

The Impact of Organizational Culture on Employee Engagement and Organizational Citizenship Behavior (A Study on XYZ Manufacturing Company)

Narti Eka Putri^{1,2*} Umar Nimran¹ Kusdi Rahardjo¹ Wilopo Wilopo¹

¹Faculty of Administration Science, Universitas Brawijaya, Lowokwaru, Malang, Indonesia

² Faculty Management and Leadership, Universitas Tanri Abeng, Pesanggrahan, Jakarta, Indonesia

*Corresponding author. Email: narti.putri@tau.ac.id

ABSTRACT

Organizational Citizenship Behavior (OCB) is defined as positive behavior that goes beyond the formal role as defined even though it is not mentioned in the job description. It can be influenced by employee engagement and Organizational culture. Meanwhile, according to Gallup Survey, 80% of workers in Indonesia are categorized as not engaged in the workplace. Besides, according to Quantum Workplace survey, manufacturing company is on rank 15 of 17 of the kind of company that focus on employee engagement. This is a quantitative research and the population is all permanent employees of PT XYZ. By using the Slovin formula, there are 268 respondents. The sampling technique is stratified proportional random sampling. The results are organizational culture has significant effect on employee engagement and OCB partially.

Keywords: Organizational Culture, Employee Engagement, Organizational Citizenship Behavior

1. INTRODUCTION

Organizational Citizenship Behavior (OCB) has a vital role in the existence of an organization [1]. Organ, Podsakoff, & MacKenzie suggest that OCB includes employee behavior that is voluntary, sincere, happy without having to be ordered and controlled by the company in providing good service. In an organization, there is an important thing that must be owned by employees, namely the willingness of employees to give efforts and contribute to the [2].

Based on several empirical studies, it shows that OCB has a relationship with employee engagement, even employee engagement has a strong positive and significant relationship with OCB [3], [4], [5], [6], [7], [8]. Meanwhile, according to Saradha and Patrick [9], although employee engagement has a significant relationship with OCB, the relationship is low.

Employee engagement has been associated with a range of positive results at both the individual and organizational level. Research on engagement clearly shows that employee engagement is a pivotal point for business success. There is empirical evidence, which suggests a positive relationship between employee engagement and performance. According to the Job Demand - Resources Model, job involvement has a positive impact on the performance of the employees

involved and can create their own resources, which then fosters re-involvement over time which ultimately creates a positive upward spiral [10].

Employee engagement can also be influenced by culture [11], [12], [13], [14]. According to Robbins [15] organizational culture refers to a system of shared understanding held by members of an organization, which distinguishes the organization from other organizations. Luthans [16] states that organizational culture provides direction and strengthens standards of behavior to control organizational actors in order to carry out their duties and responsibilities effectively and efficiently to achieve mutually agreed organizational goals and objectives.

The novelty of this research is that this study examines and integrates the relationship between Organizational Culture, Employee Engagement, and OCB.

PortalHR (2016) cites a Gallup survey presented at the HR Director Breakfast Meeting held by PMSM Indonesia in Jakarta, which states that 80% of workers in Indonesia are categorized as not engaged in the workplace. The breakdown is that only 13% of workers are fully engaged, 76% are not engaged, and 11% are actively disengaged. Compared to other countries in ASEAN, Indonesia's position in terms of engaged workers is only better than Vietnam, still losing to Singapore, Thailand, Malaysia and the Philippines as shown in Figure 1 below.



Figure 1 Gallup Survey of Engaged Workers

Source: <https://portalhr.com/survei/gawat-pekerja-di-indonesia-80-not-engaged-lantas-apa-solusinya/>

Quantum Workplace (2018) conducted a survey about the types of companies that focus on employee engagement. The result of the survey is as follows:

Table 1 Employee Engagement Rank In Industry

1. Real Estate	7. Other Service	13. Non-profit Organization
2. Accomodation	8. Finance & Insurance	14. Education
3. Food Services	9. Wholesale	15. Manufacturing
4. Construction	10. Retail	16. Utilities
5. Technology	11. Arts & Entertainment	17. Public Administration
6. Professional Services	12. Healthcare	

Source: Quantum Workplace, 2018

The average EE level in Indonesia is still low, compared to the world EE average. At the ASEAN level Indonesia is still very low. Based on a survey about the types of companies that focus on EE, manufacturing is in the order of 15 out of 17 types of companies. This means that the EE level of manufacturing employees is relatively low compared to other types of companies.

PT XYZ is a manufacturing company that produces non-traditional musical instruments. At the age of more than 40 years, PT XYZ still exists in production and is able to compete with other producers in the world.

There is still a gap between theories that integrate the relationship between organizational culture, employee engagement, and OCB. From a practical point of view, the low employee engagement in manufacturing companies (no. 15 out of 17 sectors) which Gallup researched is an interesting phenomenon to research.

The results of this study can contribute in the scientific field of organizational culture to EE and OCB with empirical support for the influence between variables.

2. LITERATURE REVIEW

Social Exchange Theory is a theory that is included in the social behavior paradigm, which is a paradigm that studies human behavior continuously in his life [17]. This theory explains how humans perceive their relationships with others in accordance with human self-assumptions. Based on this theory, we enter into exchange relationships with other people because with that we can get something in return.

Gluckhohn in Pelly [18] defines cultural value as a general organized conception, which influences behavior related to nature, human position in nature, people's relationships with people and about things that are wanted and unwanted that may be related to people's relationships with people, environment and fellow humans. Robbins [19] says that organizational culture is a value system that is held and carried out by members of the organization, so that this can differentiate the organization from other organizations. The value system is built by 7 characteristics as the essence of organizational culture : (1) Innovation and risk taking, (2) Attention to detail, (3) Outcome orientation, (4) People orientation, (5) Team orientation (6) Aggressiveness, and (7) Stability.

Employee engagement is a positive thing related to a state of mind. Schaufeli, Salanova, & Bakker [20] explain the dimensions contained in work engagement: (1) Vigor, (2) Dedication, and (3) Absorption.

Organizational Citizenship Behavior (OCB) is an individual behavior that is independent, not directly or explicitly recognized by the formal reward system, and contributes to the effectiveness and efficiency of organizational functions [2].

According to Organ et al [2], there are five dimensions that can be used to measure OCB: (1) Altruism, (2) Conscientiousness, (3) Sportmanship, (4) Courtesy, and (5) Civic Virtue

Gene Alarcon et al [21] stated that the organizational culture of Wright Petterson, Ohio, USA Air Force Base was closely related to employee engagement. Organizational culture is operationalized according to the Air Force wingman construct (i.e., trustworthy

environment, supportive attitude, tolerant of risk). Having an organizational culture that focuses on this organizational goal allows the personnel to try new things and be confident in their actions. Likewise, the results of research conducted by Parvashnee Naidoo and Nico Martins [22]. They concluded that all dimensions of organizational culture in information and communication technology companies in South Africa have a positive correlation with the dimension of work engagement. Based on some of the research above, a hypothesis can be formulated as follows:

H₁: Organizational Culture affects Employee Engagement.

The results of research conducted by [23] show that organizational culture in many ways can have an impact on employee OCB in an organization. It can be concluded that there are certain factors that are related to the culture practiced in the workplace and have a lot to do with efforts to cultivate OCB among employees. The most significant determinants of employee OCB are cultural phenomena and their capacity to influence employee behavior. Similar results are also expressed in research conducted by Jeong et al (2012) which states that a positive organizational culture is an important thing and needs to be developed in sports organizations to achieve optimal employee OCB. Employees who are truly aware of organizational values tend to foster better OCB. Meanwhile, Hakan Erkutlu [24] also examined the

relationship between organizational culture and OCB, namely organizational culture as a moderating variable. The results show that organizational culture moderates organizational justice and OCB. Based on some of the studies above, a hypothesis can be formulated as follows:
H₂: Organizational culture affects OCB.

Employee engagement refers to positive psychological conditions that direct employees to take an active role in their organization. Research on this subject has been growing, as has been done by Runhaar [25], Wickramasinghe [26], and Rurkkhum [27]. The essence of the results of the three studies is that employee engagement affects OCB. Runhaar said that in conditions of low autonomy, the more secondary school teachers in the Netherlands are involved, the higher they show the behavior of helping colleagues (OCB-I) and if the LMX is low, the more involved teachers are with their work, the higher the OCB-O. These results are supported by research conducted by Rurkkhum which states that there is a positive relationship between employee engagement and OCB. Meanwhile, research conducted by Wickramasinghe resulted in an opinion that employee engagement of employees who work in manufacturing companies that have ISO 9001 in Sri Lanka has a positive and significant relationship with OCB-I but not significant with OCB-O. Based on some of the studies above, a hypothesis can be formulated as follows:
H₃: Employee Engagement has an effect on OCB.

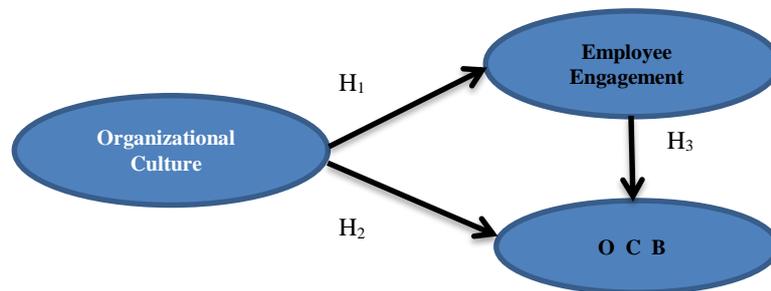


Figure 2 Hypothetical Model

3. METHODS

This research is a verification research, which is to test the hypothesis through data collection using explanatory research. The population of the research is all permanent employees of PT XYZ, 812 employees . By using the

Slovin formula, there are 268 respondents. The sampling technique used in this study is the stratified proportional method. The approach to this research is a survey with a quantitative-inferential approach using the Structural Equation Modeling (SEM) analysis approach. Below are the research variables.

Table 2 Research Variables

Variable	Indicator	Code
Organizational Culture	1. Innovation and Risk Taking	IR
	2. Attention to Detail	AD
	3. Outcome Orientation	OO
	4. People Orientation	PO
	5. Team Orientation	TO
	6. Aggressiveness	AG

	7. Stability	ST
<i>Employee Engagement</i>	1. Vigor	VI
	2. Dedication	DE
	3. Absorption	AB
Organizational Citizenship Behavior	1. Altruism	AL
	2. Conscientiousness	CN
	3. Sportmanship	SP
	4. Courtesy	CO
	5. Civic Virtue	CV

Source: Previous Research

There are two kinds of data analysis methods used in this research, descriptive statistical analysis and inferential statistical analysis. The main technique for analyzing data is Structural Equation Modeling (SEM). Data processing is performed using the Statistical Package for Social Science (SPSS) application program version 24 with

Moderated Regression Analysis (MRA) or Analysis of Moment Structure (AMOS) version 24.

4. FINDINGS AND DISCUSSION

The results of the Assessment of Normality in this study can be seen in the table below:

Table 3 Assessment of Normality

Variable	min	max	skew	c.r.	kurtosis	c.r.
CO	2	5	-0,047	-0,277	0,457	1,353
AB	2,33	5	-0,408	-2,412	0,4	1,184
DE	2,25	5	-0,367	-2,168	0,368	1,087
VI	2,25	5	-0,062	-0,366	-0,078	-0,23
CN	2,25	5	-0,196	-1,162	0,998	2,951
SP	2,25	5	-0,206	-1,218	0,577	1,708
CV	2	5	-0,054	-0,319	-0,067	-0,197
AL	2,33	5	-0,315	-1,861	0,493	1,46
ST	2,5	5	-0,344	-2,037	0,449	1,329
AG	2,5	5	-0,433	-2,56	-0,059	-0,175
TO	2,75	5	-0,443	-2,622	0,381	1,126
IR	2,75	5	-0,12	-0,711	-0,322	-0,951
AD	3	5	-0,165	-0,974	-0,475	-1,404
OO	3	5	0,237	1,401	-0,737	-2,18
PO	3,5	5	-0,112	-0,662	-0,818	-2,418
Multivariate					97,495	21,738

Based on the calculation of the correlation coefficient with a significance level of 95% with a sample size of 210 (95%: 210), the r-table result is 0.1135. Meanwhile, for the 99% significance level (99%: 210) the result is 0.1565. Based on the results of the calculation (r-count)

for each observed variable, the results are greater than the r-table. From the results of the above calculations, it can be concluded that all variables used in the model are valid.

Table 4 Reliability Test for All Research Constructs (Cronbach's Alpha)

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.920	0.935	34

Based on the table above, the Cronbach's Alpha value for all constructs used in this study has a value above 0.5000. Thus the research instruments and data for all research constructs passed the reliability test and were declared reliable.

Based on the results of testing the quality of instruments and data and assumptions in SEM such as validity and

reliability tests, normality tests, outlier data tests, and multicollinearity and singularity tests, all data can be used in the next analysis to test the research hypothesis. Unstandardized Loading Factor for each indicator and construct in the Structural Model of Organizational Culture's Influence on Employee Engagement and OCB can be seen in the table below:

Table 5
Unstandardized Estimates - Full Structural Model

			Estimate	S.E.	C.R.	P
EE	<---	OC	0,815	0,279	2,917	0,004
OCB	<---	EE	0,686	0,261	2,626	0,009
OCB	<---	OC	0,781	0,326	2,4	0,016
PO	<---	OC	1			
OO	<---	OC	1,239	0,196	6,314	***
AT	<---	OC	1,366	0,21	6,517	***
IR	<---	OC	1,206	0,194	6,225	***
TO	<---	OC	1,427	0,204	6,981	***
AG	<---	OC	1,67	0,255	6,562	***
ST	<---	OC	1,67	0,233	7,156	***
AL	<---	OCB	1			
CV	<---	OCB	0,991	0,117	8,446	***
SP	<---	OCB	0,978	0,108	9,019	***
CN	<---	OCB	0,91	0,101	8,983	***
VI	<---	EE	1			
DE	<---	EE	0,889	0,097	9,147	***
AB	<---	EE	0,942	0,112	8,381	***
CO	<---	OCB	0,598	0,109	5,49	***

Goodness-of-fit of Structural Model Influence of Organizational Culture on Employee Engagement and OCB can be seen in the table below.

Table 6 Goodness- of-Fit Indices - Structural Model

Goodness of Fit	Cut-off Value	Test Result	Note
X ² – Chi Square		540.027	
Sig - Probability	≤ 0.05	0.000	Marginal
RMSEA	≤ 0.08	0.105	Marginal
TLI	≥ 0.90	.776	Marginal
NFI	≥ 0.90	.747	Marginal
GFI	≥ 0.90	.804	Marginal
AGFI	≥ 0.90	.749	Marginal

The results of the calculation and evaluation of goodness of fit indices indicate that the model developed has a marginal degree of suitability for all conformity indices, so the model needs to be modified. Modifications are made by covarying several indicators that have a modification index with a critical value greater than 8.

The results of evaluating the goodness of fit indices of the model after modification show better results. Modifications are made to eliminate autocorrelation and several confounding factors from each observed indicator of a construct.

Table 7 Goodness-of-Fit Indices of Structural Model Test of The Effect of Organizational Culture On Employee Engagement and OCB After Modification

Goodness of Fit	Cut-off Value	Result Test	Note
X ² – Chi Square		456.094	
Sig - Probability	≤ 0.05	0.000	Good
RMSEA	≤ 0.08	0.095	Marginal
TLI	≥ 0.90	.817	Marginal
NFI	≥ 0.90	.786	Marginal
GFI	≥ 0.90	.832	Marginal
AGFI	≥ 0.90	.778	Marginal

Source: Research Result

Based on the results of testing the Full Structural Model The Effect of Organizational Culture on Employee

Engagement and OCB, the Estimate value is obtained as follows:

Table 8 Summary of Structural Model Test

			Estimate	Standardized	S.E	C.R	P
Employee Engagement	←	Organizational Culture	0.815	0.450	0.279	2.917	0.004
OCB	←	Organizational Culture	0.686	0.762	0.261	2.626	0.009
OCB	←	Employee Engagement	0.781	0.480	0.326	2.400	0.016

Hypothesis 1 states that organizational culture has a positive and significant effect on employee engagement. Based on the results above, it can be seen that organizational culture has an influence of 0.815 with a Critical Ratio of 2.917 with a significance value (pvalue) of 0.004. Thus, hypothesis 1 which states that organizational culture positively and significantly affects employee engagement is statistically accepted.

Hypothesis 2 states that organizational culture has a positive and significant effect on OCB. Based on the results above, it can be seen that organizational culture has an influence of 0.686 with a Critical Ratio of 2.626 with a significance value (pvalue) of 0.009. Thus, hypothesis 2 which states that organizational culture positively and significantly affects OCB is statistically accepted.

Hypothesis 3 states that employee engagement has a positive and significant effect on OCB. Based on the results above, it can be seen that employee engagement has an influence of 0.781 with a Critical Ratio of 2.400 with a significance value (pvalue) of 0.016. Thus, hypothesis 3 which states that employee engagement positively and significantly affects OCB is statistically accepted.

Based on the results of this study, organizational culture has a positive and significant effect on employee engagement. The more conducive the culture of an organization or company is, the higher the level of engagement shown by employees. In summary, organizational culture has a positive and significant effect on employee engagement, which has been confirmed both theoretically and statistically.

The positive and significant influence of organizational culture on employee engagement. The more conducive the culture of an organization or company is, the higher organizational citizenship behavior is shown by employees. Organizational culture has a positive and significant effect on organizational citizenship behavior, confirmed both theoretically and statistically.

Based on some empirical research, it shows that OCB has a relationship with employee engagement, even employee engagement has a strong positive and significant relationship with OCB [3], [4], [5], [6], [7], [8].

Based on the results of this study, employee engagement has a positive and significant effect on OCB. The higher the level of engagement shown by employees in the organization or company, the higher the OCB shown by the employees concerned. In summary, employee engagement has a positive and significant effect on OCB, confirmed both theoretically and statistically.

One explanation for why employee engagement is related to OCB is based on social exchange theory and the principle of reciprocity. Employees can do OCB because it includes an emotional component [28]. This possibility

is consistent with models showing that OCB is a direct result of employee emotions (Miles et al., 2002). Social exchange and emotion-based explanations may be related, since desire to reciprocate and positive emotions are both the result of favorable treatment from one's organization (Rhoades & Eisenberger, 2002). Employee engagement is one potential predictor of OCB. Individuals who are high in employee engagement have a tendency to engage in constructive and responsible behavior in the workplace (eg OCB).

These results are supported by research conducted by [27] which states that there is a positive relationship between employee engagement and OCB. Meanwhile, research conducted by [26] resulted in an opinion that employee engagement of employees working in manufacturing companies that have ISO 9001 in Sri Lanka has a positive and significant relationship with OCB-I but not significant with OCB-O.

The number of samples used in this study is relatively limited (211) samples. Access to respondents was very limited due to social distancing policies during the Covid-19 pandemic, so not all respondents returned the questionnaire.

5. CONCLUSION

Based on the results of the analysis and discussion above, several conclusions can be stated as follows:

1. Organizational culture has a positive and significant effect on employee engagement. The more conducive the culture of an organization or company, the greater the level of engagement of the employees is. The proposition that organizational culture has a positive and significant effect on employee is confirmed both theoretically and statistically.
2. Organizational culture has a positive and significant effect on OCB. The more conducive the culture of an organization or company is, the higher the level of OCBt shown by employees. The proposition that organizational culture has a positive and significant effect on OCB has been confirmed both theoretically and statistically.
3. Employee Engagement has a positive and significant effect on OCB. The higher the level of engagement shown by the employee, the higher the level of OCB employee concerned in the organization or company. The proposition that employee engagement has a positive and significant effect on OCB has been confirmed both theoretically and statistically.

From the results of this study, it is hoped that the management of PT XYZ can further enhance the organizational culture in the company. Thus, it is expected that employees will be more engaged and their OCB level

will be better. Meanwhile, from the scientific side, more variables are used in research so that there is a comprehensive explanation of the existing phenomena.

REFERENCES

- [1] Murphy, G., Athanasou, J., & King, N. (2002). Kepuasan kerja and Organizational Citizenship Behaviour: A Study of Australian Human-service Professionals. *Journal of Managerial Psychology*, 17(4), 287–297.
- [2] Organ, D. W., Podsakoff, Ph. M., & MacKenzie, S. B. (2006). Organizational citizenship behavior: its nature, antecedents, and consequences. Thousand OA: SAGE Publications.
- [3] Roberson, Meredith & Strickland, Oriol J (2010). The Relationship Between Charismatic Leadership, Work Engagement, And Organizational Citizenship Behaviours. *The Journal of Psychology*, 144(3), 313-326.
- [4] Ariani, D. W. (2013). The Relationship between Employee Engagement, Organizational Citizenship Behavior, and Counterproductive Work Behavior. *International Journal of Business Administration*, 4(2).
- [5] Sridhar, A., & Thiruvankadam, T. (2014). Impact of Employee Engagement on Organization Citizenship Behaviour. *BVIMSR's Journal of Management Research*, 6(2), 147–155.
- [6] Cendani, C., & Tjahnaningsih, E. (2015). Pengaruh Employee Engagement dan Modal Sosial Terhadap Kinerja Karyawan Dengan OCB (Organizational Citizenship Behaviour) Sebagai Mediasi (Studi Pada Bank Jateng Kantor Pusat). *Media Ekonomi Dan Manajemen*, 30(2), 149–160.
- [7] Fauziridwan, M., Adawiyah, W.R., & Ahmad, A.A. (2018). Pengaruh Employee Engagement dan Kepuasan Kerja Terhadap Organizational Citizenship Behavior (OCB) serta Dampaknya Terhadap Turnover Intention. *Jurnal Ekonomi, Bisnis, dan Akuntansi (JEBA)*. 20(1), 1-23.
- [8] Fatoni, M., Prihatini, D., & Barokah Suryaningsih, I. (2018). The Role of OCB in Mediating the Effect of Employee Engagement and Organizational Commitment on Employee Performance: Contract vs Permanent Employees. *International Journal of Scientific Research and Management*, 6(8), 568–579.
- [9] Saradha, H., & Patrick, H. A. (2011). Employee engagement in relation to organizational citizenship behavior in information technology organizations. *Journal of Marketing and Management*, 2(2), 74-90.
- [10] Bakker, A.B and Demerouti, E. (2008). Toward A Model of Work Engagement. *Career Development International*, 13(3), 209-223.
- [11] Lockwood, N. R. (2007). Leveraging Employee Engagements for Competitive Advantage: *HRs Strategic Role*. *HR Magazine*, 52(3), pp. 1-11
- [12] Federman, Brad. 2009. *Employee Engagement: A Roadmap for Creating Profits, Optimizing Performance, and Increasing Loyalty*. San Francisco: Jossey-Bass A Wiley Imprint.
- [13] Akbar, M. R. (2013). Pengaruh Budaya Organisasi terhadap Employee Engagement (Studi Pada Karyawan PP. Primatexco Indonesia di Batang). *Journal of Sosial and Industrial Psychology*, 2(1), 64–68.
- [14] Leung, J and Wijaya, D (2016). Pengaruh Budaya Organisasi terhadap Employee engagement dengan perceived organizational support sebagai variabel intervening. Di restoran imperial chef galaxy mall surabaya. *Jurnal Hospitality dan Manajemen Jasa*, Vo. 4 (1)
- [15] Robbins, Stephen P. 2002. *Prinsip-prinsip Perilaku Organisasi, Edisi Kelima*. Jakarta: PT.Gelora Aksara Pratama.
- [16] Luthans, F (2006), *Perilaku Organisasi*, Alih Bahasa V. A. Yuwono, Penerbit Andi, Yogyakarta.
- [17] Thibaut, J.W. and Kelley, H.H. (1959) The social psychology of groups. John Wiley & Sons, New York.
- [18] Pelly (1994). *Menanti Asih Teori-Teori Sosial Budaya*, Jakarta: DIKTI
- [19] Robbins, Stephen P, dan Coulter, Mary 2010. *Manajemen*. Edisi Kesepuluh, Jilid 1. Edisi Bahasa Indonesia. Jakarta: Erlangga.
- [20] Schaufeli, Salanova, Gonzalez-Roma, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71-92.
- [21] Alarcon, G., Lyons, J.B. and Tartaglia, F. (2010). Understanding predictors of engagement within the military, *Military Psychology*, 22, pp. 301-310.
- [22] Naidoo, P & Martins, N (2014). Investigating the relationship between organizational culture and work engagement. *Problems and Perspectives in Management*, 12(4).
- [23] Mohanty, J., & Rath, B. (2012). Influence of Organizational Culture on Organizational Citizenship Behavior: A Three-Sector Study. *Global Journal of Business Research*, 6(1), 65–77.

[24] Erkutlu, Hakan. 2010. The Moderating role of Organizational Culture in the Between Organizational justice and Organizational Citizenship Behaviors.

[25] Runhaar, P., Konermann, J., & Sanders, K. (2013). Teachers' organizational citizenship behaviour: Considering the roles of their work engagement, autonomy and leader-member exchange. *Teaching and Teacher Education*, 30, 99-108.

[26] Wickramasinghe, V. and Perera, S. (2014) Effects of perceived organization support, employee engagement and organization citizenship behavior on quality performance, *Total Quality Management & Business Excellence*, 25(11-12), pp: 1280- 1294.

[27] Rurkkhum, S. (2010). The Relationship between Employee Engagement and Organizational Citizenship Behavior in Thai Organizations. *Dissertation, University of Minnesota*, (November).

[28] Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. *Journal of Applied Psychology*, 85, 349-360.