



**Effect of Employee Involvement on Organizational Citizenship Behavior in
Environmental Agencies within North Rift Region, Kenya**

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Abstract

The study determined the effect of employee involvement on OCB. The study was anchored on the social exchange theory. The study employed explanatory research design and pragmatism philosophy. The target population of the study comprised of 935 employees drawn from environmental agencies within North Rift region. A sample size of 274 respondents was selected using multistage sampling technique. The primary data for the study was collected using closed ended questionnaires and structured interview schedule. Data was analyzed quantitatively using descriptive statistics (frequencies, percentages, means, standard deviation) and inferential statistics (Regression, Correlation and ANOVA) while qualitative data was analyzed thematically. The hypothesis was tested using multiple regression model. Findings of this study indicated that employee involvement enhances OCB ($\beta=.236$, $p= 0.00<0.05$) and whenever employees are more involved, the organization benefits from increased organizational citizenship behavior because of the paradigm shift employees incur when they have the opportunity to give their input. It therefore calls for formulation and promotion of employee involvement programs which can allow them freedom, autonomy and flexibility at the workplace so that they can develop a feeling of ownership and responsibility towards the organization.

Keywords: *Employees, Involvement, Organization Citizenship Behaviour.*

Suggested Citation:

Chepkemoi, J., Kungu, M. & Mbaraka, R. (2020). Effect of Employee Involvement on Organizational Citizenship Behavior in Environmental Agencies within North Rift Region, Kenya. *Journal of Business Management and Economic Research (JOBMER)*, Vol: 4, Issue: 6,

1. Introduction

In the unstable economic environment, we are in today, organizational success depends on engaging full capacity of employees for new ideas and strategies to gain competitive advantage (Han, Chiang & Chang, 2011; Zainnudin & Isa 2011; Batth i& Qureshi 2007; David 2005 and Ladd & Marshall, 2004). For full utilization of human capital to be realized in the organization, it is necessary that they be engaged to trigger their commitment in changing their behaviors towards work and coming up with new and better ways of increasing efficiency and effectiveness. Organizational success and positive workers perceptions towards their roles is achieved through employee involvement. Managers should embrace employee participation and work independence to foster decision making in their workplace. As a result, good interpersonal relations and increased workforce loyalty which improves work performance and OCB will be achieved (Singh & Mangat, 2013).

Involvement is created when individual workers are given chance to contribute on decision making in the company (Busck, 2010). Employee involvement is rather a management style not an aim of any organization and which results in long-term gains leading to organizational effectiveness (Amah & Ahiauzu, 2013). Employees who are fully involved in the organization according to past studies displays high levels of OCB (Stone-Romero, 2011). Suazo and Stone- Romero (2011) in their study established a significant positive link between employee involvement and OCB including both OCB-I and OCB-O referring to behaviors that benefits specific individual employees and those that benefit the entire organization respectively.

Employee involvement has a greater influence on OCB (Nadiri & Tanova, 2010). It is therefore, advisable for every organization to look for ways of empowering their employees in order to enhance their extra role behaviour. Job stress, low commitment, job dissatisfaction, lack of opportunities for self development and lack of good work relationship in the workplace can be the key causes of employee turnover and low OCB (Hong & Kadiresan, 2012). It is therefore crucial for organizations to provide team building opportunities for its workforce where discussion and interaction can be carried out both during working hours and also after their working hours (Nadiri & Tanova, 2010). There are several organizational factors that can affect the relationship between employee involvement and OCB. This is justified by the fact that employees are not living in a vacuum and are victims of organizational dynamics, which they perceive differently. However, employee involvement as an aspect of retention do not suffice for individuals to be involved OCB. In other words, HRM practices activate OCB only when the employees are good fit to organization. This calls for an all-round development of the employees in tune with the changes in the organizational environment for employee retention and OCB (Rothwell, Jackson, Ressler, Jones and Brower, 2015). If the provisions of organizational professional development policy are not in line with employees' expectations, then the employees would be forced to neglect their work and only fulfill the duties that are formally within their job description (Okurame, 2012). This gives credence to the fact that the success or failure of retention strategies used is exclusively dependent upon the perception of employees regarding these strategies, which supplicates the importance of interrogating the role of contingent factors on the relationship between employee involvement and OCB.

2. Review of Related Literature

Employee involvement refer to a set of activities that develops a feeling of accountability and ownership in employees towards the organization and enables them to participate in information processing, decision making and problem solving (Mazzei, 2014). It thus directs the power of the workforce towards the achievement of objectives and strategic goals of the organization. It can therefore be concluded that employee involvement is an important factor in organizational success because employees are the greatest organization's assets. It is the ability to allow employees to

participate in matters of the organizations (Amah & Ahiauzu, 2013). Participation and empowerment of employees in decision-making process in an organization leads to employees' responsibility and commitment in their work (Dewettinck & van Ameijde, 2011). It entails structuring ownership, capacity and responsibility in workforce (Amah & Ahiauzu, 2013).

Kersley, et al., (2013) conducted a study on diverse forms of worker involvement practices including representative participation which selects employee representatives from various teams and departments to sit on the board of the organization. Employee representatives are allowed to discuss with the top management matters touching them during this consultative process. Employees will get a chance through such forums to contribute on proposals before their implementation by the senior management. In addition, a representative participation needs acceptable solutions to problems obtained through an open communication of information and ideas (Judge & Genger, 2004). Sofijanovska and Zabijakin-Chatleska (2013) conducted a study in manufacturing sector in the Republic of Macedonia to establish the relationship between employee involvement and organizational performance. Data was collected from 36 companies of Macedonian manufacturing industry. Statistical analysis of data, quantitative techniques and hypothesis testing were carried out. The results of the study indicated a positive significant relationship between employee involvement and organizational performance. Specifically, the results indicated a significant correlation between empowerment programs, self-managing teams, employee participation and the management's perception on organizational performance. The study concluded by calling on the adoption of employee involvement programs by organizations for them to realize growth, improved performances and be able to compete both regionally and global. However, this study was not without limitations. This study was conducted in a non-African setting and manufacturing industry, which cannot be generalized in a manufacturing setting owing to the differences in institutional setting. The study also focused on the link between employee involvement and organizational performance which is a dispatch from the current study that strives to link a direct relationship between involvement and OCB. Besides, this study was conducted with a small sample size and in a small geographic area as oppose to the present study that has a sample size of 248 respondents from a conservancy which has six counties that resulted in a deep reflection of how involvement affects organizational citizenship behaviour.

Ueda (2011) investigated affective organizational commitment, collectivism and job involvement and the effect they have on OCB. Data was collected in a private Japanese university using 131 professors and clerical employees. Results indicated a positive significant link between job involvement, civic virtue and helping behavior. Helping behavior and sportsmanship were significantly and positively affected by affective organizational commitment. Civic virtue and helping behavior were positively influenced by collectivism. Furthermore, collectivism moderated the relationship between affective organizational commitment and civic virtue. However, this study was faced with some limitations. First the study was conducted in academic sector with different institutional setting which can affect generalizability of results. The study also focused on the link between employee involvement and affective organizational commitment, and collectivism on organizational citizenship behavior which is a dispatch from the current study that strives to link a direct relationship between involvement and OCB. The study also made use of collectivism to moderate the relationship between the variables as oppose to the current study which uses career development to moderate the relationship between employee involvement and OCB. The study sampled only 131 professors and clerical workers in a private Japanese university as oppose to the present study that has a big sample size of 248 respondents.

Wickramasinghe and Perera (2014) studied the influence of perceived organizational support, employee engagement and OCB on quality performance in manufacturing firms in Sri Lanka. 255 shop-floor workers were randomly selected. Data analysis was done using structural modeling equation. The study found out that the link between perceived organizational support, employee engagement and quality performance were mediated by OCB-I. Nonetheless, the findings suggested that neither perceived organization support nor employee engagement operate as an antecedent to organization citizenship behaviour that immediately benefit the organization in general (OCB-O). However, this study was not without limitations. The study was conducted in a manufacturing firms sector with different institutional setting. The study also focused on the link between perceived organizational support, employee engagement and organization citizenship behaviour on quality performance which is a dispatch from the current study that strives to link a direct relationship between involvement and OCB.

3. Methodology

This study adopted explanatory research design and pragmatism philosophy. The researcher picked 274 respondents using Krejcie and Morgan table (Appendix V). Purposive sampling was used to pick ten administrators from the Environmental Agencies under study and who were interviewed with the goal of getting their perception concerning the variables under study. Multistage sampling technique was used to narrow down to the employees. Cluster random sampling technique was used to select the three agencies within the North Rift Region. The study developed questionnaires based on the research objectives and hypotheses to collect data. Interviews were used to get information from the key informants (Administrators) while questionnaires were administered to technical staff. Reliability of the instrument was tested using Cronbach alpha test, which refers to a measure of internal consistency (Cronbach, 1951). Content validity was ensured by seeking comments and recommendations of experts in School of Business and Economics, department of Human Resource Development before data collection. The experts scrutinized the instruments to check whether they addressed the specific objectives and if their format and language was appropriate.

Measurement of Variables

The study first determined the indicators of each variable before measuring the research variables, and then employed Likert scale to measure independent variables and dependent variables. The scale comprised of an interval scale of 1-5 (where; 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree).

Organizational Citizenship Behaviour

The five dimensions of OCB which includes altruism, courtesy, conscientiousness, sportsmanship and civic virtue were measured using a set of 24 items based on the conceptual work of Organ (1988) and developed by Podsakoff *et al.* (2009).

Employee Involvement

This study adopted informative, consultative and discretion participation as measures of employee involvement.

Table 1: Measures of Variables

Variables	Measurements	Author
Employee Involvement	Informative	(Heckscher, 2018)
	Consultative	
	Discretion participation	
Organizational Citizenship Behaviour	Altruism	Podsakoff <i>et al.</i> (2009)
	Courtesy	
	Conscientiousness	
	Sportsmanship	
	Civic virtue	

Model Specification

Linear regression analysis was applied to analyze the relationship between dependent variable and independent variables. Linear regression analysis usually predicts the value of the dependent variable, Y for given values of independent variable, X1. F-test in the ANOVA table was used to test for the suitability of linear regression model where a significant F indicates a linear relationship between Y and at least one of the X's. The regression model was interpreted by examining the coefficient of determination (R²). The R² always lies between 0 and 1 and the closer it is to 1, the better is the model and its prediction. The t-test of regression coefficient was interpreted to test the null hypotheses. The significance of the t-test of a regression coefficient showed that the variable in question influences Y significantly. The beta (β) coefficient for each independent variable was generated from the model. Multiple regression model for direct effects between employee involvement and organizational citizenship behaviour was given as:

$$Y = \beta_0 + C + \beta_1 x_1 + \varepsilon_i$$

Where;

Y = Organizational Citizenship Behaviour;

β_0 = constant term or intercept;

C = control variables in the model;

β_1, \dots, β_4 = the coefficients of the variables in the model;

x_1 = Employee involvement

ε = error term in the model.

4. Results and Discussion

A total of 274 structured questionnaires were distributed to employees of three Environmental Agencies in North Rift Region. Out of the 274 questionnaires, 194 questionnaires were filled and returned. This represented 71 percent response rate. Any response of 50 percent and above is adequate for analysis, 60 percent is good and above 70 percent very good. Therefore, the response rate of 71 percent was thus very good (Benaquisto and Babbie, 2002). This response rate was determined through making personal calls and paying visits to remind the respondents to fill-in and return the questionnaires. The use of research assistants who dropped and later picked the filled - in questionnaires was also enhanced.

Sample characteristics

Majority of the employees were male with a proportion of 61.3 percent, while female constituted 38.7 percent, which means that although the majority of respondents are male, the population of females is more than one third of the sample population. This suggests that the organization is adhering to the principle of gender equality in employment and thus the decisions made by the organization are bound to be gender sensitive. Majority of employees are at the youth stage, which is an age full of energy and thus the Environmental Agencies do not have the problem of ageing staff. Majority of employees had served for more than six years as indicated by a proportion of 95.4 percent. The implication of this is that the respondents had adequate work experience as well as knowledge of the organization they work in to be able to give credible information that the study can rely on. majority of employees had more than high school level of education, hence, were well educated and could understand what was sought by this study and even interpret the questionnaire well. Majority of them are also trained and it is only 33 percent, who are at the level of high school and primary.

Another implication would be that there are good retention strategies like training and development of staff so that most of them are well educated and trained.

Table 2: Demographic Characteristics

		Frequency	Percentage
Gender	Male	119	61.3
	Female	75	38.7
	Total	194	100
Age	< 21yr	2	1
	21- 30yrs	46	23.7
	31-40yrs	101	52.1
	41-50yrs	26	13.4
	>50yrs	19	9.8
	Total	194	100
Work Experience	< 5yrs	9	4.6
	6 - 10yrs	27	13.9
	11 - 15yrs	35	18
	16 - 20yrs	96	49.5
	>20yrs	27	13.9
	Total	194	100
Level of education	Primary	11	5.7
	Secondary	53	27.3
	College	88	45.4
	Undergraduate	31	16
	Postgraduate	11	5.7
	Total	194	100

Descriptive Statistics

Employee involvement is an employee retention strategy which is a key aspect of an organizational structure used to achieve positive perceptions from employees and to increase efficiency and retention (Armstrong & Taylor, 2014). Results in Table 3 revealed that teams are allowed freedom, autonomy and flexibility to exercise control over their work (mean = 4.24, sd = 0.717). Consequently, employees develop a feeling of ownership and responsibility towards the organization hence they are likely to engage in OCB. Moreover, seminars, conferences and workshop are often conducted as a way of employees learning new knowledge (mean = 4.09, sd= 0.90). Evidently, employees are exposed to learning opportunities at the workplace. As such they are likely to display loyalty and commitment towards the organization. Also, managers consult their juniors before making decisions that will affect them (mean = 4.06, sd = 0.92). This leads employees’ commitment and responsibility in their work and organization. Besides, employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements (mean = 3.93, sd = 1.00). Stone-Romero, (2011) confirmed that employees who are mostly involved in the organization display increased levels of OCB. Therefore, involving employees in goal setting is likely to lead to increased levels of OCB. Also, the management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees (mean = 3.88, sd = 1.415). Finally, the organization has elected employee representatives (mean = 3.64, sd = 1.34). Overall, employee involvement summed up to a mean of 3.973, standard deviation 0.727, skewness -0.558 and kurtosis of -0.396.

Table 3: Descriptive Results on Employee Involvement

n=194	Mean	Std. Deviation	Skewness	Kurtosis
Employees participate in setting the goals and objectives concerning their roles and are given the opportunity to suggest on improvements.	3.930	1.000	-0.640	-0.499
Managers consult their juniors before making decisions that will affect them	4.060	0.920	-0.891	0.098
The organization has elected employee representatives	3.640	1.340	-0.869	-0.402
Management encourages sharing of information, ideas and knowledge between managerial and non-managerial employees	3.880	1.415	-1.064	-0.262
Seminars, conferences and workshops are often conducted as a way of employees learning new knowledge	4.090	0.900	-0.745	-0.242
Teams are allowed freedom, autonomy and flexibility to exercise control over their work	4.240	0.717	-0.727	0.448
Employee involvement	3.973	0.727	-0.558	-0.396

*KMO = 0.79, Bartlett's Test Approx. Chi-Square = 356.451, Eigenvalues=3.071 % of CV = 47.917**

The study findings in table 4 indicated that the organization recognizes the employees' accomplishments (mean = 4.15, sd = 0.84). As such, the employees feel that their present organization has a high degree of loyalty to them (mean = 4.08, sd = 0.73). Also, employees have been rewarded for their good performance (mean = 4.03, sd = 0.90). Moreover, job promotion is based on job performance and achievement in their organization (mean = 4.03, sd = 0.85). Besides, employees actively attend company meetings (mean = 4.03, sd = 0.66). As well, they confirmed that their present organization has helped them to pursue their professional goal (mean = 4.02, sd = 0.74).

There are also changed vocational schedule, workdays or shifts to accommodate co-workers needs (mean = 4.02, sd = 0.54). Besides, they go out of the way to give a co-worker encouragement or express appreciation (mean = 4.01, sd = 0.63). Further, employees' opportunity for promotion is unlimited in their present workplace (mean = 3.96, sd = 0.83). Consequently, the employees come in early or stay late without pay to complete a project or task (mean = 3.96, sd = 0.92).

Moreover, their job encourages competitive spirit (mean = 3.94, sd = 0.54). In addition, the employees help others who have heavy workloads (mean = 3.94, sd = 1.03). Besides, they help train employees even though it is not required (mean = 3.92, sd = 0.69). Further, they are willing to stand up to protect the reputation of the organization (mean = 3.90, sd = 0.65). Finally, they take steps to prevent problems with other workers (mean = 3.67, sd = 0.57). In general, the results on organizational citizenship behaviour summed up to a mean of 4.02, standard deviation 0.54, skewness -0.70 and kurtosis 0.50.

Table 4: Organizational Citizenship Behaviour

n=194	Mean	Std. Deviation	Skewness	Kurtosis
I have been rewarded for my good performance	4.03	0.90	-0.69	-0.25
My opportunity for promotion is unlimited in my present workplace	3.96	0.83	-0.59	-0.01
My present organization has help me to pursue my professional goal	4.02	0.74	-0.57	0.39
Job promotion is based on job performance and achievement in my present organization	4.03	0.85	-0.72	0.08
My present organization has recognized my accomplishments	4.15	0.84	-1.03	1.05
My job encourages competitive spirit	3.94	0.54	-0.58	0.55
I am willing to stand up to protect the reputation of the organization	3.90	0.65	-0.25	0.26
I feel that my present organization has a high degree of loyalty to me	4.08	0.73	-0.45	-0.03
I actively attend company meetings	4.03	0.66	-0.47	0.77
Changed vocational schedule, workdays or shifts to accommodate co-workers needs.	4.02	0.54	-0.70	0.50
Went out of the way to give a co-worker encouragement or express appreciation	4.01	0.63	-0.50	1.17
Helps others who have heavy work loads	3.94	1.03	-0.66	-0.69
Help train employees even though it is not required	3.92	0.69	-0.57	0.79
Came in early or stayed late without pay to complete a project or task	3.96	0.92	-0.58	-0.48
Takes steps to prevent problems with other workers.	3.67	0.57	-0.63	0.75
Lent a compassionate ear when someone had a personal problem	4.02	0.32	-.451	.605
OCB	4.02	0.54	-0.70	0.50

Test of hypothesis

Employee involvement had positive and significant correlation with organizational citizenship behaviour ($r=.723^{**}$, $p<0.01$) according to results. The hypothesis of the study stated that employee involvement has no significant effect on organizational citizenship behaviour. However, the study findings showed that employee involvement had coefficients of estimate which was significant basing on $\beta= 0.723$ ($p\text{-value} = .000$ which is less than $\alpha = 0.05$) implying that we reject the null hypothesis stating that employee involvement has no significant effect on organizational citizenship behaviour. The implication is that there is up to 0.723-unit increase in organizational citizenship behaviour for each unit increase in employee involvement. Furthermore, the effect of employee involvement was stated by the t-test value = 14.50 which implies that the standard error associated with the parameter is more than the effect of the parameter. The study hypothesis findings that there

is a relationship between employee involvement and organizational citizenship behavior are supported by Wickramasinghe and Perera (2014) studied the influence of perceived organizational support, employee engagement and OCB on quality performance in manufacturing firms in Sri Lanka. Ueda (2011) investigated affective organizational commitment, collectivism and job involvement and the effect they have on OCB. Results indicated a positive significant link between job involvement, civic virtue and helping behavior. Helping behavior and sportsmanship were significantly and positively affected by affective organizational commitment. Employees who are fully involved in the organization according Stone-Romero, (2011) display high levels of OCB. Also, Suazo and Stone- Romero (2011) established a significant positive link between employee involvement and OCB including both OCB-I and OCB-O referring to behaviours that benefits specific individual employees and those that benefit the entire organization respectively.

Table 5: Hypothesis testing

	Unstandardized Coefficients		Standardized Coefficients			correlation
	B	Std. Error	Beta	t	Sig.	r
(Constant)	1.90	0.15		12.78	0.00	.723
Employee involvement	0.53	0.04	0.72	14.50	0.00	
Model Summary Results						
R	0.723					
R Square	0.523					
Adjusted R Square	0.520					
F	210.123					
Sig.	0.000					
a Dependent Variable: OCB						

5. Conclusion and Recommendation

From the study findings employee involvement positively influenced organizational citizenship behaviour. Whenever employees are more involved the organization benefits from increased organizational citizenship behavior because of the paradigm shift that employees incur when they have the opportunity to give their input. Consequently, employees are motivated to perform at a high standard to achieve goals that they took part in setting. There is also a feeling of ownership and responsibility towards the organization hence employees display increased levels of OCB. Therefore, it is imperative for organizations to allow their employees freedom, autonomy and flexibility at the workplace so that they can develop a feeling of ownership and responsibility towards the organization. Also, it is important to expose employees to learning opportunities in order to foster loyalty and commitment towards the organization. Besides, employees' involvement in goal setting needs to be increased since it has been linked to increased levels of OCB

Due to the implications and limitations of the study, recommendations for further research are made. The study was only confined to the public sector. It would however be useful to carry out similar study across heterogeneous industries. Future research should therefore expand to other industries and contexts because human resource practices and organizational culture vary according to sector and country.

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