

# MEDIATING ROLE OF EMPLOYEE ENGAGEMENT ON JOB CHARACTERISTICS AND ORGANISATIONAL CITIZENSHIP BEHAVIOUR - CENTRIC TO INDIAN PUBLIC SECTOR TELECOM

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**Abstract:** Organisational Citizenship Behaviour (OCB) is playing key role in current COVID environment. Therefore, there is a need for complete OCB model to address the problems related to OCB. Accordingly, this article address the problem: what are the factors impacting OCB. To answer this question, we conducted a review of articles and found that Job characteristics and Employee engagement theoretically impacting OCB. Thus, in the current article the model is being examined in which Job Characteristics is an exogenous variable, Organization Citizenship behavior is an endogenous variable, and Employee Engagement as mediator. The target population is of Public Sector Telecom employees in India. The sample size is 382 out of 65,000 Population (Robert V Kreglice's, 1970) and simple random sampling technique was administered. A standard questionnaire was prepared and distributed via Google form and to acquire statistical evidence SPSS Process Macros and AMOS Software package were used. The outcome of the final model constructs was found to be valid and the Model fit was acceptable. We conclude that Employee Engagement is fully mediating the relation between Job Characteristics and OCB

**Keywords:** Job Characteristics, Employee Engagement, Organizational Citizenship Behavior, Mediation.

## 1. Introduction

Employee engagement is the most significant aspect of accomplishing organizational objectives because the organization's primary driving variable is employees. Employee engagement is inclined to the vitality that employees must be coordinated to organizational objectives (Bakker, 2011). Employees who have a huge degree of commitment will apply more effort in achieving organization objectives (Sidharta and Meily, 2012). One of the components

in accomplishing employee engagement is job characteristics (Saks, 2006). Job characteristics in this investigation use Hackman and Oldham (1974) theory. There are five measurements in job characteristics (autonomy, feedback, skill variety, task identity, and task significance) (Hackman and Oldham, 1974). This examination was led to see if there is a relation of job characteristics on employee engagement.

The present organization development prospects exceptionally rely upon their insight of employees and their engagement towards the work and the organization with added behavior and make arrangements and address complex issues as needs be. Employee engagement is ascending as a fundamental legitimate issue, especially as associations are improving from the worldwide downturn. Accordingly, from a work relations viewpoint, it is critical to comprehend the variables that impact the engagement and the additional behavioral aspects, as it, we can say as Organizational Citizenship Behavior. Hence, there is a requirement for research on the build another model dependent on presently understanding of employee engagement in the literature.

## 2. Theoretical Evidence of the Model

One of the important segments of Human Resource the board is job design or work hierarchy, where the emphasis is on the particulars of the action that will satisfy requirements of the affiliation and the individual holding the activity. It is one focus limit of Human Resource the executives that can't be ignored or skipped, considering how it is a crucial instrument in ensuring high Job satisfaction among employees inside an organization, and improves efficiency. But undoubtedly, job redesign isn't something that should be possible within a short span of activity. There are a couple of philosophies that may be used, and one of the more famous and most recognized methodologies is that one created by J. Richard Hackman and Greg Oldham, and which was suitably called the "Job Characteristics Model".

### Theory of Job Characteristics Model (JCM) Model

Greg R. Oldham and J. Richard Hackman in 1976, Proposed Job characteristics theory recognizes five center characteristics that crucial aspects that should remember when they are structuring jobs. The theory is that these measurements identify with, and help fulfill, significant mental conditions of the worker filling the job, with the aftereffects of more job satisfaction and inspiration.

The center job characteristics are shown in **Fig – 1**

**Skill Variety:** Doing something very similar day in, day out gets dull. The answer for configuration jobs with innovation and variety leads to interest and job satisfaction.

**Task Identity:** Being a member of a group is inspiring, yet along these lines, as well, is having some responsibility for a set of tasks or part of the procedure. Having an away from what one is liable for, with some level of authority over it, is a significant motivator.

**Task Significance:** Feeling pertinent to organizational achievement gives significant inspiration for completing a job. Realizing that one's commitments are critical to add's to a feeling of satisfaction and achievement.

**Autonomy** No one gets a kick out of the chance to be micromanaged, and having some opportunity to be the master is basic to job fulfillment. Organizations generally enlist individuals for their specific skills. Giving authorities independence to settle on the correct choices is a success win.

**Feedback:** Finally, everybody needs to target criticism on how they are getting along and how they can improve. Furnishing very much developed criticism with substantial results is a key part of job structure.

### Social Exchange Theory (SET)

Social exchange theory is a model of human behavior that has been made to explain the systems by which people make associations and take care of them. As indicated by social exchange theory, individuals assess their connections by breaking down the preferences they accept they may get past them. They by then choose decisions about the associations in their lives by differentiating different alternatives. Social exchange theory has been productively applied to the working environment to clarify representative collaborations.

The theoretical justification for the mediation of engagement has been adopted from the Social Exchange Theory (Blau 1964). This theory affirms that when both the employer and employee maintain exchange rules, they will have an all the more trusting and persistent relationship. This is because 'social trade incorporates exercises subordinate upon the repaying reactions of others, which after some time oblige generally and compensating trades and associations' (Cropanzano and Mitchell 2005).

### 3. Literature Evidence of the Model

Abdullah al Ahad and MD Rahat Khan (2020) discover the effect of demographic attributes and Employee engagement on Organizational citizenship behavior. The investigation found a positive effect of the considerable number of markers of employee engagement on OCB this may be a direct result of the way that drew in employees experience a significant level of a network with their work assignments. Engaged employees may execute added job behavior as they can 'free up' assets by finishing targets effectively which is encouraging them to seek after undertakings that are not an aspect of their responsibilities portrayals or as it were optional. Ullah, et. al., (2018), explored the correlation between employee engagement, organizational commitment, and organizational citizenship behavior (OCB). This research discloses that employee engagement is significantly positively correlated with organizational commitment. Similarly, it is identified that employee engagement has significantly positively correlated with organizational citizenship behavior (Allen and Meyer, 1990, Saks, 2006).

Rai An, et. al., (2017), Findings recommend that employees who have a positive impression of Organizational and administrator support are bound to react decidedly to Job Characteristics and in this manner would have a highly engaged to draw in with their works. Although works, the more extensive organizational atmosphere described by help from bosses and association, in general, is basic to build up a positive situation, which would prompt more remarkable engagement. Amadi, et. al., (2017) explored the relationship among worker commitment and OCB in Maritime Firms of Nigeria and this investigation builds up that representative commitment has a positive huge relationship with hierarchical citizenship conduct. This exploration likewise affirms that authoritative citizenship conduct can be improved through the machine of intellectual and enthusiastic commitment between workers in Maritime firms.

Abed and Elewa (2016), discussed the connection between hierarchical help, work commitment, and authoritative citizenship conduct about the medical caretakers' recognition in various Hospitals. This examination reasons that all the hierarchical help, worker commitment, and authoritative citizenship conduct decidedly essentially correlated one another. Owor (2015) suggested that the connection between HR practices and OCB with an intervening job of representative commitment in the soda pops organization in Uganda. The exploration investigates that representative commitment is additionally fundamentally decidedly associated with hierarchical citizenship conduct. Additionally, this examination unveils that hierarchical citizenship conduct is anticipated by five of nine forerunners of HR practices and worker commitment. Furthermore, it shows that worker commitment goes about as an arbiter job in the middle of HR practices and OCB. George and Joseph (2015) examined the

relationship between's worker commitment and OCB on representatives working in movement associations. The end reveals that representative commitment decidedly impacts the OCB.

Pearl D'Souza and Zubin R. Mulla (2011) analyzed the connection between pioneering direction and representative commitment by contemplating 101 Indian administrators across three organizations. Additionally, we contemplated the directing job of three occupation attributes (independence, expertise assortment, and errand criticism) on the connection between pioneering direction and worker commitment. The consequences of this examination show that people who score high on the enterprising direction are probably going to score high on representative commitment. Additionally, we found that people high on pioneering direction experienced high commitment levels when their employments were described by low degrees of self-rule, low degrees of aptitude assortment, and significant levels of undertaking criticism. The discoveries demonstrate that a proactive character makes up for some non-rousing components of the occupation plan.

Few research articles have studied the relationship between engagement and OCBs. Saks (2006), Rich, et. al., (2010), Babcock-Roberson and Strickland (2010) and Christian et al. (2011) identified that engagement elicits higher levels of OCB, and Sonnentag (2003) said that engagement leads to positive behavior, stepping up and the quest for learning objectives. Bakker and Demerouti's (2007) emphasized on Job Demand Resources (JDR) the model likewise underlines the job design in creating engagement. In particular, the model expresses that physical, social, or hierarchical aspects can be a source of engagement. This is because activity assets decrease the nasty impacts of unnecessary work requests, encourage the accomplishment of objectives, and animate self-improvement and learning. A significant part of the existing research into Job Design is focused on the JCM. Hackman and Oldham (1980) suggested that the nearness of five key qualities inside employments encourages the improvement of inside inspiration for successful execution. In particular, these components of the activity are relied upon to build positive attitudinal and conduct results.

Many scholars who are involved in the employee engagement theoretical framework have highlighted the significance of job design in enhancing employee engagement. For example, Kahn's hypothesis of engagement (1990) is established based on the Hackman and Oldham's proposition (1980), that "qualities of occupations drive individuals' perspectives and practices". Kahn (1990) proposed that work settings make conditions in which people are engaged or disengaged with their work. In an ethnographic study, he found that when individuals were accomplishing work that was testing and shifted, they were bound to be locked in. Hackman and Oldham's 5 dimensions of Job Design (1980), both May et.

al., 2004) and Saks (2006) described a strong correlation between job characteristics and engagement.

#### 4. Research Gap

Morgeson and Campion (2003) proclaiming a dissatisfaction with JCM of various mediator approaches which may not explains better organizational outcomes contained by employees as well as employers aspects. This current research has thrown a light by launching Employee Engagement as a mediator based on SET theory.

#### 5. Statement of the Problem

For this research, we are Launching and finding a hypothetical amendment to Hackman and Oldham's JCM that investigates the mediate impact of employee engagement on Job devise and one of the performance outcomes as OCB and also introduced an interaction variable, tried to get a clear assessment of the Problem. Up to this instant, the strength of engagement between a mediator between Job design and OCB has not been completely investigated. This paper completely focused on these aspects for better effective outcomes.

#### 6. Objectives of the Study

1. To identify the significant relationship among Job Characteristics, Employee Engagement and Organisational Citizenship Behaviour to construct the OCB Model in Public Sector Telecom Company in India.
2. To study the Mediator influence (employee engagement) on the relationship between Job Characteristics and OCB.

#### Hypothesis

The research initially examines whether a significant relationship exists between variable biases among Employees of Public Sector Telecom Company in India. To achieve this objective, the following hypotheses are set forth:

**H1a:** There exists a Significant Positive relation between Job Characteristics and Employee Engagement.

**H2a:** There exists a Significant Positive relation between Employee Engagement and OCB.

**H3a:** There exists a Significant Positive relation between Job Characteristics and OCB

After finding the relationships among Constructs, From the Evidence of Theoretical and Literature, the mediation model is constructed. To achieve this objective, the following hypotheses are set forth:

**H4a:** Employee Engagement acts as a mediator between Job Characteristics and OCB based on this, all this Hypothetical model was constructed shown in **Fig-2**.

#### 7. Research Methodology

##### Source of Data and Sample Justification

For this research, Primary data was collected from the framed questionnaire with the help of adopted Scaled items, the same

was distributed to Public sector Telecom employee with the help of goggle forms. Before fillings forms, we have clearly explained the Questionnaire via Phone calls. The sample size was determined from Robert V Krejcie's (1970) table sample is 382 for 65,000 Population and a simple random sampling method of sampling technique is used.

#### Variables of the study

Job Design was computed with an adapted from WDQ by Morgeson & Humphery(2006) with dimensions SKILL VARIETY, TASK IDENTITY, TASK SIGNIFICANCE, AUTONOMY, and FEEDBACK. Employee Engagement measured with of Utrecht Work Engagement Scale (Schaufeli et al., 2006). The Scale three dimensions of employee engagement: VIGOR, DEDICATION, and ABSORPTION, and OCB measured with help of Lee and Allen (2002) with dimensions of OBEY TO ORGANIZATION, ORGANIZATION LOYALTY, ORGANIZATION PARTICIPATION, and LOYALTY OF WORK FOR ORGANIZATION. All variables are evaluated on a Likert scale going from 1 = Strongly Disagree to 5 = Strongly Agree.

#### Demographic Data

The current Survey conducted among Public sector telecom Employees in India. Out Of the 381 respondents, 242 (63.5%) are male, and females are 139(36.5%). The age groups < 25 years 105(27.6%), 26–35 years 52(13.6%), 36-45 years 98(25.7%), 46-55 years 98(16.3%) and > 55 Years 28(7.3%) . Respondents are typically well-educated having a Diploma 74(19.4 %), with Non Technical education 134(35.2%), Technical Education173 (4.4 %).

#### Testing of Hypothesis H1a to H3a

Pearson product-moment correlation coefficient was computed to assess the relationship between variables. Table 1 shows a positive correlation between all three variables, **Table - 1** shows the significant relations among the variables, Along with Correlation values mean and standard deviation also presented in the table. Alpha value for reliability test is shown at the intersection.

#### 8. Findings of the Study

- Job Characteristics and Employee Engagement has a strong positive correlation among them,  $r(381) = +.542, p < 0.01$ .
- Employee Engagement and OCB has strong positive correlation among them,  $r(381) = +.630, p < 0.01$ .
- Job Characteristics OCB has positive correlation among them,  $r(381) = +.481, p < 0.01$ .

All variables are positively correlated to each other so Alternative Hypotheses (H1a to H3a) are accepted.

#### Testing of Hypothesis H4a

##### Model Fit Indices

During Exploratory Factor analysis and Confirmatory Factor analysis, two items from Job Design Construct and two items

from the OCB Construct are loaded below the acceptable value so they are discarded to achieve a good model fit. All Model Incidences are shown in. Table – 2 and all are good to acceptable so we can bring to a close the statistical outcome of the Structural Equation Model (SEM) was satisfactorily shown in **Fig - 3**.

#### Reliability and validity assessment:

The Table - 3 shows the values of Cronbach's alpha for constructs of Job Design, Employee Engagement, and OCB were found to be 0.829, 0.805, and 0.825 correspondingly, all are accepted because crossing required acceptable value. To ascertain convergent validity, the AVE of the latent variables Job Design, Employee Engagement, and OCB is more than 0.7, do the accepted thing of convergent validity. To found discriminant validity, AVE is more than MSV among the constructs, from Table -3 it can be concluded that Job Design, Employee Engagement, and OCB are different constructs establishing discriminant validity shown in Table - 4. Hence all Constructs are validated and found as Measurement model shown in fig 2 is Reliable and Validated.

#### Mediation Analysis:

SPSS and Process Macros are used to estimate the Employee Engagement mediating effect of Job Characteristics on OCB. Results reported in Table - 5, JOB Characteristics was a significant predictor of Employee Engagement positivity,  $\beta = .542, SE = .301, p < .01$ , and that Employee engagement was a significant predictor of OCB,  $\beta = .426, SE = .281 p < .01$ . So the findings strengthen the meditation role and Job Characteristics and OCB are not significant after introducing the mediator, EE,  $\beta = .161, SE = .302$ , which is concluded as full mediation It was implemented with the PROCESS macro Version 3.5 (Hayes, 2017). Job Characteristics were with OCB gain higher weight as mediated by Employee Engagement. Hence it was concluded that Employee Engagement will full mediators by accepting alternative Hypothesis.

#### Discussions

This research begins with analyzing the relationship among variables and findings implied that Job Characteristics a significant positive relationship with Employee Engagement as well as OCB also. Employee engagement also established a strong positive relationship with OCB. This shows that all variables of the study are correlated with each other which guides to build a model among Variables. Hence Researcher suggested that HR professionals put utmost care while creating Job Characteristics which directly influencing Employee Engagement and OCB, Present days each organization spending more effort to improve employee engagement so this research very help full for them.

For the construction of this Mediation Model, Employee Engagement was considered as Mediator of the model from the support of Social Exchange Theory. Standard measurement scales are adopted for the study and the same

was validated with statistical evidence from Construct validity and reliability.

Final Measurement Model fit indices are identified with the help of AMOS software packages and with empirical evidences the model was refined to get good Model indices and achieved also. Finally the refined Measurement Model Set forth as Moderation Mediation Model for further analysis. Finally, for this Mediation Model, the Total effect between Job Characteristics and OCB is Significant. Later Mediation variable Employee Engagement is introduced and analyzed, it explaining the model up to 65 percent as well as it's acting as a full intermediary among Job devise and OCB by creating a nonsignificant relationship between Job Characteristics and OCB (Hayes, 2007). Hence researcher suggests achieving a high level of OCB, more concentration has to be focused on Employee engagement factors along with Job design Characteristics.

### Practical Implications

Halbesleben, Jaron Harvey, and Bolino (2009) set up that recruits who are locked in busy working have advanced work-to-family strife since they authorize additionally serving practices, or OCBs, prompting asset channel. So the practical implication of the current research is the noteworthiness of commitment for creating raised degrees of execution. The current disclosures may be explicitly significant to specialists given that we found a positive connection among commitment and OCB. Lifting singular execution through noteworthy degrees of commitment may empower associations to suffer, expressly in inconvenient monetary environments.

### 9. Conclusion

Despite the various researches by identifying relations among Job Characteristics, Employee Engagement, and OCB, research is still pending construction of models among them. In this Research Mediating variable creates a full mediation effect between Job characteristics and OCB. In this research study, we constructed and tested Hackman and Oldham's JCM that investigates the interceding impact of employee engagement hands-on structure and OCB. This research concludes that if the organization planned in such a way that employees with valid Job Characteristics, will lead to a great level of engagement which brings about great degrees of OCB.

### Contribution to the literature

The present Research had a significant contribution to Literature in this era. First, the key contribution is building a model supporting the theoretical framework. It is very useful to explain the model within this research concerning the research problems with Job Characteristics, OCB, and Employee engagement, and up to now, no research addressed implementing the proposed model of this in the Government sector particularly the Telecom sector especially for Indian Context. Further the researches of this study based data

analysis on the good methodological concept like SEM with AMOS (CB-SEM) software packages.

### 10. Limitations of the Study

1. The Current Research restricted to the Literature on engagement by Khan(1990) and Greg R. Oldham and J. Richard Hackman (1976) JCM Theory, Further research may incorporate more variables to get more relationships among Job characteristics and Employee Engagement.

2. The mediation analysis revealed that sixty- five percent of relationships will be clarified by the representative commitment, the staying thirty-five percent will be clarified by some different factors, and thus further exploration is required to break down different predecessors.

3. For this analysis a simple mediation approach is used further it may extend by adding multiple mediators and Moderators.

However, upcoming research should consist of suitable instruments at the structure stage to have the option to utilize elective intervention methods.

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Table 1 Correlation analysis

Correlations <sup>b</sup>					
	Mean	SD	1	2	3

Job Characteristics	3.83	0.53	0.829		
Employee Engagement	3.48	0.61	.542**	0.812	
Org Citizenship Behavior	3.37	0.48	.481**	.630**	0.825
** Correlation is significant at the 0.01 level (2-tailed).					
Alpha value for reliability test is shown at the intersection.					

								intervals (95%)	
								LL	UL
								CI	CI
.6	.5	.2	10.69	.1	.0	1.26	.5	.1	.2
*	*	*	*	*	*	*	*	*	*

**H4:** JC→EE →OBC

Table 2 Models Fit Indices

Model	Model Fit Indices				
	$\chi^2/df$	GFI	TLI	CFI	A
5 factor Model	1.448	0.948	0.969	0.974	0.034
4 Factor Model	2.257	0.943	0.952	0.963	0.058
3 Factor Model	2.914	0.906	0.949	0.957	0.071
Final Measurement Model	1.298	0.875	0.964	0.968	0.028



Fig 1. JCM Theory Model

Table 3 Validity and reliability assessment

Construct	Validity & Reliability			KMO and Bartlett's Test	
	AVE	MSV	Cronbach's alpha		
Job Characteristics	0.51	0.29	0.829	Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.853
Employee Engagement	0.58	0.39	0.805	Sig.	<0.01
OCB	0.67	0.23	0.825		

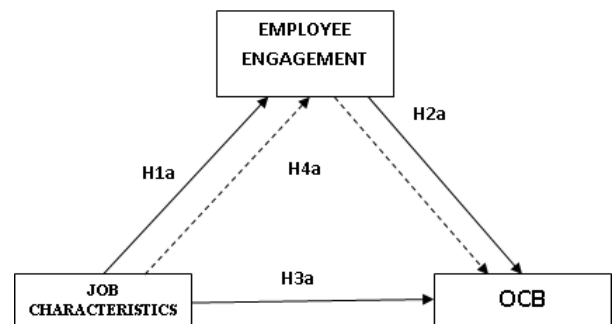


Fig2.Hypothesized Model

Table 4: Summary Direct and Indirect Effects

Total effect of JC on OBC (c)			Direct effect of JC on OBC (c')			Indirect effect of SQ on AL		
$\beta$	S.E	t value	$\beta$	S.E	t value	$\beta$	S.E	Bias corrected bootstrap confidence

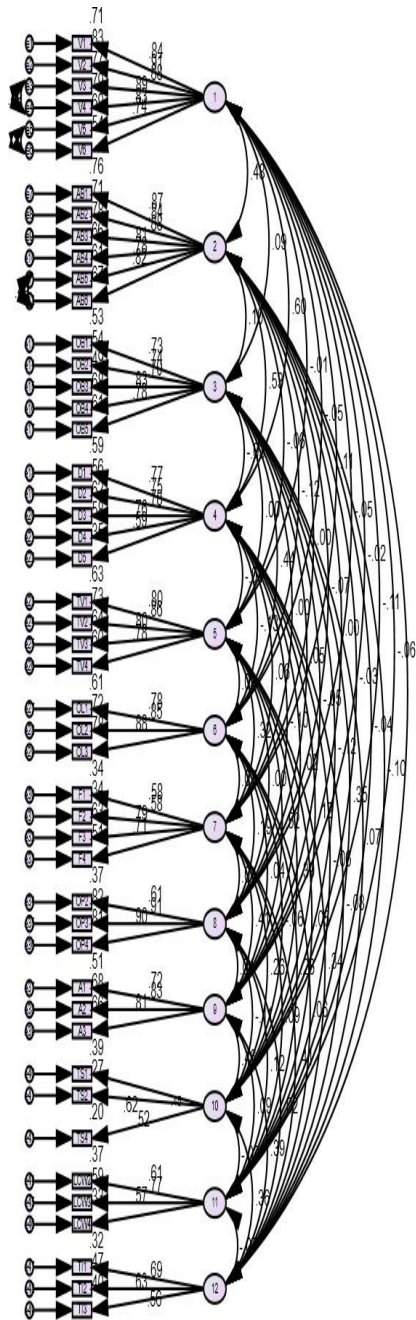


Fig 3. Measurement Model