The Relationship between Organizational Citizenship Behavior and Employee Engagement in Cement Industry in Egypt

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Abstract: The purpose of this study is to explore the relationship between employee engagement and organizational citizenship behavior (OCB) in Cement industry in Egyptian culture. Now days most of organizations give increase importance to employee engagement and employees' satisfaction survey, all that because of the noticeable positive effects when applied. One of the most important consequences is the improving of citizenship behavior in the organizations. So we are trying to investigate the relationship between Employee engagement as independent construct and OCB as a dependent construct in a private cement company in Egypt. A sample of 350 employees is planned to be used supported by HR group of the Titan cement company in Egypt through using paper and pencil survey which designed to measure the vigor, dedication, and absorption as an Employee engagement dimensions, and to measure conscientiousness, altruism, courtesy, sportsmanship, and civic virtue as OCB dimensions without testing any mediating or moderating roles for other construct. Findings suggest that Employee engagement has a direct significant positive relationship between employee engagement and OCB for employees working in cement industry in Egypt. So, the final results of this study is to be ready and able to start collecting data and analyze it to find this relationship and to figure out if there are any differences between the literature results of other industries and cultures, and our results when applying in specifically cement employees and specially in Egypt culture.

Keywords: Organizational Citizenship Behavior, Engagement, Satisfaction.

List of Abbreviations:

OCB Organizational Citizenship Behavior
OCBI Organizational Citizenship Behavior toward Individuals
OCBO Organizational Citizenship Behavior toward Organization
HRD Human Resource Development
HRM Human Resource Management

1. INTRODUCTION

Conceptual Framework:

Many Egyptian organizations suffer from the negative behavior of their employees, that's why they start to give a big concern to the employee engagement and OCB. These two contracts are growing interest and received significant recent attention (Shuck, Reio, & Rocco, 2011). In fact, OCB is not a cultural free construct (Rego & Cunha, 2010), when employee engagement and OCB are discretionary behaviors (Towers Perrin, 2009). That's why they are expected to be various from culture to another, even that they are highly related to each other as they have common characteristics according to many studies. The problem is employees feel they work just to earn their salaries; not because of a citizenship or feeling of belonging to their company. From this aspect, it is said that people don't choose the organizations they work for, but they choose their jobs; a fact that renders their talents and interests to integrate with their organizations (Jauhari, Sehgal, & Sehgal, 2013)**.** Moreover, employee engagement is a crucial aspect in now days organizations because

it is related to organizational effectiveness and it works as a competitive advantage achievement (Kataria, Garg, & Rastog, 2013).It is also used by organizations to measure to what extent is their investment on the human capital (Chaudhary, Rangnekar, & Barua, 2011). It is only for enhancing employee engagement the Human Resources Development (HRD) in organizations is focusing on talent management as a core for organizations success (Jauhari et al., 2013). When organizations which attract, retain and develop top talents, will improve its efficiency and effectiveness in this competitive world (Memon, Salleh, Baharom, & Harun, 2014)

High engaged employees are expected to give higher performance than who are not highly engaged, but actually when it comes to the performance of the highly engaged employees, it's little known about their performance as it goes beyond formal job requirements which facilitate organizational performance through the impact on organizational contexts, organizational culture, and individual productivity (Farh, Zhong, & Organ, 2004). That's why employee engagement is attached to a very serious behavior which is OCB; a problem from which many organizations of the private sector in Egypt suffer. The literature shows that engaged employee have a behavior of citizenship. That's why in this study we are trying to test the relationship between Employee Engagement and OCB, as Employee Engagement is one of the most important constructs that affect the OCB.

Problem Statement:

Previous studies shows that there is a highly positive significant relationship between Employee engagement and OCB (Chieh-Peng Lin, 2010); (Babcock-Roberson & Strickland, 2010); (Rurkkhum & Bartlett, 2012); (Barman, 2012); (Runhaar, Konermann, & Sanders, 2013); (Katari et al., 2013);(Shantzet, Alfesb, Trussc, & Soaned 2013);(Wickramasinghe & Perera, 2014). Most of these researches work in industries such as manufacturing, Education, consultancy, and construction. It also applied on other countries than Egypt. So, our problem is to test the OCB as an outcome from employee engagement applied on a cement industry in Egypt culture.

Research Questions:

This study was designed to explore the relationship between employee engagement and OCB. Specifically, the four main research questions of the study were:

(1) What is the relationship between employee engagement and OCB in Egypt organizations?

(2) What is the relationship between employee engagement and OCB in Cement industry?

(3) Is the relationship between Employee Engagement and OCB still the same and consistent to previous studies when applied in Egypt Culture?

(4) Is the relationship between Employee Engagement and OCB still the same and consistent to previous studies when applied in Cement Industry?

To explore and answer these four broad research questions, there are 3 hypotheses to test which reveal the answers. Those three hypotheses are the relation between the three dimensions of the Employee Engagement (Vigor, Dedication, and Absorption) and the OCB

Purpose of the study:

Our objective in this study is to be ready for investigating the relationship between employee engagement dimensions (vigor, absorption, and dedication) and OCB dimensions (conscientiousness, altruism, courtesy, sportsmanship, and civic virtue) on the employees work in cement industry in Egypt. So, we are trying to consider if the difference in culture between Egypt and other researches countries may give different results, and if the change of the industry may lead to different results or it's not

Significance of the Study:

In this study we can find two different significances in both theoretical and practical fields. First, the new culture context in Egypt Many studies conducted in different western company but not in Egypt culture, which is totally different from western cultures and it's highly important to test relations across different cultures to increase knowledge and to compare results. Also, to test different industry as cement industry because employees in cement industry may have some different traits rather than service or other industries, so it's significant to test this relation across different industries.

This was from the theoretical significance prospective, but from practical significance prospective it will affect managers' behavior who is trying to apply research results on their companies and to involve in such important considerations such as OCB and Engagement, as results for researches can't be applied without customizing to the company conditions. In this study I hope it will help those managers to easily adopt and understand these concepts from Egypt prospective

Study variables:

There are many definitions for each construct which we will discuss in literature review but here we are going to briefly chose one definition for each construct we are going to use in this study

OCB is "a positive behavior that goes beyond the formal requirement of the job but promotes effective functioning of the organization, improves employees' task performance by freeing up resources, helps to coordinate activities between employees and uplifts coworker productivity" (Organ, 1988); (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). The definitions we use in this study for its dimensions are:

Conscientiousness is "dedication to the job which exceeds formal requirements such as working long hours, and volunteers to perform jobs besides duties means that employees carry out in role behaviors well beyond the minimum required levels"(Organ, 1988).

Altruism is "voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances" (Smith, Organ, & Near, 1983).

Civic virtue is "The responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization" (Organ, 1988)

Sportsmanship is "The behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting" (Organ, 1988)

Courtesy is "Subsumes all of those foresightful gestures that help someone else prevent a problem, touching base with people before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work (Organ, 1988)

Work Engagement is "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." (Schaufeli, Bakker, & Salanova, 2006). The definitions we use in this study for its dimensions are:

Vigor is "high levels of energy and mental spirit" (Schaufeli et al., 2006)

Dedication is "a composition of manners encircling passion for their job, delight and stimulation" (Schaufeli et al., 2006)

Absorption is "being fully concentrated and deeply engrossed in one's work" (Schaufeli et al., 2006)

Hypotheses:

In this study we are aiming to test 3 main hypotheses which we can divide them into 15 sub hypothesis. Our main three hypotheses are:

H₁: Vigor will positively predict OCB

H₂: Absorption will positively predict OCB

H₃: Dedication will positively predict OCB

From previous researches as we will discuss in the next chapter "The Literature Review" we will find that it's expected that the three dimensions of Employee Engagement will positively affect the OCB. If we are going deeper we will find that each dimension of these three is affecting the five dimensions of OCB which are conscientiousness, altruism, courtesy, sportsmanship, and civic virtue. So if we operationalize these constructs we will find that each hypothesis is developing 5 sub hypotheses as follows:

H₁: Vigor will positively predict OCB
H₁a: Vigor will positively predict conscientiousness
H₁b: Vigor will positively predict altruism
H₁c: Vigor will positively predict courtesy
H₁d: Vigor will positively predict sportsmanship

H₁e: Vigor will positively predict civic virtue

For the 2nd hypothesis we will find it as follows:

H₂: Absorption will positively predict OCB

H₂a: Absorption will positively predict conscientiousness

H₂b: Absorption will positively predict altruism

H₂c: Absorption will positively predict courtesy

H₂d: Absorption will positively predict sportsmanship

H₂e: Absorption will positively predict civic virtue

For the 3rd hypothesis we will find it as follows:

H₃: Dedication will positively predict OCB

H₃a: Dedication will positively predict conscientiousness

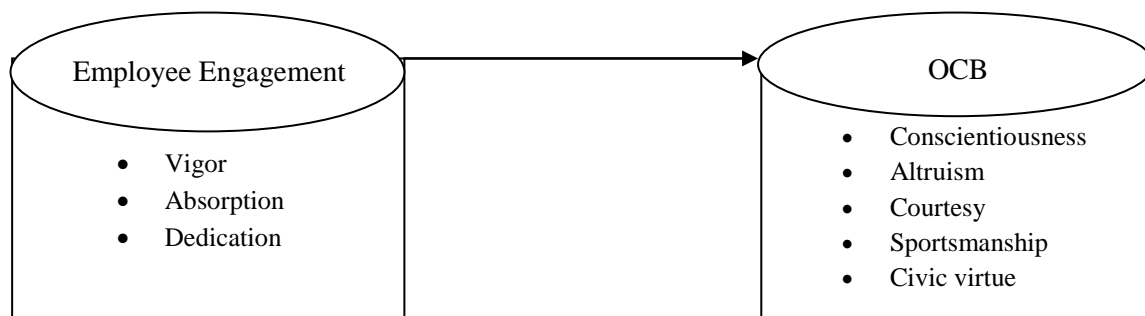**H₃b:** Dedication will positively predict altruism

H₃c: Dedication will positively predict courtesy

H₃d: Dedication will positively predict sportsmanship

H₃e: Dedication will positively predict civic virtue

Research Proposed Model:

According to previous hypotheses we can draw the research model as follows:

Limitations of the study:

There are many limitations for this study, the first one is that it has to be tested for other cultures such as Japanese culture to collect all results from different cultures to reach a dependable results, also this research only working on cement industry, so it may be a lot of differences for other fields that are not included in previous researches. Other limitation is that research only worked on a big cement company, but didn't consider other cement companies as it may have a culture which is different from other cement companies. So, a lot of effort is needed to start generalizing this relation results for other companies. Finally, there are a lot of data that can be collected to make this relation more clear and dependable.

2. LITERATURE REVIEW

Organizational Citizenship Behavior (OCB)

OCB has started to appear late 1980s' by organ that expanded the Katz's (1964) original work about organizational behavior. (Organ, 1988) gives the first conceptualization and definition of OCB as "positive behavior that goes beyond the formal requirement of the job but promotes effective functioning of the organization, improves employees' task performance by freeing up resources, helps to coordinate activities between employees and uplifts coworker productivity"(Organ, 1988); (Podsakoff et al., 2000).OCB may also defined as "those extra work-related behaviors which go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations"(Bateman & Organ, 1983).(Lee & Allen, 2002) defined it as "employee behaviors that, although not critical to the task or job, serve to facilitate organizational functioning". (Lambert, 2006) defined it as "the behavior that goes beyond the basic requirements of the job, is to a large extent discretionary, and is of benefit to the organization", when (Moorman & Blakely, 1995) defined it as "beneficial and desirable from an organizational perspective, but managers have difficulty eliciting their occurrence or punishing their absence through contractual arrangement and formal rewards because the behaviors are voluntary". OCB also can be defined as "a specific type of helping behavior, or activities entailing more

commitment than spontaneous assistance in which time is given freely to benefit another person, group, organization or cause" (Wilson, 2000). So it has a lot of definitions but they are all close to each other. OCB is also known as "extra-role behaviors which are the act of performing beyond the stated job requirement. Subordinates impulsively go beyond the employment contract and carry out non-obligatory task without expecting explicit rewards and recognition" (Organ, 1988). It's interesting to know that till 2009 OCB has given rise to more than 650 articles since Organ introduced the construct decades ago (Podsakoff NP, Whiting, Podsakoff PM, & Blume 2009)

So, OCB concerns with anything that employees choose to do, spontaneously and of their own well, so it's discretionally behavior which often lies outside of their specified contractual obligations. OCB has been linked to job satisfaction, fairness, leader support, and burnout (Chiu & Tsai, 2006). When OCB effect may be obvious in better performance appraisals, favorable supervisor and co-worker ratings, even if it's not directly and formally recognized or rewarded by the company, OCB must "promote the effective functioning of the organization"(Organ, 1988). Starting from 2010 china starts to give high importance of OCB for improving organizations' performance, who investigate OCB in depth as it believes in it, and with more than 243 million workers it will for sure make a big difference (China Statistical Yearbook 2010). One of the OCB effects is the effect on employee performance. Because as (Podsakoff et al., 2009) proved that workers who engage in OCB tend to receive better performance ratings by their managers, and a better performance rating is linked to gaining rewards– such as merit increase, bonuses, promotions or work-related benefits. As a continue to these effects , Organ see that if the company decided to downsize those employees with high OCB and high performance will have a lower chance of being made redundant, because these employees are referred to as the 'good soldiers' (Organ, 1988)

Commonly, the dimensions and meaning of any construct vary across cultures and OCB is one of it (Farh et al., 2004) because different nations, particularly for those from the East and West. That's why OCB might be enacted differently in different cultural contexts, given that what it means to be a 'good citizen' may vary (Gautam, Dick, Wagner, Upadhyay, & Davis 2005).As, when individual helping behavior of OCB is expected and appreciated in many cultures, may be understood in different way, or it may be another motive behind this helping behavior such as the lack of confidence in others, and possibly cause unexpected troubles in interpersonal relationships at the workplace in some other contexts (Wang, 2015)

Organizational Citizenship Behavior Dimensions:

As previously mentioned, organizational citizenship behaviors include performing extra-job activities, Extra role means the individual contributions in the workplace which go beyond the specified role requirements and not recognized by the reward system (Castro, Armario, & Ruiz, 2004) as helping colleagues, meeting workplace rules, and acting according to organizational policies and procedures regardless of personal inconvenience (Organ & Ryan, 1995). Concluded that it is not easy for a firm to differentiate between "role" and "extra role" performances as managerial and employee perceptions of their subordinates' performances do not correspond and subject to the satisfaction of the subordinates in the workplace. Conceptually, numerous studies have examined antecedents and consequences of extra-role behaviors (Van Dyne & LePine, 1998).

(Williams & Anderson, 1991) classified OCB into two categories on the basis of its target beneficiary, organizational citizenship behaviors towards individuals (OCBI) performed for the supervisor, subordinates and peer colleagues and organizational citizenship behaviors toward organization (OCBO) which are performed for the betterment of the organization. OCBO refers to helping-behavior directed towards the organization as a whole – for example, when an employee volunteers to perform additional tasks as needed at a given time, or helps to organize informative gatherings on topics that are relevant to all employees, when OCBI refers to helping-behavior towards individual colleagues – for example, employees helping colleagues who have been absent or employees helping colleagues cope with work-related problems (Williams & Anderson, 1991).

From Other hand, In 1990 Organ described five categories of OCB, and a great deal of researches have suggested that these five basic personality factors affect most of the variance in personality and these dimensions are known as Big Five dimensions which are classified as conscientiousness, altruism, courtesy, sportsmanship, and civic virtue.

Conscientiousness can be defined as "dedication to the job which exceed formal requirements such as working long hours, and volunteer to perform jobs besides duties means that employees carry out in role behaviors well beyond the minimum required levels"(Organ, 1988). It's used to indicate that a particular individual is organized, accountable and hardworking. In addition to that, studies have also revealed that conscientiousness can be related to organizational politics

among employees (McCrae & Costa, 1987). (Kidder & Parks, 1993) believes that males are more like to engage in conscientious behavior than females in view of the fact that males have preference for equity over equality.

Altruism can be defined as "voluntary behaviors where an employee provides assistance to an individual with a particular problem to complete his or her task under unusual circumstances" (Smith et al., 1983). Altruism refers to a member helping other members of the organization in their work. (Podsakoff et al., 2000) has demonstrated that altruism was significantly related to performance evaluations and correspondingly, positive affectivity.

Civic virtue is defined as "the responsibility of the subordinates to participate in the life of the firm such as attending meetings which are not required by the firm and keeping up with the changes in the organization" (Organ, 1988). It refers to subordinate participation in organization political life and supporting the administrative function of the organization (Deluga, 1998). This dimension of OCB is actually derived from Graham's findings which stated that employees should have the responsibility to be a good citizen of the organization (Graham, 1991).These behaviors reflect an employees' recognition of being part of organization and accept the responsibilities which entails (Podsakoff et al., 2000).

Sportsmanship states that people do not complain but have positive attitudes. (Organ 1988) defined sportsmanship as "the behavior of warmly tolerating the irritations that are an unavoidable part of nearly every organizational setting". (Podsakoff, Ahearne, & MacKenzie, 1997) revealed that good sportsmanship would enhance the morale of the work group and subsequently reduce employee turnover.

Courtesy can be defined as "Subsumes all of those foresightful gestures that help someone else prevent a problem, touching base with people before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work (Organ, 1988) indicates that they treat others with respect. It includes behaviors, which focus on the prevention of problems and taking the necessary step so as to reduce the effects of the problem in the future. In other words, courtesy means a member encourages other workers when they are demoralized and feel discouraged about their professional development. Early research efforts have found that employees who exhibit courtesy would reduce intergroup conflict and thereby diminishes the time spent on conflict management activities (Podsakoff et al., 2000).

Organizational Citizenship Behavior Measures:

Researchers have developed a variety of measures for OCB. (Lee & Allen, 2002) measured OCB with four items. A sample item was, 'I attended functions that are not required but that help the organizational image'. (Organ & Konovsky, 1989) and studies of (Van Dyne et al., 1998) also creates a measures such as 'At work, I volunteer for things that are not required'. (Podsakoff et al., 1997) developed a scale includes measures of (Smith et al., 1983) who conducted an important study using the five dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These researchers developed a 24-item scale by having 10 of their colleagues' sort each of the 24 items into one of the five OCB dimensions or an "other" category if they felt the item did not fit any of the five defined conceptual dimensions. Participants were asked to indicate their level of agreement using a 7-point scale ranging from "strongly disagree" to "strongly agree." This five-factor structure has served as the building block for a substantial amount of OCB research. Examples of items in (Podsakoff et al.,1997) scale include Obeys company rules and regulations even when no one is watching, Attends meetings that are not mandatory, but are considered important, Mindful of how his/her behavior affects other people's jobs, and Willingly helps others who have work related problems.

(Bateman & Organ, 1983) study was one of the first to tackle the measurement of OCB. Their definition of OCB "includes any of those gestures that lubricate the social machinery of the organization but that do not directly in here in the usual notion of task performance" (Bateman & Organ, 1983). Based on this definition, they constructed a 30-item OCB scale that measured cooperation, altruism, compliance, punctuality, housecleaning, protecting company property, conscientiously following company rules, and dependability. Another important early study was (Smith et al., 1983), which took a slightly more complicated measurement approach by developing a scale in stages. In order to develop their 16-item scale, these researchers interviewed managers in manufacturing organizations and asked them to "identify instances of helpful, but not absolutely required behavior" (Smith et al., 1983). The researchers created a 20-item scale based on the interviews in addition to the scale items used in the (Bateman &Organ, 1983) study mentioned previously. After factor analysis, four items were dropped resulting in the 16-item scale. It is with this scale that the authors found results indicating the first two distinct dimensions of OCB: altruism and generalized compliance. Examples of items in (Smith et al., 1983) scale include: Helps others who have been absent, gives advance notice if unable to come to work, assists supervisor with his or her work, and attend functions not required but that help company image.

One of the important measures that shows in (Runhaar et al., 2013) is the (Williams & Anderson,1991) 11 measures, which are (1) I take on tasks of colleagues who are absent or having a break, (2) I help out colleagues with heavy workloads, (3) I go out of my way to help new employees, even when not asked, (4) I help out colleagues who have been absent for longer periods of time, (5) I take time out to listen to co-workers' problems and worries, (6) I volunteer to do things for the department without being asked, (7) I come in to work early so I'm ready to start teaching when classes begin, (8) I voluntarily perform tasks in the common interest of the department, (9) I usually attend non-compulsory meetings and presentations, (10) I help with organizing work-related meetings, and (11) I read internal memos and keep myself abreast of things. Which are valid and reliable (Runhaar et al., 2013). Also one of interesting measures are the 20 item used in (Rurkkhum & Bartlett, 2012) which can be used in our research which are:

Altruism:

(1)   I help others who have heavy work load.

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

(3)   I help others who have been absent.

(4)   I willingly help others who have work related problems.

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

Sportsmanship:

(6)   I am the classic "squeaky wheel" that always needs greasing.

(7)   I consume a lot of time complaining about trivial matters.

(8)   I tend to make "mountains out of molehills".

(9)   I always focus on what's wrong, rather than the positive side.

Civic Virtue:

(10) I keep abreast of changes in the organization.

(11) I attend functions that are not required, but help the company image.

(12) I read and keep up with organization announcements, memos, and so on.

Courtesy:

(13) I try to avoid creating problems for coworkers.

(14) I consider the impact of my actions on coworkers.

(15) I do not abuse the rights of others.

(16) I take steps to try to prevent problems with other workers.

Consciousness:

(17) My attendance at work is above the norm.

(18) I do not take extra breaks.

(19) I obey company rules and regulations even when no one is watching.

(20) I am one of the most conscientious employees.

Work Engagement:

Work engagement is a concept that starts to spread recently in many organizations, but actually it goes back over 20 years when William Kahn provided the first formal definition of employee engagement at 1990 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." (Kahn, 1990) .Before that and during the 70's and 80's, the focus of the HR's (or 'personnel at this time) was on employee satisfaction, which was more about employees and don't focus on the organization itself.

In 1993, Schmidt et al. proposed a relationship between the job satisfaction which was the pre-existing concept and employee engagement with the definition: "an employee's involvement with, commitment to, and satisfaction with work". George Gallup began his worldwide study of employees' needs and satisfaction in the 1930s, and during the mid of 1990s he extends the first version of his Q12. The Q12 is a twelve question copyrighted survey about employee engagement asking such questions as, "do you know what is expected of you at work?" Gallup group still updating their results till now and they survey results from more than 25 million employees around the world (Harter, Schmidt, Killham, & Agrawal, 2009)

Employee engagement today has many different definitions and measures (Robinson, Perryman, & Hayday, 2004) defined it as "emotional and intellectual commitment to the organization" when (Frank, Finnegan, & Taylor, 2004) defined it as "amount of discretionary effort exhibited by employees in their jobs". (Saks, 2006) defined employee engagement as "a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance "According to (Robinson et al., 2004) employee engagement can be defined as "the positive attitude held by the employee toward the organization and its values, involving awareness of business context, and work to improve job and organizational effectiveness". They say that engagement overlaps with commitment and organizational citizenship behavior, but it is two-way relationship between employer and employee. They say it is "one step up" from commitment. Gallup Research Group defined it as "the individual's involvement and satisfaction with as well as enthusiasm for work" (Harter et al. 2009). (Macey, Schneider, Barbera, & Young, 2009) define engagement as a "psychic kick of immersion, striving, absorption, focus and involvement". When (Shuck et al., 2011) distinctly defined employee engagement as "an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes". A global consulting firm (Towers Perrin 2009) defines it as "the extent to which employees put discretionary effort into their work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy."

Work engagement is inclusive of long-term emotional involvement and positively influences job attitudes like job satisfaction and commitment (Wagner & Harter, 2006), generates enthusiasm and feeling of connection to their organization and improves productivity (Buckingham & Coffman, 1999), (Wellins & Concelman, 2004) call it "the illusive force that motivates employees to higher levels of performance" They also refer to it as "feelings or attitudes employees have toward their jobs and organizations". (Lucey, Bateman, & Hines 2005) interpret the Gallup Engagement Index as measuring "how each individual employee connects with your company and how each individual employee connects with your customers", (DDI, 2005) uses the definition "The extent to which people value, enjoy and believe in what they do"

Work Engagement Dimensions:

It seems that the most common two definitions are Schaufeli, and Khan Definitions which have dimensions to measure. William Kahn recommended that employees can perform the responsibilities that are not mentioned in their job descriptions. Kahn also asserted that employees are likely to attach themselves according to their roles or improving their individual personality with these roles, he also defined employee 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." So, according to Kahn in the process of employee engagement "people employ and express themselves psychically, cognitively and emotionally during role performances" (Khan 1990) "harnessing" is different according to employee's three kinds of states. These states are meaningfulness, safety and availability. *Meaningfulness* refers to "the perceived benefits which are providing the base to the employees for exerting their powers in their job roles." *Safety* "imitates the employee's superficial skills to articulate his/her factual character despite the fear of retaliation or other harmful consequences." *Availability* is a "perception which uses to calculate the convenience of wherewithal for the achievement of job duties."

(Rich, 2006) defined the *physical engagement* as "it is the strong involvement of one's physical energies towards a certain task, ranging from laziness to vigorous involvement". When, *Cognitive engagement* is "the intense focus of one's attentions on the work tasks leading to thorough absorption and resistance to disturbances" (Rothbard, 2001). *Emotional engagement* is a "dominant link with employee's precise feelings, ideas and views about the job leading to feelings of enthusiasm and pride" (Rich, 2006), that's why some researchers visualized employee engagement as "passion for work". Schaufeli and his group in 2002 introduced the concept of employee engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption."(Schaufeli et al., 2006) *Schaufeli's model* of employee engagement is consisted of 3 main factors which are vigor, dedication and absorption.

Vigor is defined by Schaufeli as "high levels of energy and mental spirit" which is very close to the Kahn's *physical engagement* dimension. This definition is also supported by (Bakker & Demerouti, 2008) who defined vigor as "featured with high levels of energy and mental resilience when individuals work" and that Vigorous employees are eager to spend substantial force in their tasks and powerfully performing their roles efficiently even in challenging atmosphere.

Dedication also defined by Schaufeli as "a composition of manners encircling passion for their job, delight and stimulation" which is very close to the *emotional engagement* dimension of Kahn's. When (Chughtai & Buckley, 2008) defined it as "a strong identification with their work and encompasses feelings of enthusiasm, inspiration, pride, and challenge"

Absorption is defined as "being fully concentrated and deeply engrossed in one's work" by Schaufeli which is also very close to the Kahn's *cognitive engagement* dimension. It can also defined as "encompasses being fully concentrated and happily engrossed in individuals' work, in which time passes quickly and individuals have difficulties with detaching themselves from work" (Bakker & Demerouti, 2008).

(Maslach, Schaufeli, & Leiter, 2001) also has some different dimensions which are energy, involvement, and efficacy, which are the direct opposite of the three burnout dimensions of emotional exhaustion, depersonalization (cynicism), and inefficacy (Reduced personal accomplishment) (Maslach et al., 2001). They found that the core dimensions of burnout (exhaustion and cynicism) and engagement (vigor and dedication) are opposites of each other (Gonzalez-Roma, Schaufeli, Bakker, & Lloret, 2006).From all three segmentation we find that all researchers look for the employee engagement as managing discretionary effort that employees act in a way that go beyond their organization's interests.

Work Engagement measures:

One of the best models that measures employee engagement through vigor, absorption, and dedication is the UWES (Utrecht Work Engagement Scale) seventeen-item version instrument was developed measuring the three highly correlated factors (Schaufeli & Bakker, 2003). That's why it is one of the important tools to measure employee engagement

Vigor can be determined by six items, according to (Schaufeli & Bakker, 2003) these items refer to "high levels of energy and resilience, the willingness to invest effort", which are (1) At my work, I feel bursting with energy, (2) At my job, I feel strong and vigorous, (3)When I get up in the morning, I feel like going to work, (4) I can continue working for very long periods at a time, (5) At my job, I am very resilient, mentally, and (6) At my work I always persevere, even when things do not go well. People who get high score on vigor usually "have much energy, zest and stamina when at work" (Schaufeli & Bakker, 2003), and vice versa

Dedication can be determined by five items, according to (Schaufeli & Bakker, 2003) these items refer to "deriving a sense of significance from one's work, feeling enthusiastic and proud about one's job, and feeling inspired and challenged by it", which are (1) I find the work that I do full of meaning and purpose, (2) I am enthusiastic about my job, (3) My job inspires me, (4) I am proud on the work that I do, and (5) To me, my job is challenging. People who get high score on dedication "strongly identify with their work because it is experienced as meaningful, inspiring, and challenging. Besides, they usually feel enthusiastic and proud about their work" (Schaufeli & Bakker, 2003) and vice versa

Absorption can be determined by six items, according to (Schaufeli & Bakker, 2003) these items refer to "being totally and happily immersed in one's work and having difficulties detaching oneself from it so that time passes quickly and one forgets everything else that is around.", which are (1) Time flies when I'm working, (2) When I am working, I forget everything else around me, (3) I feel happy when I am working intensely, (4) I am immersed in my work, (5) I get carried away when I'm working, and (6) It is difficult to detach myself from my job. People who get high score on absorption "feel that they usually are happily engrossed in their work, they feel immersed by their work and have difficulties detaching from it because it carries them away" (Schaufeli & Bakker, 2003).

There is no broadly-accepted tool exists to measure the construct when conceptualized beyond work engagement (Macey et al., 2009). Professionals use many tools to measure the conceptualizations of employee engagement, example the Gallup 12-item Worker Engagement Index (Harter et al.,2009), the (Towers Perrin 2009).Several consulting firms such as Valtera Corporation, Hay Group, Pricewaterhouse Coopers, and Silk Road provide employee engagement consulting services with a proprietary measurement component. Pricewaterhouse Coopers (2012) conduct several hundred employee engagement surveys every year and have a special capability to link survey results to business outcomes by leveraging world-class and industry leading benchmarking database.

Organization citizenship behavior and Work Engagement Relations:

Employee engagement, an active psychological state of employees' (Parker & Griffin, 2011), is often associated and described in congruence with OCB (Kataria et al., 2013). OCB's Empirical evidence has supported the link between engagement and OCBs. (Saks 2006), (Babcock-Roberson & Strickland, 2010) and (Christian, Garza, & Slaughter, 2011) found that engagement leads to higher levels of OCB, and (Rich, Lepine, & Crawford, 2010) found that engagement leads to proactive behavior, which is also supported by (Kennedy & Daim, 2010) that "When employees are engaged in their work, they increase the occurrence of OCB's", and that will not happen unless Employees stay in an environment and climate of the organization to show their level of engagement (Barman, 2012)

(Christian et al., 2011) proved that engaged employees being proactive, vigorous and consecrated are more consistent to invest their personal resources and act more freely to display extra-role behavior than others which increases the contextual performance and task performance. More specifically, it is believed that when employees are more absorbed and dedicated to their work, they will be more likely to engage in behaviors that are altruistic, conscientious, and virtuous. (Babcock-Roberson et al., 2010) believes that engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer while going extra mile beyond the formal job requirements, in general OCB can be described as a performance related outcome variable of employee engagement (Shuck et al., 2011).

(Kataria et al., 2013) added that the relations between employee engagement and OCB have been recently examined (Christian et al., 2011); (Schaufeli et al., 2006). Most of the research studies examined this relationship ended up with observing a positive association. (Wickramasinghe & Perera, 2014) study investigated the effect of employee engagement on OCB in terms of OCB-I and OCB-O. It was based on 2 hypotheses Employee engagement is positively related to OCB-I and Employee engagement is positively related to OCB-O, and they found that Employee engagement has a positive and significant relationship with OCB-I, but the relationship between employee engagement and OCB-O is non-significant. That means employees' engagement physically, cognitively, and emotionally during their role performances influence them to perform extra-role behavior that immediately benefit other individuals at work. (Wickramasinghe& Perera, 2014)

In (Chieh-Peng Lin,2010) study he talk about the corporate citizenship which is developing rapidly across a variety of popular initiatives, such as the financing of employees' education, promoting ethic straining programs, adopting environment-friendly policies, and sponsoring community events (Maignan & Ferrell, 2000). In this study he investigate this corporate citizenship from four dimensions which are economic citizenship, referring to the firm's obligation to bring utilitarian benefits to various stakeholders; legal citizenship, referring to the firm's obligation to fulfill its business mission within the framework of legal requirements; ethical citizenship, referring to the firm's obligation to abide by moral rules defining proper behavior in society; and discretionary citizenship, referring to the firm's obligation to engage in activities that are not mandated, not required by law, and not expected of business in an ethical sense (Maignan & Ferrell, 2000). (Chieh-Peng Lin, 2010) hypotheses were Perceived citizenship (the four dimensions) is positively related to work engagement. The results were that perceived corporate citizenship affects work engagement directly and indirectly via the mediation of organizational trust although that there is insignificant relationship between legal and ethical citizenship with work engagement. It means that he rejected these two hypotheses

(Rurkkhum & Bartlett, 2012) study was in Thailand and investigating the relationship between employee engagement and organizational citizenship behavior when testing the moderation role of Human Resource Management (HRM) practices. They found that there is a Positive relationship between employee engagement and every component of OCB were found. Positive relationship between employees engagement, perceptions of HRM practices, and OCB were also found, but no moderating effects were found for HRM Practices and OCB

In (Kataria et al., 2013) study used vigor, dedication, and absorption for measuring employee engagement, and conscientiousness, altruism, courtesy, sportsmanship, and civic virtue for measuring OCB, and found that individuals with higher levels of engagement are more likely to exhibit OCB in ways that would be expected to achieve and sustain organizational effectiveness.

(Babcock-Roberson & Strickland, 2010) were investigating also the relationship between Employee Engagement and OCB, when work engagement can work as a mediator between charismatic leadership and OCB. They found a significant positive correlation between charismatic leadership and work engagement, between charismatic leadership and OCB, between Work engagement and OCB, and there is a partial mediating of Engagement on the relation between charismatic leadership and work engagement.

(Shantzet et al., 2013) were testing the relationship between job characteristic model (Task significance, Task variety, Task identity, Autonomy, and Feedback from job) with the OCB when engagement works as a mediator. This research shows that the highest and most significant relation was between employee engagement and OCB. Also that Engagement mediated the relationship between task variety, task significance, autonomy and feedback from job on task performance, OCB and deviance

Organizational Citizenship Behavior as an Outcome of Engagement was investigated by (Barman, 2012)using satisfaction of workplace environment and satisfaction of workplace climate as independent and OCB as independent when engagement as a mediator. The results showed a very high order of significance and positive association of employees'

engagement with employees OCB and the component behavior, and it will be more significance when engagement is interacts with the satisfaction of workplace (climate, and environment)

The relation between Employee engagement and OCB is also investigated by (Runhaar et al., 2013) when testing the autonomy, and leadership member exchange as mediators for this relation, and they found that there is a positive relationship between work engagement and OCBI, and between work engagement and OCBO. When, Autonomy weakens the relationship between work engagement and OCBI. So, when autonomy is low, the relationship between work engagement and OCBI is stronger and the same goes for leadership member exchange.

3. RESEARCH METHOD

This chapter provides an overview of the research method used in this study. The purpose of this study was to explore the potential relationship between employee engagement and OCB in Cement industry in Egypt organizations. The purpose of this study was to explore the relationship between employee engagement and OCB; that's why this study is designed to follow the single cross-sectional, descriptive research following the Quantitative approach. In the following sections, the primary information related to population and sample, instruments, research procedures, and data analysis method is provided

Population:

The population for this study consisted of employees of one large Cement organization, which was selected based on personal contacts. This company was governmental sector then it was privatized, so it's now a private sector company. I was supported by one of the HR group in this company which approved to participate in this research

Sample:

Our sample in this study contains 350 employees who are available and accept to participate. The sample is designed to be drawn from non-managerial employees

Research Procedures:

I contacted the human resource department of this company to explain the research purpose and processes of this study. To convince management to support it was offered to get the results just after finishing this study. The company chose to collect data based a paper-and-pencil survey format because of the working conditions because of the education level and working in sites. I conducted a conversation with one of the HR group who is working as HR director in this company and explained the purpose of this study and how to collect this data and from whom to participate according to availability and acceptance of employees

Measures:

According to the previous literature the OCB will be measured according to the twenty measures of (Rurkkhum & Bartlett, 2012), and for the three dimensions of work engagement the (Schaufeli & Bakker, 2003) sixteen measures will be use to investigate the relationship between the two constructs.

Survey Design:

A survey will be conducted to collect data, as we need to collect a descriptive, quantitative, primary data .All items will be measured using a 5-point interval Likert-scale, ranging from (1 = strongly disagree) to (5 =strongly agree) using in-work surveys.

Data will be coded as follows: Data about each measure will be collected according to the measurements in the literature , and will be coded from 1 to 27 and an open ended question will be used as number 28 question, Answers will be coded from 1 to 5 according to the likert-scale

The survey we are willing to use is attached in the appendix, and it's translated to Arabic for our study use. Translation is reviewed by three persons who graduated from the faculty of arts – English Section

Data Analysis:

In this study we are willing to apply regression analysis to test the hypotheses, using the Statistical Package for Social Science (**SPSS v.18**). Regression analysis is required when testing hypotheses (**H_1**) Vigor will positively predict OCB, (**H_2**) Absorption will positively predict OCB, and (**H_3**) Dedication will positively predict OCB.

4. RESULTS AND FINDINGS

In this chapter we are supposed to get the data collected after analyze it and to get the results and findings, but as we previously said It's just to open door for implementing and in this study we didn't collect actual data, so we can't get results. Regardless all that we can interpret how actual data will be according to previous studies

It's clear from previous studies we discussed, that there is a highly positive significant relationship between Employee engagement and OCB, (Chieh-Peng Lin, 2010); (Babcock-Roberson & Strickland, 2010); (Rurkkhum & Bartlett, 2012); (Barman, 2012); (Runhaar et al., 2013); (Kataria et al., 2013); (Shantzet et al., 2013); (Wickramasinghe & Perera, 2014). It shows that Employee Engagement is a greatest motive that derive the Organizational Citizenship Behavior with high significant relation between them, so we expect our results to be supportive to the previous studies

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