they're paid to be, but because they're invested, emotionally or otherwise. (Moseley, 2013). Employee engagement is crucial for inspiring quality work, commitment, and value in your employees. Engagement simply leads to optimal employee experience. (Bell, 2020). Discretionary effort furthermore, is the level of effort people would give if they wanted to, but above and beyond the minimum required. (Daniels, 2016).

Based on this, some various factors or motives that make an employee go beyond the job description and what is required from and give more for the organization. So, helping out coworkers, introducing new ideas and work practices, volunteering to take on special assignments, putting in extra hours to complete different projects, attending meetings that are not of their field, are the reasons that make one an engaged employee.

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. (Vance, 2017). This will give us a more complete view into the impact of the factors that leaders must execute, to perceive the performance they have dreamed about.

Increased discretionary effort can have a considerable impact on the trajectory of the organization, no matter what size or industry. (Dickson, 2019).

Problem definition

The thesis will analyze in detail which factors or motives influence employees to offer more for their company by going beyond and above what is required in the job description. On the other hand, this research will help us understand how companies should use these factors and create conditions for their employees to become engaged ones and outperform.

If we look at the employees that find it hard to engage, we understand that there are a lot of reasons, mostly dependent on the company that makes them not give more and the best out of them. These employees lack full commitment, do not take as much initiative to go above and beyond their job responsibilities, show apathy and passivity, take on fewer projects, participate less, take less pride in the organization, and are not as enthusiastic about their work as they could be.

An employee who is not fully engaged usually was once a fully engaged employee, and may still show signs of engagement from time to time. These employees are the greatest source of untouched potential in any company. (ERC, 2013).

Employees that aren't engaged fall into two buckets. Disengaged employees could be described as "passive" and won't apply discretionary effort in the workplace. Actively disengaged employees represent employees that are significantly dissatisfied and less productive at work.

An engaged employee, who can harness their full self, will display loyalty and ownership. For example, they will tackle tasks without being asked, because they want to and because they believe that their extra effort will benefit their organization. (Peakon, 2020).

While employee engagement isn't the main focus for most organizations, it can have a greater impact than many of us realized. Disengaged employees exhibit decreased productivity and contribute to more negative customer experiences. Company culture and morale decline when the workforce doesn't feel a connection to the organization, which leads to greater difficulty in achieving corporate goals. Essentially, disengaged employees can significantly affect an organization's success – or lack thereof. (Riley, 2018).

- As of January 2020, 41% of employees globally are engaged. 38% of employees are disengaged, and 21% of employees are actively disengaged.

Based on gender:

- 41% of employees who identify as women are engaged, 38% are disengaged and 21% are actively disengaged.
- 43% of employees who identify as men are engaged, 38% are disengaged and 19% are actively disengaged. (Peakon, 2020).

Engagement and wellness are inseparable! Healthy employees are happier and show higher rates of job satisfaction. Engaged employees show up to work with a bounce in their step and are less vulnerable to stress, a significant driver of poor health. Healthy and engaged employees, in concert with strong workplace culture, are the secret sauce for business success. (Beheshti, 2019).

The purpose of the Thesis

Being committed to the goals, the values of the company, being enthusiastic about the work, and mostly satisfied might sound like a challenging situation for so many employees. Different people have different reasons why they put or do not put their maximum effort into work and even go beyond and above what is expected from them. It might be the relationship with the supervisor/leader, bonuses at work, family support, the environment they work in, or even the work itself.

The main aim of the thesis is to find out and analyze the factors that impact organizational citizenship behavior and those that drive employees to engage in activities that go beyond their formal contractual requirements. Through it, companies can easily know and decide on the motives that will lead their employees through engagement. Thus, as a result, will raise and it will conduct it to the best overall performance of the company.

The reason being, nowadays, managers are keener in knowing what actually can engage or disengage employees.

The surveys work provided companies assess the employee feedback, understand their requirements, work on designing new policies and practices and commit to implementing them.

Objectives:

1. To know the main motives that push a worker to give more than required at work.

2. Offering a vision to companies on how to create conditions for their employees so that they feel motivated and become engaged employees.

Research question:

1. What are the specific factors that influence one to become an engaged employee and give more than required?
2. What company leaders and managers/immediate supervisors need to do to motivate their employees to give more than required?

Hypothesis:

1. There is a positive correlation between supportive factors at work and employee engagement.
2. There is a positive correlation between supportive factors at work and organizational citizenship behavior.
3. There is a direct correlation between supervisor's positive emotions and an employee's level of engagement.

Literature Review

Employees spend more time at work than they do with their families, so it's no surprise that teammates want to be engaged and passionate about their jobs-otherwise known as, employee engagement.

The term is more than just a buzzword for modern businesses, it describes how committed your workforce is to your company. In the past, this concept was not a priority for employers. There wasn't a need to worry as much about whether their hires felt "comfortable" at work. (Solar, 2019). In the last two decades, there has been a significant change in the culture of many organizations, a shift in the way employees are being valued and treated and recognition of the impact employees have on business success (Allen, 2014).

Every day, employees make decisions about whether they are willing to go the extra mile in ways that contribute to their organization's success. These are important decisions because researches show that when employees are willing to go beyond their formal roles their companies are more efficient and effective (Belino & Klotz, 2017).

As the world goes through an incredible amount of political and economic change, what happens to employee engagement? And what can be done to manage engagement throughout that change?

Kincentric's research reveals that engagement is falling around the world. In a merger or acquisition situation, for example, most organizations experience a dramatic spike and then a precipitous fall in the engagement of those employees who are most significantly impacted by the transaction.

There are identified five tangible steps organizations can use to assess, understand, and take action on the engagement levels of employees as the organization undergoes transformation: (Kincentric, 2019).

- Define the type of change your organization is experiencing and what is required from employees.
- Measure engagement-change readiness and other work experiences throughout the change.

- Tailor interventions that meet employees' engagement needs during change.
- Develop an action plan for each organizational unit with clear accountabilities.
- Once implemented, it's critical that the plans don't lose steam.

Employee engagement is a matter of concern for leaders and managers in organizations across the globe, as it is recognized as a vital element in determining the extent of organizational effectiveness, innovation and competitiveness. The term employee engagement is rooted in academic research, though it was considered largely as practical consultancy issue till 1990s. Employee engagement has been associated with other well researcher and established constructs such as 'organizational commitment', 'Organizational Citizenship Behavior', 'Job Involvement', 'Flow', etc (Bedarkar, & Pandita, 2014).

W.A. Kahn, who is considered as an academic parent of the employee engagement movement, developed the concept of 'personal engagement'. In his work, he defines personal work 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".

To explain the phenomenon, Kahn associated three conditions, viz. psychological safety, psychological meaningfulness and psychological availability, which lead to employee engagement. Employees experience psychological safety in the presence of other members when they relate themselves to their role performances and they are provided with sufficient personal resources to dedicate themselves to such performances. Their work is sufficiently meaningful to them. As employees feel psychologically safe and their work is meaningful to them, they are psychologically available. Thus, the condition of psychological availability refers to a situation, wherein employees and draw on their whole selves in an integrated and focused manner to enhance their role performances. Thus, Kahn's definition of employee engagement suggests that employee engagement is a multi-faceted construct. Kahn claims that the more of ourselves we give to a role, the more exciting and comfortable is our performance (Bedarkar, & Pandita, 2014).

Furthermore, Organizational Citizenship Behavior is an extra role that is done based on voluntary feelings. These behaviors include voluntary actions in creativity and innovation designed to improve one's work or organizational performance, persevere with extra enthusiasm and energy to

complete one's work, volunteer to take extra responsibility, and encourage others in the organization to do the same. OCB relates to the effort used by one employee to do extra things in the organization. Helping colleagues to complete work or provide support during work (Veličkovska, 2017).

Dimensions of OCB in (Alkahtani, 2015) include: 1. Altruism means the willingness of employees to help others with organizationally relevant tasks (e.g volunteering to help less skilled or new employees).

2. Courtesy means preventing problems stemming from work relationships (e.g: encouraging desperate colleagues in professional development)

3. Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal conditions without complaining.

4. Civic virtue means that employees responsible to participating and care about, the welfare of the company (e.g attending meetings that are not needed, providing creative advice for improvement).

5. Conscientiousness is the dedication to work and the desire to exceed formal requirements, in terms of timeliness or resource conservation (e.g working all day or maintaining organizational rules).

Economic growth and expansion have allowed more opportunity to invest in people despite continued competitive disruption (see Fig 1). This investment is now paying off. Two thirds of our clients' employees are engaged – higher than at any point in our time measuring engagement. While a 1pt increase may not seem significant, the positive multi-year trend is important and shows that employees, now more than ever, are bringing their whole selves to work (Adair, 2019).

ENGAGEMENT



Figura 1. Global Employee Engagement Rate

Source: (Adair, 2019).



Figura 2. Percentage of Employee Engagement Source: (Qualtrics, 2020).

Countries or regions with the highest engagement listed by average engagement score (see Fig3).

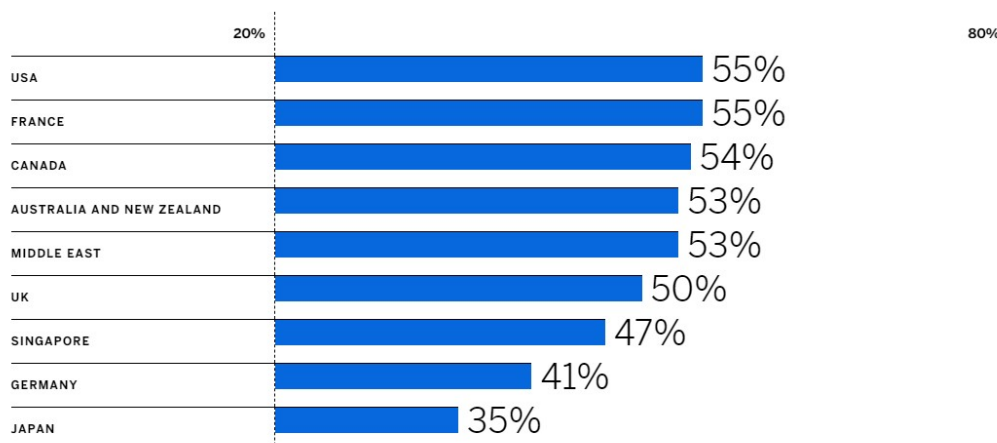
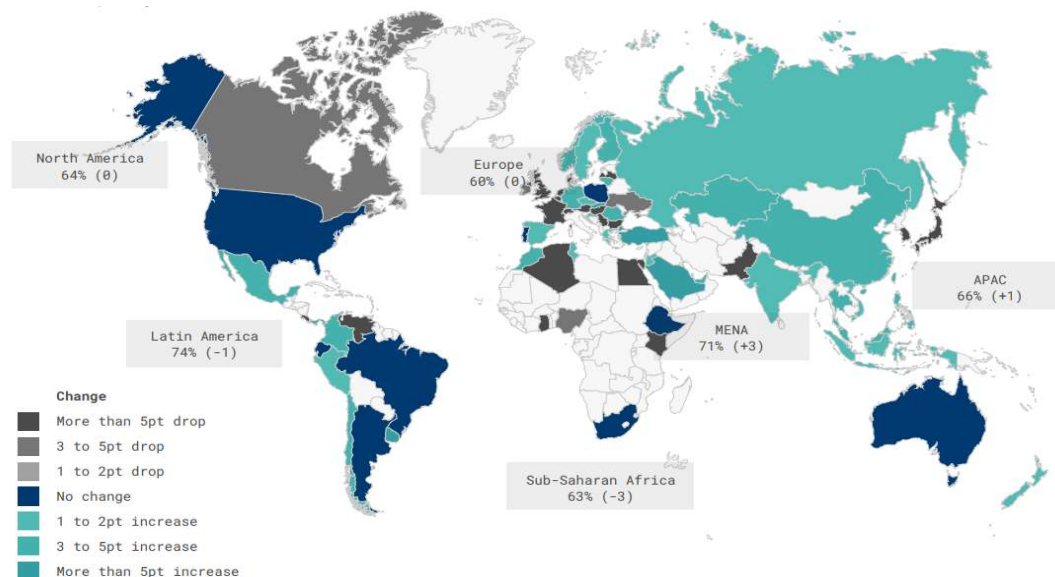


Figura 3. Countries or regions with the highest engagement listed by average engagement score

Source: (Qualtrics, 2020).

We see regional – and country – level differences that inform the overall, global movement: (Adair, 2019).

- North America: U.S. engagement has stayed flat for the last several years, while engagement in Canada has dropped 3pts in the last year.
- Latin America: Massive instability in Venezuela has contributed to a small drop for the region, while the largest markets of Brazil and Argentina have stayed consistent from the prior year.
- Europe: A drop of 2pts for the U.K. is a likely reflection of ongoing tensions around Brexit, but the region overall has stayed flat.
- APAC: Positive movement in the largest markets of China (+3pts) and India (+1pt) are the primary drivers for the positive movement for the region (see Fig 4).



1 - Results based on over 5 million employee responses across more than 4,100 organizations in 86 countries between 2018 and 2019.

2 2019 Trends in Employee Engagement

Figura 4. 2019 Trends in Employee Engagement

Source: (Adair, 2019).

As we continue at a country level (see Fig 5), we see that the driving force behind the global increase is due to the largest markets increasing, namely China (+4pts) as well as the U.S. and India (+2pts each). These increases outweigh drops in other large markets such as Brazil (-5pts), Saudi Arabia and France (-3pts each). Japan, where engagement normatively trends below other markets, saw a significant +11pt increase through March of 2020 (Adair, 2020).

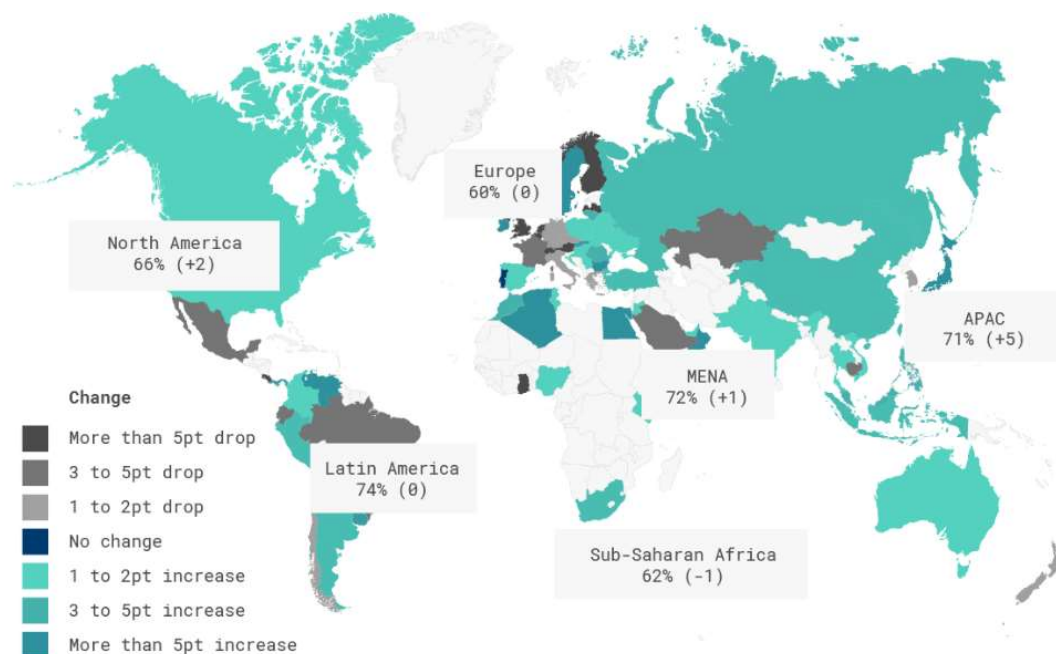


Figura 5. 2020 Trends in Employee Engagement

Source: (Adair, 2020).

These data represent engagement from the 2nd half of 2019 through Q1 of 2020. Obviously, as we enter into the second half of the year, we are in a very different world than we were a few months ago. How have things changed? First, organizations have had to be much more purposeful at communicating with employees, and this has led to dramatic increases in perceived effectiveness of communication, as we see on the figure below.² There has also been a strong shift toward measuring employee well-being as opposed to (or in addition to) engagement. A focus on empathy and connection, particularly from managers and senior leaders, has also been measured more. Employees have reported increasingly favorable experiences in these two areas during COVID-

19. This increase may be partially due to the increased attention and higher priority leaders have been placing on caring and compassionate outreach (Adair, 2020).

Leadership Engagement

Leaders' personal engagement influences the likelihood that your team will be engaged, but it's perhaps even more important to demonstrate engaging behaviors. For example, a consistent top driver of engagement is senior leaders' ability to create excitement for the future of the organization (see Fig 6). However, excitement for the future can't be entirely led by senior leaders. Frontline managers need to help inspire and coach their teams to engage in behaviors that align with cultural priorities (Adair, 2019).

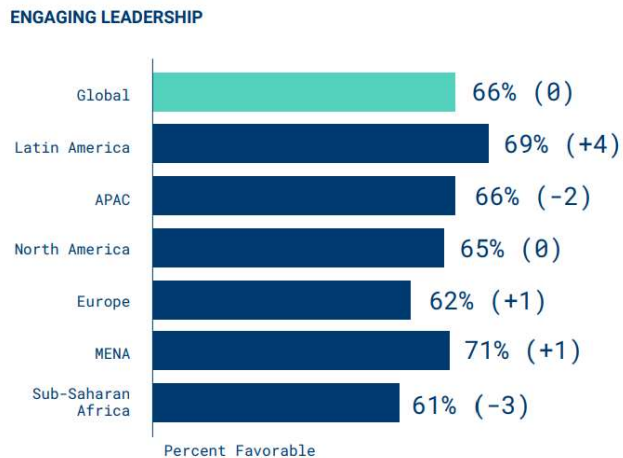


Figura 6. Leadership Engagement

Source: (Adair, 2019).

Double down on talent focus

The employee experience is getting more difficult at the beginning and end points of the employee lifecycle. At the beginning, it is more difficult to attract the right people and have a mission that provides a meaningful direction. At the end, it's difficult to retain the people needed to achieve business goals(see Fig 7). Some of this is due to tight labor markets that give employees freedom to consider other opportunities, but global drops in perceptions of talent focus speaks to a broader necessity to manage your value proposition and talent pipeline to attract and retain the talent that is critical to your future success (Adair, 2019).

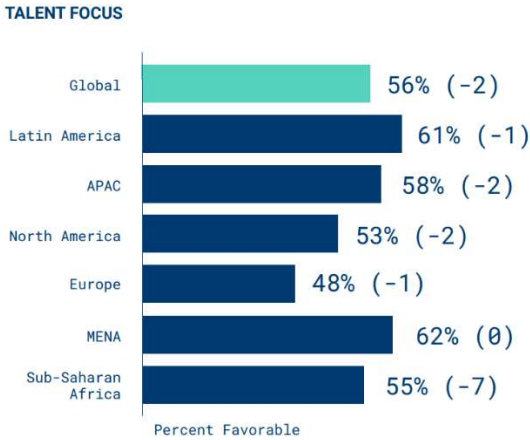


Figura 7. Double down on talent focus

Source: (Adair, 2019).

According to a British Report published in 2006, CIDP, titled, ‘How Engaged Are British Employees’, presents findings of a survey on employee attitudes and engagement, which covered a sample of 2000 employees across United Kingdom.

This research was conducted for the CIPD by Kingston Business School and Ipsos MORI. This report defines employee engagement as “passion for work”, which involves feeling positive about your job, as well as being prepared to go the extra mile to make sure you do your job to the best of your ability”. The study identifies three dimensions of employee engagement: emotional engagement – being very involved emotionally with one’s work; cognitive engagement – focusing very hard while at work; and physical engagement – being willing to ‘go the extra mile’ for your employer (Gifford, & Young, 2021).

On the other hand, Dale Carnegie Training invited MSW Research to investigate the emotions of 1500 employees in the workplace.

Analysis shows that feeling valued, confident, inspired, enthused, and empowered are the key emotions that lead to engagement. Being “valued” is the gateway to achievement.

Forty-six percent of employees report feeling valued. However, by itself feeling valued does not generate engagement; rather it acts as an enabler for the other more positive emotions. Feeling valued and feeling confident together empower people to make decisions about their work and generates enthusiasm, which inspires people to try harder. Employees who are excited and enthusiastic to be at work are not just there for the paycheck or the next promotion. They care about the organization and work to further its goals (Carnegie, 2017).

Encouraging employees to "go the extra mile" is about employee engagement and job satisfaction. Different studies have shown that giving employees more control over their work increases that engagement — but employers must be wary of creating a phony-seeming culture that simply pushes employees to work harder than before. Showing appreciation for employees is key, as is giving them chances to develop their skills and try new things (Barrett, 2017).



Source: Aon's 2021 UK Benefits and Trends Survey

Figura 8. Employee Benefits and Trends

Feedback matters

59%

Engagement score of employees who said their company provides a feedback program.

42%

Engagement score of employees who said their company does not provide a feedback program.

Engagement score for those who feel their company turns their feedback into action really well, regardless of the frequency, was 80% compared to 40% for those who feel their companies do not turn feedback into action “well at all” or even “slightly well” (see Fig 9), (Qualtrics, 2020).

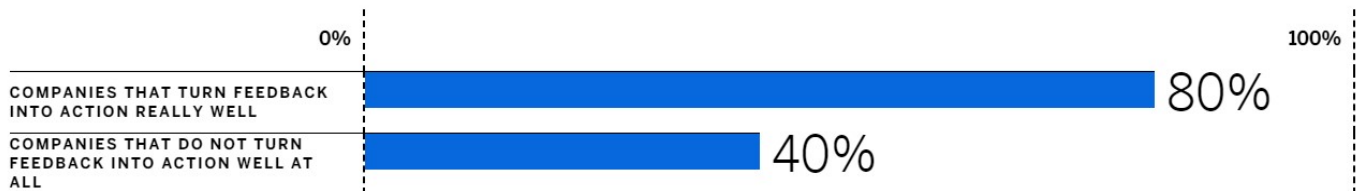


Figura 9. Average Engagement Score

Source: (Qualtrics, 2020).

Factors at work that impact employee engagement

Effective Management of talent

Employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future. A talent management strategy comprising of career planning, organizational support and incentives can result in high engagement and reduced attrition levels in the organization. The Employee engagement is seen to be highly influenced by one factor, effective management amongst other factors. However, the findings also reveal that there is no one fixed model that shows the relevance and significance of the influence of all variables because different employees lay different emphasis on variables impacting engagement. These variations may arise due to variations in individual and job characteristics, gender diversity, and ethnic diversity etc. It was also found that the variance between engagement and leadership factors i.e., task orientation and relationship orientation showed considerable overlap (Chandani, & Mehta, 2016).

Clarity of Company Values, Policies and Practices

Employees should be made to feel that their companies' values are clear and unambiguous in order to generate higher engagement. Value it amongst other was also found to be an antecedent to employee engagement

Leadership

Employees show more engagement towards the organization when they see themselves getting praised by their immediate managers, they have the leadership's attention (for example, one-on-one conversations). Leadership dimensions that are found to be most influential are making up a good mentor or manager and articulation of the vision. In case of entrepreneurial firms, the leadership needs to be visionary, future oriented and should involve the employees in their vision in order to increase employee engagement. It was also found that a key driver to employee engagement is the employees thinking that their leadership is committed. The quality of leader member exchanges between supervisors and employees affect the engagement levels of the employees (Chandani, & Mehta, 2016).

Supervisors Communication

Supervisor's communication is one of the major factors affecting employee performance, which in turn is one of the most important factors within business for maintaining and increasing productivity for companies (Elangovan, & Xie, 1999; Spreitzer, 1995). Some of the most common responsibilities of supervisors are to delegate work, and to give information or advice to subordinates. It is the duty of supervisors to ensure that employee job performance is at maximum potential, it would be advantageous for managers in all trades and industry sectors worldwide to understand what types of employee-supervisor interactions are associated with employee job performance. Knowledge regarding the possible association between supervisor-employee relationship and job performance would enable the implementation of more effective systems for management, and subsequently, better productivity for the company through increased job performance.

Work-life Balance

Despite all the dedication that employees might give to the organization, they are still bounded by other responsibilities and commitments in their life. Thus, highly demanding jobs that take away all opportunities to fulfill the personal needs of the workers would be less likely to hold them for long. To heighten employee engagement, an organization needs to support their employees' healthy and balanced life, thus setting a solid foundation for sustainable energy and initiatives (Akob, Arianty, & Putra, 2020).

Training and Development

Redundancy of skills has been cited as one of the reasons for employee turnover, thereby indicating the necessity for training, re-training and multi-skill training. It is another important area which contributes to employee engagement. Learning new skills may trigger renewed interest in such aspects of the job which had not been meaningful earlier. Through training, you help new and current employees acquire the knowledge and skills they need to perform their jobs. And employees who enhance their skills through training are more likely to engage fully in their work, because they derive satisfaction from mastering new tasks. Training also enhances employees' value to your company as well as their own employability in the job market (Muda, Rafiki, & Harahap, 2014).

Research has shown that the quality of the interpersonal interactions that employees have with their supervisor have direct effects on their job satisfaction and emotions or moods, which in turn affect employee performance and their commitment to the organization. Research has also shown that employers who are perceived as fair are also seen as trustworthy. In addition, employees with positive perceptions of fairness and trust are more likely to engage in positive work behavior. In contrast, those with negative perceptions are more likely to engage in retaliatory and counterproductive work behavior (Veshne, 2017).

Factors at work that impact Organizational Citizenship Behavior

Effect of Job Satisfaction on Organizational Citizenship Behavior

Job satisfaction refers to the desires or positive feelings that people have towards their work, emotional feelings that are helpful and positive person after performing the task. To achieve job satisfaction, it is important for staff to have the characteristics of positive feelings and attitudes, commitment, and responsibility. To improve employee job satisfaction, it is done through respecting and respecting employees, increasing salaries, increasing knowledge through training, preparing the facilities needed to continue education and also increasing personal relationships and work relationships, etc. to create OCB (Talachi, Gorji, & Bin Boerhannoeddin, 2014). When employees feel that their organization is attentive to their personal growth, development and progress in their work, they are happy and satisfied with their organization. In addition, they feel obliged to reciprocate by practicing and demonstrating positive attitudes and behaviors that will benefit their organization (Mohammad, Habib, & Alias, 2021).

Leader behaviors and Leader-member exchange

Leadership appears to have a strong influence on an employee's willingness to engage in OCB. However, rather than being associated with a particular leadership style, research finds that it is the quality of an employee's relationship with his or her leader that counts. The quality of the relationship between a subordinate and a leader is often called leader-member exchange (LMX). Another leadership variable positively related to OCB is the leaders' contingent reward behaviors, such as expressing satisfaction or appreciation for good performance (Podsakoff et. al, 2000). Leadership behaviors may also influence OCB indirectly via employee perceptions of fairness or justice in the workplace.

Role perceptions

Role perceptions include perceptions such as role conflict and role ambiguity, both of which have been found to be significantly negatively related to OCB. On the other hand, role clarity and role facilitation are positively related (Podsakoff et. al., 2000). However, since both role ambiguity and role conflict are known to affect employee satisfaction, and satisfaction is related to OCB, it is likely that at least a portion of the relationship between ambiguity, conflict and OCB is mediated by satisfaction (Podsakoff et. al, 2000).

Employee age

The proposition that younger and older worker may view work and self in fundamentally different ways is not new (Wagner and Rush, 2000). pointed out that early years (20-34) are the years of establishment and settling down; later years (35- 55) are strong sense of self and location vis-a-vis life and work. The authors argued that younger employees coordinate their needs with organizational needs more flexibly; by contrast, older employees tend to be more rigid in adjusting their needs with the organization. Therefore, younger and older workers may differ in their orientations toward self, others, and work. These differences may lead to different salient motives for OCB among younger and older employees.

Emotions matter

The level of engagement increases dramatically with the number of key positive emotions (Inspired, Enthusiastic, Empowered, Confident, or Valued) employees feel.

1. Based on the study mentioned before, nearly half of the workers are disengaged and only 10% engaged, contrasting starkly with the 52% engagement measured among those who felt most positive as a result of their interaction with their supervisor.

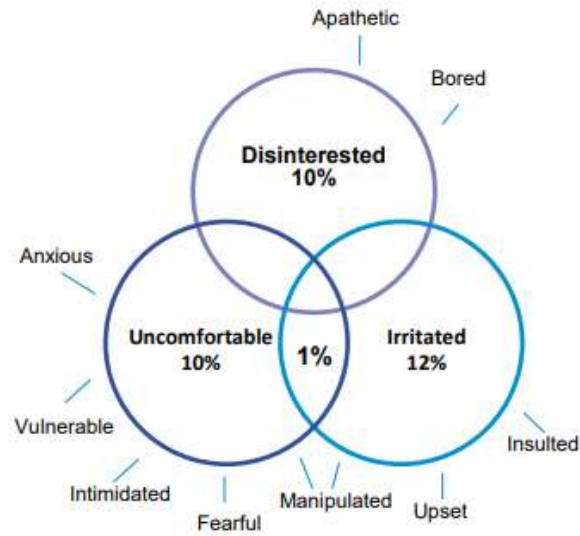


Figura 10. Three core negative emotions that drive disengagement

Source: (Carnegie, 2017).

Three core negative emotions drive disengagement: feeling Irritation, disinterest, and discomfort. Workers can't be critiqued into performing better, but being insulted by the immediate supervisor ensures an emotional disconnect and disengagement (see Fig 10). In simple terms, a good supervisor makes people feel valued and confident; a poor supervisor irritates people and makes them feel uncomfortable. This is important because negative emotions are more contagious than positive ones. Because they are more noticeable, they can spiral from the individual employee to impact co-workers and the organization as a whole and spread beyond the workplace to clients, potential clients, and possible future hires (Carnegie, 2017).

Experiments have shown that people are more likely to help others when feeling positive emotions (see Fig 11). Smiling not only makes us feel better but is infectious; we can store up positive feelings to protect us from negativity and help us through difficult times. This holds as true in our working life as it does in personal life. Analysis shows that feeling valued, confident, inspired, enthused and empowered are the key emotions that lead to engagement (Carnegie, 2017).

The Power of Positive Emotions

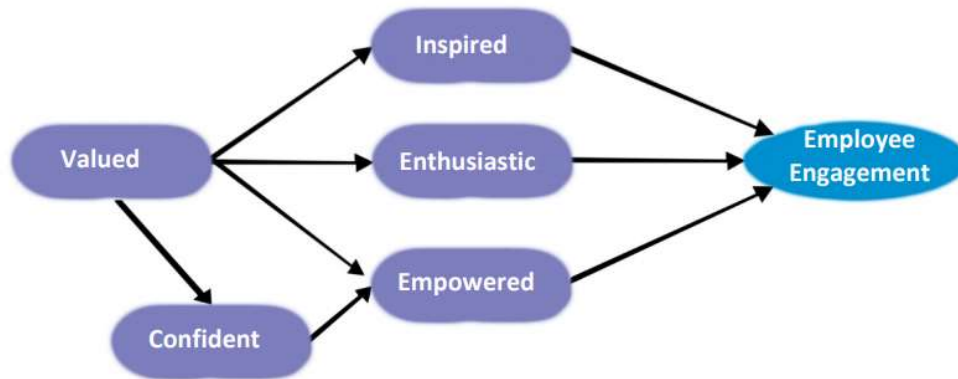


Figura 11. The Power of Positive Emotions

Source: (Carnegie, 2017).

The level of engagement increases dramatically with the number of key positive emotions (Inspired, Enthusiastic, Empowered, Confident or Valued) employees feel (see Fig 12).

Seventy percent of all employees surveyed felt at least one of these five key positive emotions, but only 12% felt three of them. Among this latter group only 5% were disengaged, while more than half were positively engaged in driving the company forward (Carnegie, 2017).

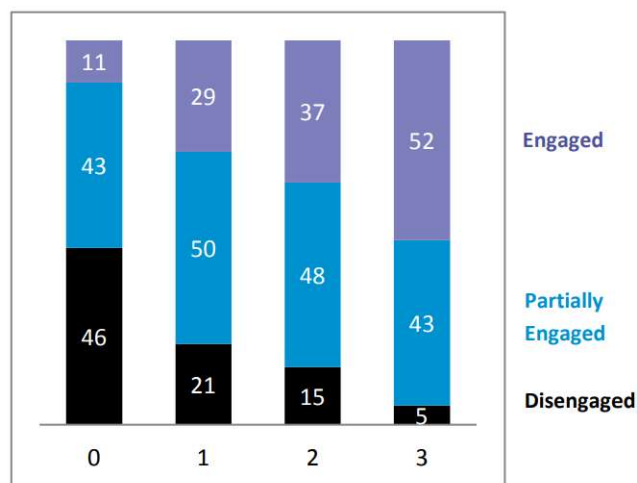


Figura 12. Key positive emotions and their impact

Source: (Carnegie, 2017).

Ultimately, employee engagement happens best when the goals of the business and the ambitions of the employee are fully aligned. The glue that holds these strategies together is often a combination of exceptional communication strategies, workplace initiatives, and of course, the right tools to top it all off (Solar, 2019).

It's clear that company leaders need to start viewing employee engagement as a strategic business objective because engaged employees lead to long-term employee retention, higher levels of productivity and improved quality of work (Brook, 2019).

Methodology

This study will be based on quantitative data. Quantitative data will be provided by a survey of about 50-70 employed citizens. As the study does not focus on a specific industry, the sample taken is randomized throughout the Kosova region.

The questionnaire structure

This is a quantitative research and the instrument used for the gathering of the data is the questionnaire. The questionnaire has been posted on different social media (Facebook, LinkedIn, Twitter, Instagram) and was available for all the employed colleges and friends to fill it. It is worth mentioning that the survey was published in Albanian, since the audience were all Albanians. The data have been gathered for around two weeks during May 2021. The survey contained 21 questions: 3 of them were demographic questions, one was an open question, and the rest were closed questions with the possibility of choosing one answer. The open question will be used mostly for recommendations. Questions were focused on the connections employees have at their workplace, do they feel motivated, or what keeps them enthusiastic about that working environment. How is their relationship with the manager and how much it matters. Are money one of the main reasons they are part of that company. When they think of their future, do they see themselves giving a contribution to that organization. Or, how training employees is a factor that will drive them toward engagement.

The two chosen dependent variables are organizational citizenship behavior and employee engagement. After that, we will analyze different independent variables like relationships with the manager, training, career development and compensation, and how they impact the two dependent ones.

A survey is chosen since it is considered the most reliable instrument to get real feedback from the participants. They provide a good source of information since it consists of different variables through which we can verify their impact. Furthermore, surveys are easy and quick to analyze data, since all the responses are registered online, it is straightforward to analyze the data in real-time, and the respondents tend to be honest with their answers, which makes it reliable.

On the other hand, quality data will be provided by scientific articles published on serious websites by various authors. Also, the focus will be on scientific works as well, by various researchers from around the world.

Data is provided for several issues such as manager relationship, training at work, salary, work environment, opportunities for career development, etc.

Survey application on results

It is worth mentioning that from 50-70 responses how much we needed, we have gotten 70 responses. On the results part, we took 2 respondents off, as they were qualified as “bad data”. The results were concluded with a number of 68 respondents in total.

The method chosen to gather the data is through a non-probability sample - the quota sampling. This indicates that the results of the survey cannot be generalized to the larger population since the number of participating employees is relatively small. The questionnaire used for this research can be found in Annex 1.

In Annex 2 we can find the measurement of two dependent variables in shares, taking them data we collected from the survey.

Furthermore, at the end of this thesis, we can find the codebook of each response and how they were used to conclude the results.

Results analysis and discussion

Data analysis

Tabela 1. Gender of Participants

Gender	Number of respondents	Percentage
Female	52	74.3%
Male	16	22.9%
Prefer not to say	2	2.9%

More than half of the participants in the survey are females (74.3%), followed by males who have around a quarter of the participants in the survey (22.9%). Furthermore, only 2 of the total respondents have preferred not to declare their gender (2.9%) (see Tab 1).

Tabela 2. Age of Participants

Mean	Median	Mode	Standard Deviation	Minimum	Maximum
26.90	24	24	6.51	19	50

From this table (see Tab 2), we see that our participants were of different ages. The Minimum was 19 years old and the Maximum 50 years old. Most of the respondents were the age of 24, which represents the Mode. Rating from the lowest age to the highest, 24 is our Median. On the other hand, 26.9, or almost the 27-year-olds are the arithmetic average from the sum of 1829. The standard distance that the GPA values vary from the Mean is above or below 6.51 points from 26.90/27 years.

Tabela 3. Participants' work experience

Period of Time	Number of respondents	Percentage of respondents
Less than 6months	16	22.9%
6months-1year	20	28.6%
1-3 years	15	21.4%
3-5vite	5	7.1%
More than 5 years	14	20%

According to the survey, from the table above (see Tab 3), the biggest number of the participants have work experience between six months and one year (28.6%). “Less than six months” have declared 22.9% of the respondents as their work experience, followed by 21.4% that have chosen

between one and three years of experience. In the end, only five respondents from the total have chosen “three to five years” as their current work experience (7.1%).

Manager Relationships

The participants were questioned whether they believe that the motivation, effort, and enthusiasm to do more at work is dependent on their relationship with the manager. Around 55 of them discuss with their managers about different problems and situations that occur, as well as employees' careers in the organization, and most importantly their managers are there to listen to those cases. Only 8 responded differently! Furthermore, managers of a great number of participants (more than 80%) give fair feedback that helps employees do their work right and have clear visions. Moreover, 54 of all participants have a very close feeling with their managers' mood. They feel motivated to work more whenever the manager is having a positive emotional condition. Lastly and most importantly, around 70% of the respondents are willing to help the company's resources whenever they are at risk of consumption. They are volitional to talk with their managers and resolve operations that are consuming too many resources.

Training

According to the survey, when the participants were asked if training has an important impact on their workplace, their commitment, and contribution to the environment they are currently working in, exactly 70% answered “Yes”, then following with 21.4% emphasized that the application of such practice would make no difference to their commitment and dedication to work. And, as per final, 8.6% of the correspondents do not consider training as an important factor for work engagement and the organizational behavior.

In accordance with our findings, we can go back to the literature review, who proves us that through trainings, companies can help new and current employees acquire the knowledge and skills they need to perform their jobs. And employees who enhance their skills through training are more likely to engage fully in their work because they derive satisfaction from mastering new tasks (Muda, Rafiki, & Harahap, 2014).

Compensation

Since people have different motives and reasons that keep them active in a workplace, our participants were questioned whether salary is part of the main reasons they are still in the current company, and 54.2% of them responded positive. On the other hand, 15 people (21.4%) were not

connected with salary as the main factor that is keeping them stay in that organization. Furthermore, a considerable number of participants (24.3%) did not have a clear opinion on their salary impact with their work.

Career Development

When collecting data about the importance of employee development, we questioned our participants if they found their work challenging, so that it is not tedious and they have a reason to stay motivated, 64 people out of 70 in total responded positively. To them, their current work is challenging, exciting, and helps in their professional development. In contrast, 8.6%, or 6 people, unfortunately, do not have a challenging environment that will drive them towards career development.

Furthermore, 51 respondents agreed that their job is going to help them achieve more in their professional life and positively impact their career development. Different from them, diverse reasons made 11 people not seeing themselves grow professionally and develop their careers in their current work. Moreover, only 8 stayed neutral and did not have a clear vision if they are professionally improving or not.

The participants were then questioned if they achieved or will achieve their full potential with this work. 54.3% or 38 people have chosen “Yes”, but surprisingly almost half of the participants, 45.7% have chosen the opposite!

Hypothesis testing and statistical calculations

The alternative hypotheses which were tested in this research are:

HA1: There is a positive correlation between supportive factors at work and employee engagement.

HA2: There is a positive correlation between supportive factors at work and organizational citizenship behavior.

HA3: There is a direct correlation between supervisor’s positive emotions and an employee’s level of engagement.

The first alternative hypothesis of this research suggests that supportive factors at work have a positive relationship with the engagement of the organizations’ employees.

H.1a Manager Relationship has a positive relationship with the engagement of the organizations' employees.

H.1b Trainings, has a positive relationship with the engagement of the organizations' employees.

H.1c Compensation has a positive relationship with the engagement of the organizations' employees.

H.1d Career Development has a positive relationship with the engagement of the organizations' employees.

To test the correlation between the dependent variable (Employee Engagement) with four independent variables (see Tab 4), Pearson's R or the correlation coefficient has been used. We will test Manager Relationships with his/her employees and their level of engagement.

Tabela 4. Employee Engagement & Manager Relationship

Coefficient R	N	T statistics	Degree of Freedom	P-value
.24109	68	2.0182	66	.0476

P – value < .05 ($\alpha = .05$)

Taking into consideration the value of Coefficient R, the correlation between two variables is considered moderate. According to this, while both variables tend to go up in response to one another, the relationship is not very strong, which means Manager's Relationship will have a moderate impact on Employee Engagement. Furthermore, the p-value of 0.047 means that we have a lower probability of it being consistent with the null hypothesis. So, we reject the null hypothesis. Hence, the correlation is statistically significant.

Different results are obtained when we test the correlation between Employee Engagement and Training (see Tab 5).

Tabela 5. Employee Engagement & Training

Coefficient R	N	T statistics	Degree of Freedom	P-value
.0165	68	.1344	66	.8934

P – value > .05 ($\alpha = .05$)

The correlation between variables is considered quite weak, even weaker than the correlation between employee engagement and manager's relationship. However, the p-value is greater than the value of alpha, and we retain the null hypothesis. So, the correlation is statically insignificant.

Tabela 6. Employee Engagement& Compensation

Coefficient R	N	T statistics	Degree of Freedom	P-value
.047	68	.3897	66	.698

P – value > .05 ($\alpha = .05$)

When testing the correlation between employee engagement and their salary (see Tab 6), we conclude that the correlation is not significant. Nevertheless, .698 of p-value suggests us that the null hypothesis should not be rejected. However, the difference between the two variables is statistically insignificant as well.

Tabela 7. Employee Engagement& Career Development

Coefficient R	N	T statistics	Degree of Freedom	P-value
.194	68	1.609	66	.112

P – value > .05 ($\alpha = .05$)

Finally, for the last variable (see Tab 7), the value of the coefficient R (.194) shows us that the correlation between career development and employee engagement is insignificant. The p-value indicates that we should not reject the null hypothesis. This way, the correlation is statically insignificant.

The second alternative hypothesis of this research suggests that supportive factors at work have an impact on the positive and constructive actions and behaviours of employees.

H.2a Manager Relationship has an impact on the positive and constructive actions and behaviours of employees.

H.2b Trainings, has an impact on the positive and constructive actions and behaviours of employees.

H.2c Compensation has an impact on the positive and constructive actions and behaviours of employees.

H.2d Career Development has an impact on the positive and constructive actions and behaviours of employees.

Tabela 8. OBC& Manager Relationship

Coefficient R	N	T statistics	Degree of Freedom	P-value
.3659	68	3.1943	66	.0021

P – value < .05 ($\alpha = .05$)

Testing the effect of manager’s relationship on OCB (see Tab 8), the value of R infers that when manager’s relationship increases, there is a lower likelihood of there being a relationship with OCB. Therefore, the correlation is statistically significant. Moreover, the p-value suggest us that we should reject the null hypothesis.

Tabela 9. OBC& Trainings

Coefficient R	N	T statistics	Degree of Freedom	P-value
.0412	68	.33	66	.738

P – value > .05 ($\alpha = .05$)

Considering the Coefficient R (.04), the correlation between the variables is either inexistent or statistically insignificant (see Tab 9). The p-value is bigger than the significance level of 0.05 or 5%. Moreover, due to the large overlap of the significance level of .05, the null hypothesis cannot be rejected. This means that there isn’t sufficient evidence that trainings can impact differently on OCB in the workplace.

Tabela 10. OBC& Compensation

Coefficient R	N	T statistics	Degree of Freedom	P-value
.0115		.093	66	.925

P – value > .05 ($\alpha = .05$)

Similar results are obtained regarding the correlation between Salary and Organizational Citizenship Behaviour (see Tab 10). The correlation between these two variables is quite weak. Furthermore, the p-value of .925 indicates that there is no sufficient evidence to reject the null hypothesis, and the correlation is statistically insignificant.

Tabela 11. OBC& Career Development

Coefficient R	N	T statistics	Degree of Freedom	P-value
.279	68	2.368	66	.02

P – value < .05 ($\alpha = .05$)

The last one testing for this alternative hypothesis is career development (see Tab 11). According to the value of R (.279), the correlation between two variables is considered moderate. Therefore, while both variables tend to go up in response to one another, the relationship is not very strong, which means career development will have a moderate impact on the positive and constructive actions and behaviours of employees. Furthermore, the p-value of 0.047 means that we have a lower probability of it being consistent with the null hypothesis. So, we reject the null hypothesis. Also, the correlation is statistically significant.

The third null hypothesis of this research suggests that employees will have more work engagement when their manager is in a positive mood.

Tabela 12. EE & Supervisor's positive emotions

Coefficient R	N	T statistics	Degree of Freedom	P-value
.05	68	.48	66	.63

P – value > .05 ($\alpha = .05$)

When testing supervisor's emotions on employee level of engagement (see Tab 12), we summarize that the correlation between the variables is either inexistent, and the difference between those two is statistically insignificant. Looking at the probability of rejecting the null hypothesis (.63), we see that the null hypothesis can not be rejected. Hence, when the supervisor tends to have positive emotions, his/her employees tend to be more engaged and do more than it is required.

Summary of findings from the survey

Participants in this research were asked about the connection they have with their work. With special emphasis on the relations they have with their managers, the training provided to them in the workplace, the salary they receive and how much their career development is enabled in the place where they currently work.

Most candidates spend good/effective time at work. Also, a considerable amount of them is very interested in the development and success of the company. However, training is considered a very important factor for employees to have a better experience with their work and their work environment.

Salary on the other hand, for a part of the participants, is a driving factor for employee engagement. This may be the cause of reason of the economic development of the country (Kosovo) which is known to be not in the best possible condition. Finally, from this survey, we conclude that for employees is very important the emotional state of their supervisor. A good mood of his/her would enable him/her to work better. Positive communication with employees would make them feel valued/belonging to the place where they work and thus give more of themselves.

The findings of this research cannot be generalized to the larger population, but they serve as a frame from which we can understand how employees feel about their workplaces. In conclusion, the data show that a relationship with the supervisor has an impact on employee engagement, but a secure career development, training, or a higher salary will not make one engage more at work. On the other hand, also a relationship with the manager and career development would make one have positive actions and behaviors at work. Training and compensation apparently do not have an impact.

Finally, when we test EE and the independent variables, we can conclude that we reject the null hypothesis, and the alternative hypothesis is partially accepted since we only accept HA 1a. Mostly the same happens with OCB. When we test OCB with the independent variables, we reject the null hypothesis and partially accept the alternative one, since we only accept HA2a and HA2d. Moreover, at the third hypothesis, we can not reject the null hypothesis.

Conclusions

The main purpose of this study was to analyze the correlation between EE, OCB and supportive factors at work. This empirical research was based on the literature finding which suggest that certain factors such as: (1) relationship with the supervisor, (2) compensation, (3) training, and (4) career development opportunities can have a positive impact on employee's level of engagement and positive behaviors.

The way employees engage is really important and affects the organization overall. An engaged employee tends to be more motivated and remains committed to his/her employer. This will help the organization drive forward and achieve more its objectives. So, companies must invest on their employee engagement in order to have productivity.

Moreover, OCB is the level to which employees are prepared to go above and beyond their tasks for the good of the company and the people within it. These positive behaviors contribute to the effectiveness and environment of the organization.

OCB are proved to help increase team performance, increase organization's productivity, and lower levels of turnover.

The data gathered suggested that when we test each independent variable with EE, only "relationship with manager" can have an impact on the dependent variable. The correlation here is considered significant at alpha 0.05. We accepted the null hypothesis for the three other independent variables (training, compensation & career development) and the correlation of them with EE is considered insignificant at level 0.05 of alpha. In general, we reject the null hypothesis, and partially accept the first alternative hypothesis.

Similar results were delivered from testing the second alternative hypothesis which states that supportive factors at work have an impact on OCB. When testing the correlation between OCB and each independent variable, "relationship with the manager" and "career development" are considered as moderately correlated. In contrast, "compensation" and "training" have no impact on OCB. In general, we reject the null hypothesis, and partially accept the second alternative hypothesis.

The third hypothesis indicated totally different results. Supervisor's positive emotions have no impact on employee's level of engagement. The correlation here is considered statistically insignificant, and we do not reject the null hypothesis.

A better and more insightful result would have derived if the sample size was larger.

Relationship with the manager

When questioned about the relationship with their supervisors, 55 of the participants responded that they discuss problems and different situations, including opportunities for career development. Employees show more engagement toward the organization when they see themselves getting praised by their managers or when they have the leadership's attention. Furthermore, from the literature review above, communication in the company is considered one of the most important factors within a business for maintaining and increasing productivity. More than 80% of respondents' managers give feedback to help employees better perform. This data connects with the one from Literature Review, where feedback is incredibly significant for engagement.

Different experiments have shown that people are more likely to help others when feeling positive emotions. The level of engagement increases dramatically with the positive emotions employees feel. The best way to receive those emotions is due to the positive emotions of the supervisor. Based on our data, 54 participants feel motivated whenever the manager is having a positive emotional condition.

Training

70% of all respondent feel like the training has a crucial impact on their workplace, their commitment, and contribution to the environment they are currently working in.

In accordance with our findings, we can go back to the literature review, which proves to us that through training, companies can help new and current employees acquire the knowledge and skills they need to perform their jobs. And employees who enhance their skills through training are more likely to engage fully in their work because they derive satisfaction from mastering new tasks.

Compensation

Different motives drive people to stay active in the workplace! 54.2% of the participants in our survey consider salary as one of the main reasons they go to work. In contrast, 21.4% do not consider salary as the main motive for them.

Career development

When collecting data about the importance of employee development, we questioned our participants if they found their work challenging, so that it is not tedious and they have a reason to stay motivated, 64 people out of 70 in total responded positively. In contrast, 8.6%, (6 respondents) unfortunately, do not have a challenging work environment. Furthermore, 51 respondents agreed that their job is going to help them achieve more in their professional life and positively impact their career development. Different from them, 11 people do not see themselves grow professionally in their current job. Furthermore, 54.3% of the participants believe they achieved or will achieve their full potential with the current work. Surprisingly almost half of the participants, 45.7% have chosen the opposite. This might be a clear condition that a great amount of the people are doing a job that is not what they dreamed of, or one that will never discover the full potential of its employees, due to different reasons, some might be very concrete in this research.

Recommendations

The paragraph below summarizes some of the main recommendations from the respondents themselves, that they wrote on the very last question of the survey.

- First and foremost, supervisors should focus on building positive and marvelous relationships with their employees. Supervisors should feel enthusiastic and praise them, constantly appreciate the work employees do and give them feedback. This way, they would feel motivated and have voluntary commitment.
- Secondly, organizations must provide continuous professional training, certify employee's knowledge, occasionally give bonuses, and provide equality between employees.
- Lastly, it is important to ensure a comfortable working environment, employees having a place where they can focus on themselves and their ideas, interactive zones between workers, and most importantly: work retreats - events that bring employees together and create a culture where better work will be done.

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Annex 1: Questionnaire for the gathering of primary data

Introduction paragraph:

This is a questionnaire for academic purposes, which will be used to work on the thesis topic, Master degree. Its findings will be used only for the same purposes, and for statistical reports which will be analyzed in a general way, and not individually. Also, in order to preserve the identity of each of you, this survey will not require your personal information. The average time to complete the questionnaire is about 8 minutes.

Thank you for your time and help!

1. Please can you tell us how much you agree with the expression "You feel happy when you work intensively"?
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
2. With your current workload, you are able to satisfy both your job and personal responsibilities.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
3. You feel personally driven to help the organization succeed.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree
 - Somewhat agree
 - Strongly agree
4. You attend functions that are not required, but help the company image.
 - Strongly disagree
 - Disagree
 - Neither agree nor disagree

- Somewhat agree
- Strongly agree

5. If an operation is consuming the organization resources and it is not your direct responsibility, you will talk about it with your manager.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

6. When you approach your manager with a problem, do you trust they will listen?

- Yes
- No

7. Your direct supervisor gives fair and practical feedback to help you improve your work.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

8. Do you and your manager discuss your career within the organization?

- Yes
- No

9. You are motivated to work harder whenever your manager is in a good / positive mood.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

10. Salary is one of the main reasons you continue to work for the current company.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

11. Would on-the-job training go hand in hand with your greater commitment in the workplace?

- Yes
- No
- Would have no impact on me

12. Does your work challenge you and aid your development?

- Yes
- No

13. Do you see yourself growing and developing your career at the current company you are working at?

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

14. Do you believe you'll be able to reach your full potential here?

- Yes
- No

15. You do invest personal time and effort for doing challenges and voluntary tasks.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

16. You help orient new people even though it is not required.

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

17. You always recommend this organization to friends or peers as a great place to work
OCB

- Strongly disagree
- Disagree
- Neither agree nor disagree
- Somewhat agree
- Strongly agree

18. Gender:

- Female
- Male
- I prefer not to say

19. Age:

Write number

20. Work experience in the current company.

- Less than 6 months
- 6 months – 1 year
- 1-3 years
- 3-5 years
- More than 5 years

21. Is there anything else you would like to add that will impact the happiness of employees?

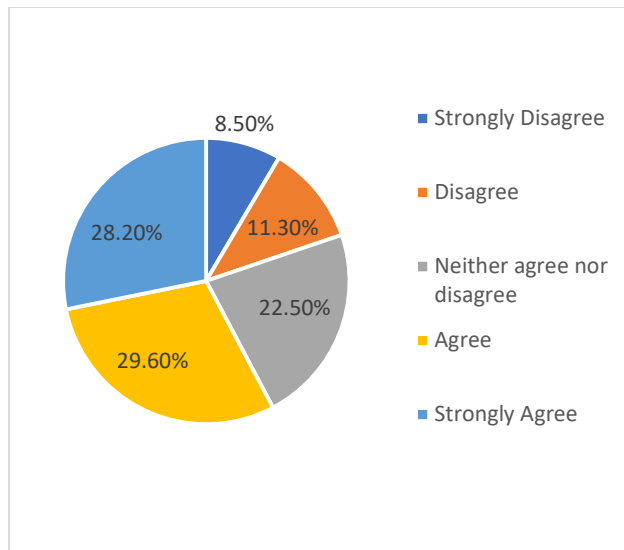
Write down here.

Annex 2: Shares of two dependent variables

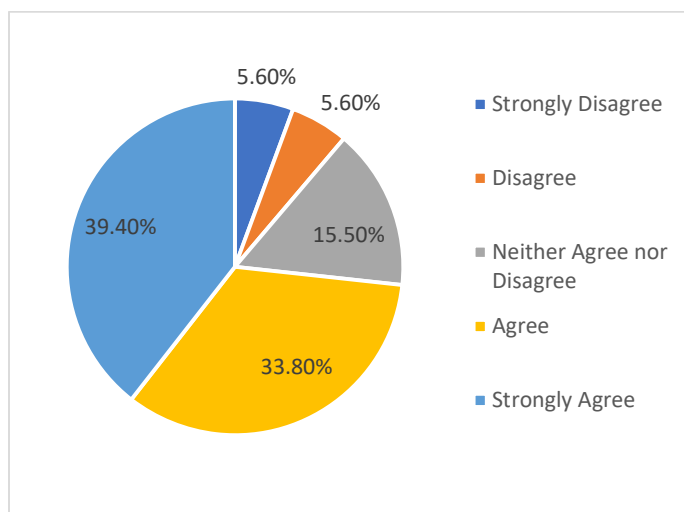
Each of the following pie charts corresponds with the questions of the dependent variables.

Question number 1, 15 and 16 correspond to the variable EE, while question number 3, 4 and 17 correspond to the variable OCB.

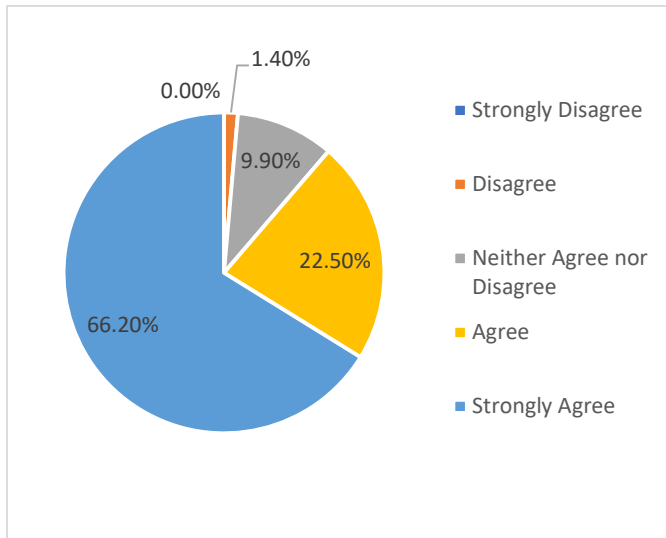
1. Please can you tell us how much you agree with the expression "You feel happy when you work intensively"?



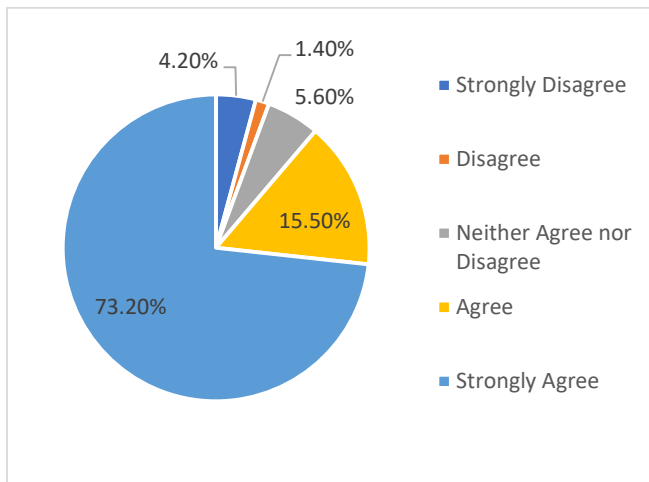
15. You do invest personal time and effort for doing challenges and voluntary tasks.



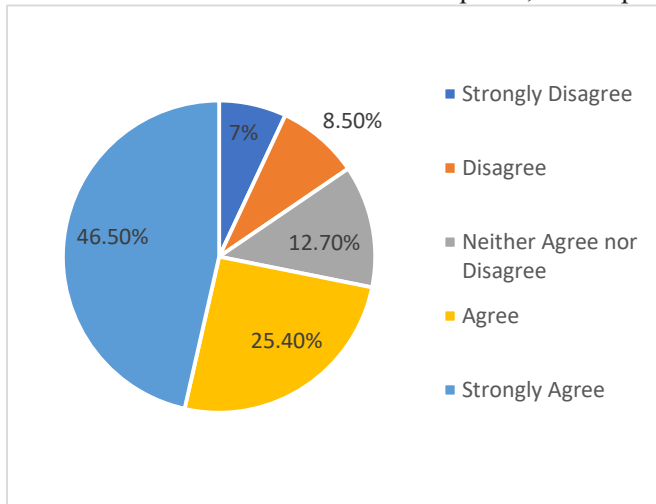
16. You help orient new people even though it is not required.



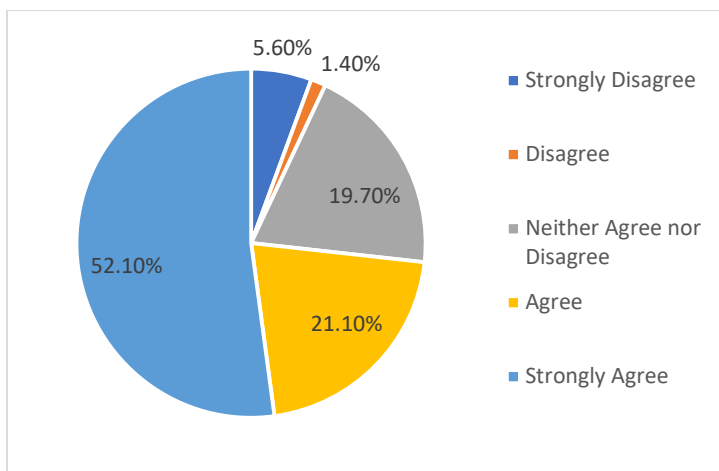
3. You feel personally driven to help the organization succeed.



4. You attend functions that are not required, but help the company image.



17. You always recommend this organization to friends or peers as a great place to work.



Data Collection Exercise - Codebook

From Question 1 to Question 17:

Strongly Disagree – 1

Disagree – 2

Neither agree nor disagree – 3

Agree – 4

Strongly agree – 5

Gender:

Female – 1

Male – 2

Prefer not to say – 3

Work Experience:

Less than 6 months – 1

“6 months – 1 year” – 2

“1-3 years” – 3

“3-5 years” – 4

“More than 5 years” – 5

Question: 6, 8, 11, 12, 14

Yes – 0

No – 1

No impact – 2