

**THE INFLUENCE OF EMPLOYEE ENGAGEMENT, ORGANIZATIONAL
CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL COMMITMENT ON**

ORGANIZATIONAL PERFORMANCE:

A STUDY OF ZAIN TELCO, SAUDI ARABIA

Al Yamani Manal Abdullah

MASTER OF HUMAN RESOURCE MANAGEMENT

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**A Project Paper Submitted to Graduate School of Business in Partial Fulfillment of the
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Resource Management

Universiti Utara Malaysia

BY

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**THE INFLUENCE OF EMPLOYEE ENGAGEMENT ORGANIZATIONAL
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ABSTRACT

This study conducted to find the relationship of the independent variables, which are employee engagement, organization citizenship behavior and organizational commitment with the dependent variable, which is the organizational performance in Saudi Arabia Telecommunication Company.

This study is limited to identifying some factors that may affect organizational performance. These include employee engagement, organizational citizenship behavior and organizational commitment. The setting for the study is a Telecommunication company in Saudi Arabia called Zain. The total populations for this company were approximately 2.200 employees including all levels. Out of this number, a total number of supervisors level are 110 employees. Otherwise, the researcher will limit the study for only supervisory level in this company; the primary objective of this study is to examine the relationships between employee engagement, organizational citizenship behavior and organizational commitment and organizational performance. This study is important for several reasons. Firstly, recognizing a positive relationship between, employee engagement, organizational citizenship behavior, organizational commitment and organizational performance; secondly, to clarify the problem and barriers encountered in the application of human resource programs in the a Telecommunication company in Saudi Arabia in the context to the case included in this study thirdly, to participate in and contribute to research, resulting in Knowledge increase, and lastly, to assist scholars and other researchers in the HRM field.

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TABLE OF CONTENTS

PERMISSION TO USE	i
DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	vi
LIST OF FIGURES	x
CHAPTER 1	1
1.1 INTRODUCTION	1
1.2 PROBLEM STATEMENT	2
1.3 RESEARCH QUESTIONS	3
1.5 SIGNIFICANCE OF THE STUDY	4
1.6 SCOPE OF THE STUDY	5
1.7 DEFINITION OF KEY TERMS	6
1.8 ORGANIZATION OF THE CHAPTERS	7
CHAPTER 2	8
LITERATURE REVIEW	8
2.1 INTRODUCTION	8
2.2 ORGANIZATIONAL PERFORMANCE	8
2.3 EMPLOYEE ENGAGEMENT (EE)	10
2.4 THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE	14
2.5 ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)	19
2.4. THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL PERFORMANCE	21
2.7 ORGANIZATIONAL COMMITMENTS	29
2.5 THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL PERFORMANCE	32

2.6 CONCLUSIONS	33
CHAPTER 3	34
METHODOLOGY	34
3.1 INTRODUCTION	34
3.2 RESEARCH FRAMEWORK	34
3.2.1 Independent Variable	34
3.2.2 Dependent Variable	35
3.3 HYPOTHESES DEVELOPMENT	36
3.4 RESEARCH DESIGN	37
3.5 SOURCES OF DATA	38
3.5.1 Primary Data	38
3.5.2 Secondary Data	38
3.6 POPULATION AND SAMPLING	39
3.6.2 Targeted Sample and Sample Size	40
3.7 DATA COLLECTION METHOD	41
3.8 MEASUREMENT OF VARIABLES	41
3.8.1 Organizational Performance	41
3.8.2 Employees engagement	42
3.8.3 Organizational Citizenship Behavior	44
3.8.4 Organizational commitment	46
3.9 QUESTIONNAIRE DESIGN	48
3.10 DATA ANALYSIS TECHNIQUES	49
3.11 CONCLUSION	51
CHAPTER 4	52
FINDINGS	52
4.1 INTRODUCTION	52

4.2	OVERVIEW OF DATA COLLECTED	52
4.2.1	Response Rate	52
4.3	RESPONDENTS' PROFILE	53
4.4	RELIABILITY ANALYSIS	55
4.5	DESCRIPTIVE ANALYSIS	56
4.6	MAJOR FINDINGS	57
4.6.1	Pearson Correlation Coefficient	57
4.6.2	Hierarchical Multiple Regression Analysis (HMRA)	60
4.7	SUMMARY OF THE FINDINGS	62
4.8	CONCLUSIONS	63
	CHAPTER 5	64
	DISCUSSION, RECOMMENDATION, AND CONCLUSION	64
5.1	INTRODUCTION	64
5.2	DISCUSSION	64
5.3	LIMITATIONS OF THE STUDY	67
3.5.1	Financial Constraints	67
3.5.2	Lack of Experience	68
3.5.3	Respondents Co-operation	68
5.4	RECOMMENDATIONS FOR FUTURE RESEARCH	68
5.5	CONCLUSIONS	69
	REFERENCES	70
	APPENDIX A	76
	APPENDIX B	82

LIST OF TABLES

ITEMS

PAGE

Table 2.1	Literature review the influence of engagement on organizational performance	19
Table 2.2	Summarize the reason how OCB might influence organizational performance	24
Table 3.1	Total number of employees in Zain Telecommunication Company (Telco)	40
Table 3.2	Distribution of variables for Organizational Performance	41
Table 3.3	Distribution of variables for employee engagement	43
Table 3.4	Distribution of variables for organizational citizenship behavior	45
Table 3.5	Distribution of variables for organizational commitment	47
Table 4.1	Response Rate	53
Table 4.2	Respondents Profile	53
Table 4.3	Reliability Analysis	55
Table 4.4	Descriptive Statistics of Variables	56
Table 4.5	Interpreting the R-value for Inter-correlations	58
Table 4.6	Pearson Inter-correlations Matrix Result.	59
Table 4.7	Results of Hierarchical Multiple Regression Analysis	61
Table 4.8	Summary Findings	62

LIST OF FIGURES

ITEMS		PAGE
Figure 3.1	Research Framework	35

CHAPTER 1

1.1 INTRODUCTION

Nowadays the management paradigms are becoming more human resources. Companies need their employees to contribute their creativity, ideas, and opinions to various issues to improve overall company performance. Employees may be instructed, even forced to do their job, nevertheless, no one can force another person to follow their dreams and passions in a normal work situation. Developing creative ideas and finding passion for one's work requires personal responsibility (Peters & Waterman, 1982). Covey (1997) explained that it is possible to purchase man power but it is not possible to purchase employees' hearts, minds, and souls. These days, the most significant resources of an organization are employees' intelligence and abilities (Marshall, 2000). In order for any organization to utilize the intelligence and the productivity of personnel, the employees must feel a sense of belonging to the organization.

Employees play an important role in achieving organizational performance; therefore, analysis of their psychological characteristics and the impact of these on the organization are crucial. Organizational commitment, citizenship behavior and engagement in particular, have been a major field of study in recent years. So this study attempts to examine the influence of these three variables on the performance of Saudi Arabia Telecommunication Company.

1.2 PROBLEM STATEMENT

This study arises from the need to know what factors can increase the organizational performance of firms in Saudi Arabia. The increasing pressures from the rapid changes that are happening in the business environment have led to a variety of responses between industrial organizations. Globalization of markets and production, the rate of technological innovation and fluctuation in consumer demand are among the factors that have increased the dynamism of the competitive environment to which organizations must respond. These factors make it very hard for companies to differentiate themselves from their competitors on the basis of products, prices, and technology which is considered as important demands to increase organizational performance (Fisher, Schoenfeldt, & Shaw, 2006). So it is known that positive employee's behavior can positively affect organizational performance. Numerous studies have shown a positive relationship between employee engagement, organizational citizenship behavior, organizational commitment and organizational performance (The Gallup Organization, 2004; Chien, 2004; Meyer & Allen, 1997).

Although of all the studies that had been done to explain the relationships between employee factors and the organizational performance, the one way of causation has been said to be unsatisfactory (Edwards & Wright, 2001). There seems to be a rising interest and need for additional robust and quantitative evidence to support the link between employee factors and organizational performance (Gerhart 2005).

However, previous studies in Saudi Arabia are quite limited in investigating this phenomenon; little empirical research has been done to date. So the purpose of the study is to broaden the body of knowledge regarding the effect of employee

engagement, organizational citizenship behavior and organizational commitment on organizational performance within the telecommunication company in Saudi Arabia. This study is important because organizations within the telecommunication company face many challenges today in maintaining and improving customer satisfaction and improving performance.

1.3 RESEARCH QUESTIONS

This research was conducted to find the relationship of the independent variables, which are employee engagement, organization citizenship behavior and organizational commitment with the dependent variable, which is the organizational performance in Saudi Arabia Telecommunication Company. The questions that can be arisen here are:

- 1) Does employee engagement affect the extent of organizational performance in Saudi Arabia Telecommunication Company?
- 2) Does organizational citizenship behavior affect the extent of organizational performance in Saudi Arabia Telecommunication Company?
- 3) Does organizational commitment affect the extent of organizational performance in Saudi Arabia Telecommunication Company?

- 4) Which among the three independent variables is the most important relates to organizational performance?

1.4 RESEARCH OBJECTIVES

The main objective of the study is to examine which among variables contributes to organizational performance in Saudi Arabia Telecommunication Company. Specifically, the objectives of this study are listed below:

1. To examine whether employee engagement does affect the extent of organizational performance in Saudi Arabia Telecommunication Company.
2. To examine whether organizational citizenship behavior does affect extent of organizational performance in Saudi Arabia Telecommunication Company.
3. To examine whether organizational commitment does affect the extent of organizational performance in Saudi Arabia Telecommunication Company.
4. To identify which among the three independent variables is the most important relates to organizational performance.

1.5 SIGNIFICANCE OF THE STUDY

The goal of any global firm is to raise its performance, and human resource management has been claimed by some researchers to play an important role. Thus, this research and its findings can be important in providing some insights into the factors needed to improve the organizational performance. This study proposes to

investigate the effects of employee engagement, organizational citizenship behavior and organizational commitment on organizational performance.

From a practical perspective, the findings of this study will be useful for top management and HRM managers and practitioners to consider the factors that can help them to improve organizational performance.

1.6 SCOPE OF THE STUDY

This study is limited to identifying some factors that may affect organizational performance. These include employee engagement, organizational citizenship behavior and organizational commitment. The setting for the study is a Telecommunication company in Saudi Arabia called Zain.

1.7 DEFINITION OF KEY TERMS

Organization performance: is the outcome or result with indicator of efforts and achievement including productivity, effectiveness, customer or staff satisfaction, profit and service quality (Burke & Litwin. 1989. P.283).

Employee engagement : an employee's attitudinal connection to his or her job and company, intention to take action in company's best interest, and willingness to provide discretionary effort in achieving business goals" (Jesuthasan, 2003, P.57).

Organizational Citizenship Behaviors (OCB): is defined as those additional work-related behaviors which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983).

Organizational commitment has been defined as an employee valuing the organizational benefits more than their personal benefits (Ozsoy, Ergul, & Bayik, 2004).

1.8 ORGANIZATION OF THE CHAPTERS

The project paper has five chapters. Chapter 1 presents the introduction, the problem statement, the research questions, the research objectives, the significance of the study, the scope of the study and the definitions of the key terms.

Chapter 2 reviews the research findings about the variables of the study and also the relationship between those variables done by other researchers.

Chapter 3 presents the method of the study, which is the research design and procedure. The chapter mentions the selection of the respondents, sample types and size, the development of the questionnaire for the research and data collection procedure.

Chapter 4 discusses the interpretation of the research findings. There are reports of the descriptive statistical analysis. The results are summarized in a number of tables to facilitate interpretation.

Chapter 5, the final chapter, discusses the interpretation of the research findings from the study. The findings from this study are compared to those found in past researches.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

According to Cawe (2006), a literature review provides important information of a project with the global of research that already exists. A literature review sets the foundation for any discussion or analysis or contemplation of implications or expectation of future research. In addition, literature review presents the explanation and the raison for a research topic (Cawe, 2006). So this chapter reviews the previous research on the influence of employee engagement, organizational citizenship behavior and organizational commitment on organizational performance.

2.2 ORGANIZATIONAL PERFORMANCE

Performance has been defined in various ways. A lot of researchers faces a challenge in determining the variable to be used in such an analysis, defining the performance measurement distinguish among activities such as (e.g. workload), , outcomes (or effectiveness, e.g. achieved its goal) outputs (e.g. number of completed payroll transactions) and efficiency (e.g. measures of the cost per outcome or output) (Worland & Manning, 2005).

Unfortunately, many researchers had tried to identify performance and had become frustrated along the way because of the great variety of ways in which performance

had been defined in the literature. Organizations have multiple and frequently conflicting goals which challenge the researcher to define it (Chow, 1994).

Organization performance is widely used as a dependent variable in organization research. It remains as one of the most vague and ambiguous definitions around. The strife to compose a meaning for organizational performance has been ongoing for many years (Rogers & Wright, 1998) and it is not limited for HRM, Katz and Kahn (1966, p. 150). This indicates that the development of satisfied criteria for organizational performance is not clearly made yet. The problem still exists.

More recently, Murphy, Trailer & Hill (1996, p. 21) conclude that *"...the lack of construct validity for what we call performance is so clear that we as a field should consider discontinuing the use of the term in research"*. In contrast, Venkatraman & Ramanujam (1986, p 803) noted that performance is played as *"...centers on the use of simple outcome-based financial indicators that are assumed to reflect the fulfillment of the economic goals of the firm."* They argued that the strategic management literatures focus on the "Financial performance as an indicator, they also proposed a broader performance construct of "Business performance" that will include both financial and operational (new products, product quality, market share) indicators. Moreover, they suggest a construct of "Organizational effectiveness" which revised a business performance. Gleason & Barnum (1986) define organizational performance in a way of distinguishing between effectiveness and efficiency; they define effectiveness as *"the extent to which an objective has been achieved"* while efficiency defined as *"the degree to which resources have been used*

economically". Moreover, they stated that efficiency is doing things right, while effectiveness is doing the right things.

In a general, many of researchers defined organizational performance by using seven dimensions in order to capture their conception of what performance means, these dimensions are; "*effectiveness, efficiency, quality, productivity, quality of work life, innovation and profitability / budget ability*" (Sink & his colleges, 1984). In this study the organizational performance variable would cover the aspect of organizational effectiveness provided if the organization meets its objective. Competence is important between the employees, it will help the organization to be more effective and perform well, and considering that the synergy between the competent is an important (Fey *et al.*, 2000; Wright *et al.*, 1994). The cooperation between the employees is more likely to assist organization to perform well (Paul & Anantharatnan, 2003).

2.3 EMPLOYEE ENGAGEMENT (EE)

The term of 'employee engagement' (EE) is rapidly gaining recognition, use and significance in the workplace. Research and consultancy firms, led by the high-profile Gallup Organization, are focusing their efforts increasingly on surveys of employee engagement that seek to get better levels of employee engagement. This is because company results have reportedly confirmed a strong link between some conceptualizations of engagement, worker performance and business outcomes (The Gallup Organization, 2004; ISR, 2005). Engagement is also more and more being examined in the business and psychological literature, as researchers effort to catch

up with its wave of recognition in the corporate world. While there is great concern and significance being placed on the concept of engagement, there is also great confusion in the literature as to what exactly engagement is as a term, and how it is to be defined and measured. Engagement has been defined, operationalised and measured in many diverse ways. Engagement may in fact be a global concept, as it seems to be a combination of job satisfaction, job involvement, organizational commitment and intention to stay. The confusion, contradiction and interchange of terms for engagement raise the question as to whether employee engagement is a valid and reliable construct at all. What ever engagement might be, unluckily the longer employees reside with an organization the less engaged they become, according to the Gallup Organization. So it is important to continually understand and promote EE in the workplace' (Lanphear, 2004, p. 1).

Engagement is more than simple job satisfaction and high retention rates. Employees' engagements are those who are physically energized, emotionally connected, mentally focused, and feel associated with the purpose of the organization (Loehr & Schwartz, 2003). Engaged employees have a link with the organization. These persons feel empowered and in control of their fate at work. They classify with the organization mission and are willing to commit the necessary emotional and personal energies essential to do extremely well in their work. In the other words, engaged individuals willingly assist accomplish agency goals and are emotionally involved in the tasks of their organization (Buhler, 2006). Having an engaged workforce in the human services field is fundamentally important because research shows that engaged workers assist organizations get in benefits such as improved efficiency, higher levels of customer satisfaction, higher productivity, and lower turnover rates (Buhler, 2006).

Ellis and Sorenson (2007) showed the conflicting way in which the term engagement has been practical by business leaders and human resource (HR) professionals over the last 20 years. They emphasized the inconsistency of using the term to refer to behaviors or to employee perceptions of particular elements of their work situation or benefits, which they feel have 'little' to do with engagement. They approve a two dimensional definition of engagement that defines an engaged employee as one who 1) knows what to do at work and 2) wants to do the work. It is their strong analysis that engagement should always be defined and assessed within the circumstance of productivity, and that the two elements of engagement noted above are necessary for driving productivity.

Rutledge (2005) defines engaged employees as being "inspired by, attracted to, committed to and fascinated with their work" (p.269). Engaged employees care about the future of the company and are willing to spend the discretionary effort to make sure that the organization succeeds (Rutledge, 2006). And they are more likely to stay with their organizations (Harter, Schmidt, & Hayes, 2002). Other definitions include: "an employees attitudinal connection to his or her job and company, intention to take action in company's best interest, and willingness to provide discretionary effort in achieving business goals" (Jesuthasan, 2003, P.57); "an individual who is fully involved in, and enthusiastic about, his or her work" (Seijts & Crime, 2006,p.32); and "an individual's involvement and satisfaction with as well as enthusiasm for work" (Harter & Schmidt, 2008 p. 269).

A more individually referenced explanation from (Kahn, 1990), explains engagement as "the simultaneous employment and expression of a person's favored self in task

behaviors that support connections to work and others, personal attendance (cognitive, physical, and emotional), and active, full role performances” (p.694). Descriptions of positive affectivity such as: adaptive, energy, and enthusiasm (Macey & Schneider, 2008), focus and absorption (Rothbard, 2003), cognitive vigilance (Kahn, 1990), vigor, energy and dedication (Shirom, 2003), are also consistently used to define the construct of engagement, and to differentiate it from other similar construct such as job satisfaction and organizational commitment (Macey & Schneider, 2008). Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank *et al* 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss *et al* (2006) define employee engagement simply as ‘passion for work’, a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

Along this vein, some researchers define engagement as the opposite or optimistic antithesis of burnout. According to Maslach et al. (2001), engagement is characterized by energy, involvement, and efficacy, the direct conflicting of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Research on burnout and engagement has found that the heart dimensions of burnout (exhaustion and cynicism) and engagement (vigor and dedication) are opposites of each other (Gonzalez- Roma et al., 2004). So, employee engagement can be consider that is related to mental processes of perception, memory, judgment, and reasoning (which is called cognitive); relating to mood, emotion, feeling and sensibilities (which is called affective), and behavioral.

2.4 THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

Harter et al. (2002) used 7,939 business units spanning across 36 organizations to find out whether there is a statistical correlation between employee engagement, loyalty and satisfaction of the customer, employee turnover, safety, productivity, and profitability. The study found that employee engagement was positively correlated with customer satisfaction and loyalty (.33), negatively correlated with employee turnover (-.30), negatively correlated with safety (-.32), positively correlated with productivity (.25), and positively correlated with profitability (.17).

The study also examined the link between employee engagement and a composite performance criterion that integrated with customer satisfaction and loyalty, employee turnover, productivity, and profitability. The study did not include safety for the reason that "the database of correlations to safety outcomes was much smaller than the database for other dependent variables at the time of this study" (Harter et al., 2002, p. 271). The study found that when correcting for measurement error of the performance measure, applying corrections for range constraint, and correcting measurement error in the independent variable, the relationship between employee engagement and the combination performance measure was .38. The study in addition performed a usefulness analysis to decide the practicality of their findings on business-unit composite results. They found that business-units that performed above the median of their origin company on employee engagement enjoyed a .43 of a standard deviation higher performance compared to business units that scored below

the company median. The researchers stated, "Across companies (using the across-company true validity correlation), business units above the median on employee engagement had a 67% success rate on composite performance compared to 33% for those below the median on employee engagement" (Harter et al., 2002, p. 275). Harter et al. also found that, using simple variance measures, "On average, business units in the top quartile one employee engagement measure produced 1 to 4 percentage point's higher profitability" (p. 275). This translates into \$80,000 to \$120,000 higher monthly revenues, or \$960,000 to \$1,440,000 per year.

In an additional study conducted by Perrin (2007), the researchers investigated employee engagement and financial statistics of 50 international organizations across a multiplicity of industries and countries over 1-year and 3-year time horizons. The study found that over a 1-year time period, organizations with higher levels of employee engagement experienced a 19% increase in operating profits, while companies with low levels of employee engagement decreased operating profits by 32%. Also, the study reported that organizations with high levels of employee engagement achieved close to a 28% increase in earnings per share; on the other hand, companies with low levels of employee engagement experienced an 11% decrease in earnings per share.

Towers Perrin's (2007) investigate another research focused on the long-term sustainable influence of employee engagement on key financials. Investigating over 40 organizations spanning a variety of industries and countries, the study found that over a 3- year time period, organizations with high levels of employee engagement achieved a 5% higher operating margin than organizations with low levels of

employee engagement. The firm in addition found that organizations with high levels of employee engagement received 3% more in net profit than companies with low levels of employee engagement. These percentages can have very big practical influence on an organizational financial situation (Harter et al., 2002). The difference of 5% more in operating profit and/or 3% more in profit can effect the perception of investors when looking at the company's income and balance sheet to assess potential shareholder value.

Hewitt Associates (2004) pointed out a realistic study that showed a correlation of .54 between organizations 5-year average total shareholder return an employee engagement scores. In this research, he conducted a regression analysis and found that employee engagement explained 39% of the variance in total shareholder return. He found a .46 correlation coefficient between revenue growth and employee engagement, indicating that organizations with higher levels of employee engagement will get a higher levels of sales increase comparing to their business peer groups.

Harter et al. (2004) did a meta-analysis using business-unit employee engagement scores across a number of organizations and business-unit revenue and/or sales statistics to find out whether there is a generalizable, positive correlation between employee engagement and revenue. In this study, the study also examined linkages between business-unit revenue and customer engagement. Using a sample-size weighted correlation coefficient, the researchers found a .24 correlation between revenue and employee engagement, representing a moderate statistical relationship between the two variables. Using this same process, the study found that the result of employee engagement and customer engagement has an increased statistical link with

revenue. The relations between the two independent variables and business unit revenue produced a .32 correlation coefficient.

The study also examined whether employee engagement can proceed as a forecaster of revenue. They found that employee engagement could clarify 24% of across-business-unit variance and 13% of the variance in within-business-unit variance. When the study applied the employee and customer engagement relations, they found that this result of independent variables could clarify 45% of the variability in business-unit variance. The study also examined a utility analysis and found that business units with high levels of employee and customer engagement (i.e., top and second quartile ranking) performed much better than business units in the lower quartiles (i.e., third and fourth quartile ranking) on revenue-generation performance.

Consultancy firms and corporations have found important advantages in employee engagement for profit and performance. The Gallup Organization found significant links between employee engagement, customer loyalty, business growth and profitability. Gallup compared stores scoring in the top 25% on employee engagement and customer loyalty against those in the bottom 25%. Stores in the bottom 25% significantly under-performed across three productivity measures: sales, customer complaints and turnover (The Gallup Organization, 2004).

A Fortune 500 company with hundreds of sell stores located during the United States hired Gallup to assist them with troubles of wildly varying performance between stores. During the three years from 2001 to 2004, Gallup expected that the total additional profit achieved since the client began implementing Gallup's performance

management systems was about \$US75 million (The Gallup Organization, 2004). The Gallup Organization cites countless examples in its literature of such results of increased corporate profitability due to increased employee engagement, and is helping a great many companies worldwide to improve their performance through enhancement in employee engagement.

The ISR investigation firm also cites many examples of increased profit after increasing employee engagement for companies. ISR examined the relationship between different levels of employee engagement and organization financial performance, measured by changes in operating margins and changes in net profit margins. Comparing high-engagement to low-engagement companies over a three-year period, the financial differences were substantial (ISR, 2005). ISR has found convincing evidence that organizations can only reach their full potential by emotionally engaging employees and customers (ISR, 2005).

From the literature review it is clear that employee engagement can impact positively on the organizational profit. So Table 2.1 showing some of the key statements that emerged from the literature explaining the relationship between employee engagement and organizational performance and profit.

Table 2.1 Literature review the influence of engagement on organizational performance

Impact of Employee Engagement	
Statement	Source
<i>"There are clear links between employee engagement and effectiveness, which, in turn, affect productivity. Employee engagement goes to the heart of organisational capability issues"</i>	Briggs (2005), Australian Government Public Service Commissioner as cited in Meere (2005)
<i>"...high levels of engagement have been found to be associated with a whole range of beneficial outcomes, including high levels of performance"</i>	CIPD (2006c)
<i>"...there appears to be a general willingness to accept the underpinning finding: the higher the level of employee commitment, the better the business outcome. If employee engagement is indeed one-step beyond commitment, the reward should be even greater"</i>	Robinson et al (2004)
<i>"...it takes little persuasion on a theoretical level to convince a business leader that employees who are more committed, work harder and smarter will be better for the company than those who turn up, do merely what they are obliged to do and leave"</i>	Melcrum Publishing (2005)
<i>"Your organisation's success depends on people's true engagement....Research has shown that engaged employees make for a stronger organisation and better business results"</i>	Right Management (2006)
<i>"Employers want engaged employees because they deliver improved business performance"</i>	CIPD (2007a)

2.5 ORGANIZATIONAL CITIZENSHIP BEHAVIOR (OCB)

Organizational Citizenship Behaviors (OCB) is defined as those additional work-related behaviors which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations (Bateman and Organ, 1983). Since these efforts are made beyond the requirements particular in the job description, their attendance cannot be enforced (Organ, 1988), and their absence cannot be penalized (Van Dyne et al., 1995). Examples of these efforts include cooperation with peers, performing extra duties without complaint, punctuality, volunteering and helping others, using time efficiently, conserving resource, sharing ideas and positively

representing the organization (Turnipseed and Rassuli, 2005). The five categories related with organizational citizenship behavior are: *altruism* - the helping of an individual co-worker on a task, *courtesy* - alerting others in the organization about changes that may influence their work, *conscientiousness* - carrying out one's duties further than the minimum requirements, *sportsmanship* - refrain from complaining about trivial matters or issues that have no value or merit to the organization, and *civic virtue* - participating in the governance (rules and policies) of how control is maintained within the organization (Chien, 2004). The practical importance of organizational citizenship behavior is that it enhances organizational efficiency and effectiveness by contributing to resource transformations, creativity, and adaptability (Williams & Anderson, 1991). Organizational citizenship behavior is divided into two categories: citizenship that benefits the organization indirectly (OCBO), and citizenship that benefits the individual directly (OCBI). This is visible within the organization when an individual who is unable to come to work will have his or her responsibilities picked up by other persons already working, due to the positive interest in other employees.

Previous research has explained the dimension of organizational citizenship behavior for the individual as altruism and organizational citizenship behavior for groups of employees within an organization as generalized compliance. Both organizational citizenship behaviors for the individual and organization are rooted within the primary standard that no formal rewards will be given for such behavior. Current study looks at the effects of this behavior as it relates to individual and organizational performance. OCB is important within the telecommunication companies because these organizations face many challenges today in maintaining and improving

customer satisfaction and improving performance. The importance of organizational citizenship behavior is evident in successful organizations when employees do more than their usual job duties and provide performance that is beyond management's expectations.

2.4. THE RELATIONSHIP BETWEEN ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL PERFORMANCE

Previous suggests that high levels of organizational citizenship behavior guide to greater efficiency and help to bring about new income for the organization. Securing needed resources in today's environment refers not only to the attraction of new members or raw materials, but also to such intangible resources as goodwill and the improved image and reputation of the organization. Some studies have shown that organizational citizenship behaviors are positively related to indicators of individual, unit, and organizational performance (Chien, 2 004).

Workers, who go more than and beyond the minimum requirements of their job description, by suggesting improvements, affect performance and result with better workgroup efficiency and increase organizational performance. OCB impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie et al, 1999). Having workers highly engaged in OCB may improve managers' efficiency by allowing them to devote a greater amount of time to long-range planning matters. Subsequently,

managers benefit from positive OCB as well as employees which increase organizational performance (Turnipseed and Rassuli, 2005).

Karambayya (1990), Organ (1988) and Podsakoff & Mackenzie (1994) have suggested that OCB facilitate organizational effectiveness, efficiency, and success, because OCB make for a more proficient use of existing resources, enables superiors to devote more time to planning, scheduling, problem solving, and organizational analysis, and enhances co-workers productivity.

Karambayya (1990) explored relationships between individual level OCB and individual- and unit-level performance, while other (MacKenzie, Podsakoff & Fetter 1991, 1993, Podsakoff & MacKenzie 1994) have investigated the effect of individual-level OCB and aggregate OCB on managerial evaluations of individual- and unit-level performance in a variety of settings. These studies suggest that OCB affects managers' evaluations of subordinates across diverse settings and hierarchical levels. Podsakoff and Mackenzie (1994) also found OCB to be related to unit performance. Theorists have conceptualized organizational effectiveness from a variety of perspectives, and numerous measurement approaches have been utilized to capture the construct, including profitability, employee development, efficiency, goal attainment, and resource acquisition (see Hall, 1991 for review). Why should OCB facilitate organizational effectiveness? To better understand these effects, we must first examine the dimensionality of OCB. Organ (1988) theorized five distinct categories of OCB: (a) altruism, the act of helping a specific person with a work-related task; (b) conscientiousness, the act of carrying out duties beyond the minimum required levels; (c) courtesy, actions that include communicating with individuals

affected by one's decisions; (d) sportsmanship, actions that are positive when people refrain from doing them, such as complaining or railing against perceived slights, and (e) civic virtue, actions that represent responsible participation in or involvement with meetings and other governance issues in the organization. Thus, employee citizenship should not only aid in the training and development of employees through acts of altruism and courtesy, but also should maintain morale through sportsmanship. Second, acts of altruism can potentially influence one's ability to import resources, and courtesy allows departments to keep from wasting resources (Organ, 1988).

Conscientiousness is an obvious key, as individuals who take few breaks, arrive on time, and maintain good attendance keep the organization stable. Finally, OCB influence efficiency and productivity through all dimensions-acts of altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. All forms of OCB tend to smooth communication, work scheduling, and cooperation in the overall operation (Organ 1988).

There are a several possible reason why organizational citizenship behavior might be positively related to increase organizational performance (Borman & Motowidlo, 1993; George & Bettenhausen, 1991.; Karambayy, 1990; Organ, 1988,1990; Podsakoff & Mackenzie,1994). In general, it has been argued (Organ, 1988; Smith et al., 1983) that citizenship behaviors may enhance performance and table 1 summarizes some of that way which increase organizational performance by OCB.

TABLE 2.2: Summarize the reason how OCB might influence organizational performance

Potential reasons how OCB influence work group or/and organizational performance	Examples
<i>OCB may enhance coworkers</i>	➤ Employees who help another worker “learn the ropes” may assist them to become more productive employees faster.
<i>OCB may enhance managerial productivity</i>	➤ Over time, helping behavior can help to increase “best practices” through the work unit or group.
<i>OCB may free resources up for more productive purposes</i>	<p>➤ If employee engage in civic virtue the supervisor may get valuable suggestions and/or feedback on his or her ideas for improving unit performance</p> <p>➤ Courteous employees, who avoid making problems for coworkers, allow the manager to avoid falling into a pattern of crisis management</p>

OCB may reduce the need to devote scarce Resources to purely maintenance functions

- If employees help each other with work-related problems. Then the manager doesn't have too; so, the manager can use more time on productive task, such as planning.
- Employees that display conscientiousness require less managerial administration and permit the manager to delegate more responsibility to them.
- To the degree that experienced employees help in the training and orienting of new employees, it reduces the need to devote organizational resources to these actions.
- If employee display sportsmanship, it frees the manager from having to spend too much of his or her time dealing with petty complains.

OCB may enhance the organizational ability to attract and retain the best people by making it a more attractive place to work

➤ A natural by-product of helping behavior is that it improve team spirit, moral, and cohesiveness, thus reducing the need for group member (or managers) to spend cost and time on group maintenance functions.

➤ Employees that display courtesy toward others reduce intergroup conflict; thereby diminishing the time spent on conflict management activities

OCB may enhance the stability of organizational performance

➤ Exhibiting civic virtue by voluntarily attending and actively participating in work unit meetings would assist the coordination of effort between team members, therefore potentially increasing the group's effectiveness and efficiency

OCB may enhance an organizational ability to adopt environment change

- Exhibiting courtesy by “touching base” with other team members or members with other functions groups in the organizations decrease the likelihood of the happening of problems that would otherwise take time and effort to resolve
- Helping behaviors may improve moral, group cohesiveness, and the sense of belonging to a team, all of which may improve performance and assist the organization to attract and retain better employees
- Demonstrating sportsmanship by being willing to “roll with the punches” and not complaining about unimportant matters sets an example for others, and thus develops a sense of loyalty and commitment to the organization that may develop employee retention.

- Picking up the slack for others that are absent, or who have heavy workload, can assist to develop the stability (reduce the availability) of the work unit's performance.
- Conscientious employees are more likely to keep a consistently high level of output, therefore reducing variability in a work unit's performance.
- Employees who are in close contact with the marketplace volunteer information about changes in the environment and make suggestion about how to act in response to them; it helps an organization to adopt
- Employees who are attend and actively In meting may aid the dissemination of information in an organization, thus enhancing its responsiveness.

2.7 ORGANIZATIONAL COMMITMENTS

Organizational commitment consider as an significant part in the study in organizational behavior, previous research found there is a positive relationship between organizational commitment and behaviors and attitudes in the workplace (Porter et al., 1974;1976; Koch & Steers, 1978; Angle & Perry, 1981). Batemen and Strasser (1984) explained that the important reasons for studying organizational commitment are linked to (a) personality of the employee's job and task, such as responsibility, (b) personal characteristics of the employee such as job tenure, age, (c) employee performance efficiency and behaviors and (d) affective, attitudinal, and cognitive constructs such as job satisfaction.

Organizational commitment has been considered in the private, public, and non-profit organizations, and more recently globally. Many researches nowadays focusing on defining the concept of organizational commitment and current research continues to investigate organizational commitment through two popular approaches, commitment-related attitudes and commitment-related behaviors. A variety of outcomes and antecedents have been identified in the last few years (Angle & Perry, 1981; Mowday et al., 1979; Hall, 1977).

Many previous researches showed that organizational commitment has been defined as an employee valuing the organizational benefits more than their personal benefits (Ozsoy, Ergul, & Bayik, 2004). Porter et al. (1974) explained three major mechanism of organizational commitment as being "a readiness to exert considerable effort on behalf of the organization, a strong belief in and acceptance of the organization's goals, and a exact wish to maintain organizational membership". McDonald and

Makin (2000), have defined organizational commitment as a psychological agreement signed between the organization and the person, in addition Valentine, Godkin, and Lucero (2002) have distinct organizational commitment as the inclination of employees' interests and commitments to the organization. Organizational commitment can also be defined as the implementation of the goals of the organization by the employees and their commitment to the organization in order to accomplish these goals.

Meyer and Allen (1991) and Dunham et al (1994) determined three types of commitment; normative commitment, continuance commitment, and affective commitment. Normative commitment is a relatively new aspect of organizational commitment having been defined by Bolon in 1993. Affective commitment is defined as the involvement, recognition and emotional attachment that an employee has with its organization and goals (Mowday et al, 1997, Meyer & Allen, 1993; O'Reily & Chatman). Porter et al (1974) showed that affective commitment divided into three factors (1) "a readiness to focus effort on assist the organization to accomplish its goal's, (2) belief in and acceptance of the organization's goals and values, and (3) a wish to maintain organizational membership". Mowday et al (1979) as well as state that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to make possible achieving the goal". Meyer and Allen (1997) keep on to say those employees keep membership out of choice and this is their commitment to the organization.

Continuance commitment is the wish to stay in an organization because of the investment that the employee has with "nontransferable" investments. Unbending investments include things such as retirement, dealings with other employees, or

things that are particular to the organization (Reichers, 1985). Continuance commitment also includes factors such as years of employment or benefits that the employee may obtain that are unique to the organization (Reichers, 1985). Meyer and Allen (1997) in addition clarify that employees who share continuance commitment with their employer often make it very hard for an employee to leave the organization

Normative commitment (Bolon, 1993) is the commitment that a person believes that they have to the organization or their feeling of obligation to their workplace. According to Weiner (1982), normative commitment is defined as a "generalized value of loyalty and duty". Meyer and Allen (1991) supported this kind of commitment prior to Bolon's definition, with their definition of normative commitment being "a feeling of obligation". It is argues that normative commitment is just normal due to the way we are raised in society. Normative commitment can be explained by other commitments such as religion, family, marriage, etc. thus when it comes to one's commitment to their place of employment they often feel like they have a ethical obligation to the organization (Wiener, 1982).

Meyer, Allen, & Smith (1993) say that the three types of commitment are a psychological state "that either distinguishes the employee's relationship with the organization or has the implications to affect whether the employee will continue with the organization". Meyer et al (1993) continue to say that usually the research shows that that employee's with a strong affective commitment will continue with an organization for the reason that they want to, those with a strong continuance commitment stay because they have to, and those with a normative commitment remain because they fell that they have to.

2.5 THE RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL PERFORMANCE

Many researches were conducted to investigate the commitment results and its impact to the overall organizations. Studies found that employee's commitment related negatively to turnover (Hakim & Viswasvaarn, 2005), absenteeism (Farrel & Stam, 1988) and counterproductive behaviors (Dalal, 2005), and effect positively to job satisfaction (Hakim & Viswasvaarn, 2005), and increase the motivation (Mathieu & Zajac, 1990), and also enhance the organizational citizenship (Riketta, 2002).

Other studies were also conducted to investigate the level of commitment and its impact on the organizations. For example, Decotiis & Summers, (1987) found that low level of commitment links to low level of morals. In addition with low level of compliance (Schappe, 1998), will cause degradation for the organization reputation, as well as affect the organization ability to recruit a high and qualified employees (Mowday *et al*, 1982). In addition according to (Meyer & Allen, 1997; Mowday, Porter, & Steers, 1982) When individuals and teams are committed to the values and goals of their organization, they have higher morale, lower turnover, increased job satisfaction , productivity and whole increase organizational performance .

Many literature reviews revealed that employees who perceived the organization value, his/ her input will respond positively by enhancing their commitment, organizational citizenship and performance (Coyle-Shapiro & Kessler, 2000; Rhoades & Eisenberger, 2002). While Benson & Lawler (2003) in their study realized that, employees will have a stronger commitment to their organizations, when they perceived that their organization is committed towards to their well-beings. For example, Coyle-Shapiro and Kessler (2000) in their study found that employers

fulfillment of their psychological contract with their employees will maximize the employee's commitment. While another study indicated that only fair employment exchange would motivate employees to be positive and affective at work (Colquitt, Conlon, Wesson, Porter, & Ng, 2001).

Floyd and Wooldridge, (1994) asserted that encourage employees to work his/ her tasks and to be committed to their organization toward achieving goals and objectives is one of the most significant challenge to the management of the organization. Lastly, Stinglhamber & Vandenberghe, (2003) concluded that, an effective of organizational commitment, employees become more empowered, valued and more trusted which is reflect positively on their performance, Consequences, that will help to increase organizational performance.

2.6 CONCLUSIONS

This chapter had presented a review of literature that focused on the relationship between employee engagement, organizational citizenship behavior and organizational commitment and organizational performance. The following chapter describes in the detail the procedures and methodology that were used for data collection and analysis in this study.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

The primary objective of this study is to examine the relationships between employee engagement, organizational citizenship behavior and organizational commitment and organizational performance. This chapter outlines the research design, the sources of data, unit of analysis, the population frame, the sample and sampling technique, the measurement, the collection and administration of data and finally the technique of analyzing data.

3.2 RESEARCH FRAMEWORK

Based on the literature review and research problem, the following research framework has been developed. This model focuses on the influence of employee engagement, organizational citizenship behavior and organizational commitment on organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

3.2.1 Independent Variable

Based on the literature review and research problem, the following research framework has been developed. This model focuses on the influence of employee engagement, organizational citizenship behavior and organizational

commitment on organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

3.2.2 Dependent Variable

According to Cooper and Schindler (2008) the dependent variable is a measured, predicted, or otherwise monitored by the researcher; expected to be affected by a manipulation of the independent variable. In this research, the researcher chooses organizational performance as the dependent variable.

The model of the study has been depicted in Figure 3.1.

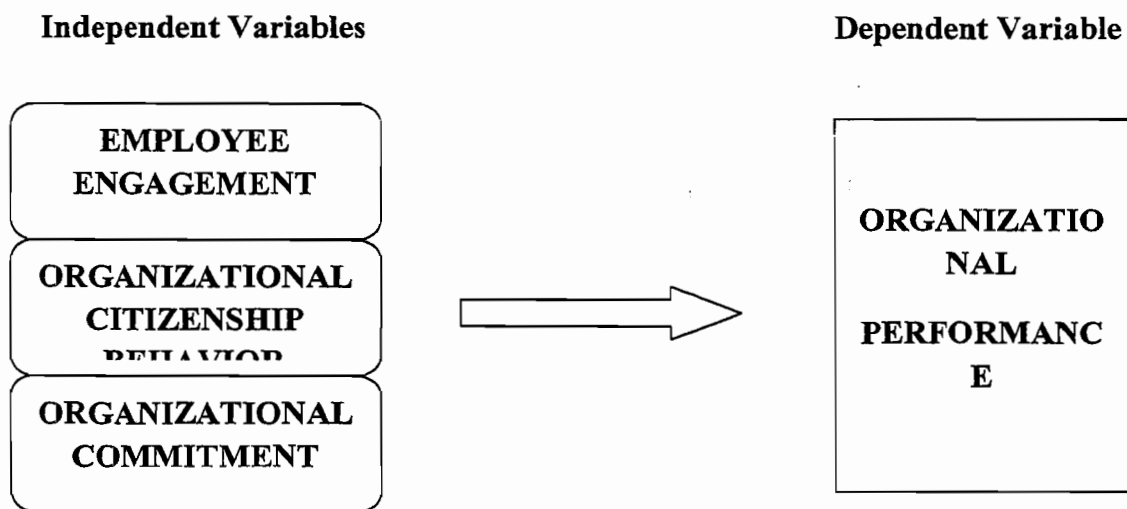


Figure 3.1: Research Framework

3.3 HYPOTHESES DEVELOPMENT

According to Cooper and Schindler (2008) hypothesis is a proposition formulated for empirical testing; a tentative descriptive statement that describes the relationship between two or more variables. An important role of the hypothesis is to suggest variables to be included in the research design. The null hypothesis (H_0) and the alternative hypothesis (H_A) (Cooper & Schindler 2008)

According to Cooper and Schindler (2008), the null hypothesis (H_0) is an assumption that no difference exists between the sample parameter and the population statistic, while the alternative hypothesis (H_A) is an assumption that a difference exists between the sample parameter and the population statistic to which it is compared; it is the logical opposite of the null hypothesis used in significance testing.

The hypotheses which were developed for this study can be seen in the following sections.

3.3.1 Hypothesis 1

H_0 : There is no significance relationship between employee engagement and organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

H_A : There is significance relationship between employee engagement and organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

3.3.2 Hypothesis 2

H_0 : There is no significance relationship between organization citizenship behavior and organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

H_A : There is significance relationship between organization citizenship behavior and organizational performance in *Zain Telecommunication Company in Saudi Arabia*

3.3.3 Hypothesis 3

H_0 : There is no significance relationship between pay and benefit and organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

H_A : There is significance relationship between organizational commitment and organizational performance in *Zain Telecommunication Company in Saudi Arabia*.

3.4 RESEARCH DESIGN

This study was designed as a quantitative study. It utilized a relational research design in an effort to examine the relationships between employee engagement organizational citizenship behavior and organizational commitment and organizational performance for employees working in Zain telecommunication Company in Saudi Arabia. According to Ary *et al.* (2002) correlation research is very helpful in a lot of studies, Correlation research methods are used to determine relationships among variables, and if two variables are correlated, then one variable can be used to predict the other. Three independent variables which were employee engagement, organizational citizenship behavior and organizational commitment . Organizational Performance is a dependent variable included in this study.

3.5 SOURCES OF DATA

Primary data and secondary data were used in this study.

3.5.1 Primary Data

According to Uma Sekaran (2000), primary data is information that first obtained by the researcher on the variables of interest for the specific purpose of study. To obtain the information, researcher has distributed a set of questionnaires to the exempt staff in Zain Telecommunication Company.

3.5.2 Secondary Data

Secondary data refer to the information gathered by someone than the researcher conducting the current study such as company record, publication, industry analysis offered by the media, web publications and so on (Sekaran, 2000). It is less time consuming and cheap to obtain the secondary data as it is already prepared by other experts. The secondary date is to get more information that could support the primary data, strengthen the information and also assist the researcher to interpret the primary data correctly. At times, secondary data can also give an insight to the researcher on the subject matters from difference perspective.

For this study, researcher gathered the secondary data from ZAIN Telecommunication Company website, annual reports, articles, which is relevant and able to support the literature review. The secondary data consists of both internal and external data sources.

3.6 POPULATION AND SAMPLING

3.6.1 Sampling Frame

The sample frame for this study consisted of and limited to the employees in *ZAIN Telecommunication Company in Saudi Arabia*. The participants of this study were the supervisory level employees of all departments. Their primary responsibilities consisted of playing mediating roles between the managerial and lower workers duties, the employees that sometime perform the lower workers duties and perform the managerial duties in the same time; the connection between the top and lower level. As a result, they would be the representatives for the top managers and lower level employees since they perform combinations duties. According to Sekaran (2000), 110 supervisors from the *ZAIN telecommunication company* would be asked to participate in the survey.

3.6.2 Targeted Sample and Sample Size

This study was conducted in Zain Telecommunication Company in Saudi Arabia. The information provided by the General Manager of Human Resource of Zain Company is illustrated in Table 3.1. Accordingly, the total populations for this company were approximately 2.200 employees including all levels. Out of this number, a total number of supervisors level are 110 employees. Otherwise, the researcher will limit the study for only supervisory level in this company. So According to Sekaran (2000), which has provided generalized scientific guidelines for sample size, the sample size for population size (P) 110 is (S) 86.

Table 3.1 Total number of employees in Zain Telecommunication Company (Telco)

Organization name	Workers (Lower employees)	Supervisors	Managers	Top Management	Total number of employees
Zain Telco	1990	110	70	30	2200

3.7 DATA COLLECTION METHOD

Data was collected using a structured survey questionnaire. The questionnaire was distributed to supervisors in Zain Telecommunication Company. Data was collected in one shot.

3.8 MEASUREMENT OF VARIABLES

3.8.1 Organizational Performance

Organizational performance was measured with 7-items from the scale developed by Wu, Yeniyurt, Kim, & Cavusgil (2006) Steele (1987) using five - point Likert scale. The *Cronbach alpha* for organization performance was very high at 0.86. The distribution of variable for organizational performance is illustrated in Table 3.2.

Table 3.2: Distribution of variables for Organizational Performance

Dependent Variable (Organizational profit)	Operational Definition	Items
ORGANIZATIONAL PROFIT	The percentage of return on the	Customer service is actively measured The Return on Investment (ROI) of our organization is higher than that of our competitors. Our organization's cash flow from operations is higher than that of our competitors.

	revenue generated	<p>Our sales growth is better than that of our competitors.</p> <p>Our organization has higher market share than our competitors.</p> <p>Management encourages employees' autonomy and tasks ownership.</p> <p>People commit to the purpose and goals of the Organization.</p>
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3.8.2 Employees engagement

Employees' engagement was measured with 11-items selected which were developed by Chartered Institute of Personnel and Development. Respondents answered their level of agreement on a 5-point scale ranging from strongly disagree to strongly agree. The distribution of variable for Organizational Commitment is illustrated in Table 3.3.

Table 3.3: Distribution of variables for employee engagement

Independent Variable (employee engagement)	Operational Definition	Items
EMPLOYEE ENGAGEMENT	<p>It's a harnessing of one's self to his or her roles at work. In engagement, people express themselves cognitively, physically, and emotionally while performing their work roles</p>	<p>Time passes quickly when I perform my job</p> <p>I often think about other things when performing my job</p> <p>I am rarely distracted when performing my job</p> <p>Performing my job is so absorbing that I forget about everything else</p> <p>My own feelings are affected by how well I perform my job</p> <p>I really put my heart into my job</p> <p>I get excited when I perform well in my job</p> <p>I often feel emotionally detached from my job</p> <p>I stay until the job is done</p> <p>I exert a lot of energy performing my job</p> <p>I take work home to do</p>

3.8.3 Organizational Citizenship Behavior

Organizational citizenship behavior was measured with 12-items from the scale developed by Podsakoff and Mackenzie (as cited in Niehoff & Moorman, 1993) the reliability or alpha for the surveys ranged from 0.78 to 0.88. The distribution of variable for Organizational citizenship behavior is illustrated in Table 3.4.

Table 3.4: Distribution of variables for organizational citizenship behavior

Dependent Variable (Organizational citizenship behavior)	Operational Definition	Items
Organization citizenship behavior	is individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and in the aggregate promotes the effective functioning of the organization	<p>Keeps Up" with developments in the company</p> <p>Attends functions that are not required but that help the company image.</p> <p>Is willing to risk disapproval in order to express his/her beliefs about what's best for the company.</p> <p>Consumes a lot of time complaining about trivial matters.</p> <p>Tends to make "mountains out of molehills" (makes problems bigger than they are).</p> <p>Always focuses on what's wrong with his/her situation, rather than the positive side of it.</p>

		<p>Helps orient new employees even though it is not required.</p> <p>Is always ready to help or to lend a helping hand to those around him/her.</p> <p>Willingly gives of his/her time to help others.</p> <p>Conscientiously follows company regulations and procedures.</p> <p>Turns in budgets, timesheets, expense reports, etc, earlier than is required.</p> <p>Returns phone calls and responds to other messages and requests for information promptly.</p>
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3.8.4 Organizational commitment

Organizational commitment was measured with 8-items selected which were developed by Meyer and Allen's (1991) which measuring the organizational commitment by using five points Likert scale. The distribution of variable for organizational commitment is illustrated in Table 3.5 below.

Table 3.5: Distribution of variables for organizational commitment .

Independent Variable (employee commitment)	Operational Definition	Items
Organizational commitment	employee valuing the organizational benefits more than their	<p>I would be very happy to spend the rest of my career with this company.</p> <p>I really feel as if this company's problems are my own.</p> <p>I owe a great deal to my organization.</p> <p>I feel that I have too few options to consider leaving this organization.</p> <p>My own feelings are affected by how well I</p>
	personal benefits	<p>perform my job</p> <p>This company has a great deal of personal meaning for me.</p> <p>I enjoy discussing my organization with people outside it.</p> <p>This organization deserves my loyalty.</p>

3.9 QUESTIONNAIRE DESIGN

A four-page close-ended questionnaire was developed to gather information about organizational performance which is dependent variable, and employee engagement organizational citizenship behavior and organizational commitment which are independent variables. The questionnaire is divided into five sections, namely section A, B, C, D and F.

Section A indicates the background of the respondent such as his/her position in the organization, his/her gender, age and qualification.

Section B: shows information on the Organizational Performance

Section C shows information on Employee Engagement

Section D shows information on Organizational Citizenship Behavior (OCB)

Section F shows information on Organizational Commitment (OC)

The scale below shows the Likert scale designated instrument with score ranging from 1 to 5 (Sekaran, 2003). Every score is shown as follows:

1	2	3	4	5
Strongly disagree	Disagree	Uncertain	Agree	Strongly agree

3.10 DATA ANALYSIS TECHNIQUES

After collecting the information from the questionnaires, a few procedures has been done such as checking the data for accuracy, key in the data into the computer, and transforming and *coding the data*, developing and documenting a database structure.

The questions were being coded to enable for analysis using Statistical Packages for the Social Science (SPSS) to measure relationship and differences between variables in this research.

In doing the analysis for the collected data and to determine whether there are a significant relationship among the drivers, researcher used Frequency Distribution, Descriptive Analysis, Reliability Analysis (Cronbach's Alpha), Correlation and Regression.

According to Malhorta (1999), the objective of frequency distribution is to obtain a count of number of responses associated with different values of one variable and to express these counts into percentage terms. By doing this, the researcher can determine the variables that include in the questionnaire such as the frequency of a respondent performance.

On the other hand, Reliability Analysis is an indication for the stability and consistency with which the instrument measures the concept and helps to access the goodness of measures. In

Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. (Cronbach's Alpha; Cronbach, 1946). Cronbach measures;

Reliability less than 0.6 considered poor.

Reliability in the range 0.7 is considered to be acceptable.

Reliability more than 0.8 are considered to be good

While correlation test was conducted to test whether we should accept or reject the hypothesis. If the observation value is greater than the critical value, then the decision rule of the hypothesis testing is to accept the alternative hypothesis (H_A). The important role of the hypothesis is to suggest variables to be included in the research design. The analysis was done by using Pearson Correlation Coefficient.

Pearson Correlation Coefficient is a statistical procedure for analyzing associative relationships between a metric dependent variable and one or more independent variables. For this research, the relationship between organizational performance in Zain Telecommunication Company in Saudi Arabia , as dependent variable with employee engagement, organizational citizenship behavior and organizational commitment as the independent variables.

The scale model suggested by Davies (1971) used to describe the relationship between the independent variables and the dependent variable, are as shown below:

0.7 and above – very strong relationship,

0.50 to 0.69 – strong relationship,

0.30 to 0.49 – moderate relationship,

0.10 to 0.29 – low relationships and

0.01 to 0.09 – very low relationship.

3.11 CONCLUSION

This chapter had discussed the research framework, the survey research method used in this study. In addition, it also discussed the sampling design, the data collection process, the questionnaire design, the measurement of the variables used in the study and finally the data analysis process and technique.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

This chapter outlines the results of data analysis obtained from data collected from respondents. The main purpose of this study is to examine the effects of employee engagement, organizational citizenship behavior and organizational commitment on organizational performance. This study aims to achieve the research objectives as well as answers the research questions highlighted in chapter one. In addition, this study intends to verify the hypotheses listed in chapter three.

This chapter is divided into eight parts which includes; overview of data collected, profile of respondents, goodness of measure, descriptive analysis, major findings, summary of findings, and conclusion.

4.2 OVERVIEW OF DATA COLLECTED

4.2.1 Response Rate

A total of 63 sets of questionnaires were distributed to respondents and fortunately 100% were returned to researcher.

Table 4.1**Response Rate**

	Total	%
Questionnaires distributed	86	100
Collected questionnaires	86	100

4.3 RESPONDENTS' PROFILE

The survey demonstrated the details concerning demographic characteristics or respondents' profile as shown in Table 4.2.

Table 4.2**Respondents Profile**

Demographic	Categories	Frequency	Percentage (%)
Age Group	20-25 years old	13	14.6
	26-30 years old	8	9
	31-35 years old	12	13.5
	36-40 years old	14	15.7
	41-45 years old	16	18
	46-50 years old	19	21.3
	51-56 years old	3	3.4
Gender	Above 56	1	1.1
	Male	66	76.7
	Female	20	23.3

Education	Diploma	18	20.8
	Bachelor	38	44.2
	Master	24	27.9
	PHD	6	7.0
Years of Experience	1-3 years	15	17.4
	4-6 years	9	10.5
	7-9 years	11	12.8
	10-12 years	14	16.3
	13-15 years	20	23.3
	16-19 years	17	19.8
Years of experience in this organization	1-3 years	30	34.9
	4-6 years	20	23.3
	7-9 years	20	20.3
	10-12 years	15	17.4
	13-15 years	1	1.2

Majority of the respondents were male 76.7 % while the remaining of 23.3% of were female. In terms graduation have 44.2 percent of the respondents' bachelor, followed by 27.9 % master, 20.9% for the diploma and 7 % for the PHD. In terms of age 22.1 percent fall under age category of 46-50 years old, followed by the age group category of 41-45 years old (18.6%), 16.3 % for the category of 36-40 years old ,15.1 for the category of 20-25 years old, 14 % for the category of 31-35 , 9.3 % for the category of 26-30 , 3.5% for the category of 51-55 and the remaining group above 56 made up the rest. For work experience, 23.3 percent of respondents have 13-15 years of work experience followed by 16-19 years of experience (19.8%), 1-3 years of experience (17.4%), 10-12 years of experience 16.3 % , 7-9

years of experience (12.8 %), and finally 4-6 years of experience 10.5%. In terms of years of experience in the current organization, 34.9% percent of the respondents had 1-3 years of experience, followed by both 4-6, 7-9 years of experience (23.3%), 17.4% percent had experience of 10-12 years, and only 1.2 percent had experience of 13-15 years.

4.4 RELIABILITY ANALYSIS

According to George & Mallery (2003), reliability is the degree to which measure are free from error and therefore yield consistent results. According to Sekaran (2003), the closer the reliability coefficient gets to 1.0, the better it is, and those values over .80 are considered as good. Those value in the .70 is considered as acceptable and those reliability value less than .60 is considered to be poor (Sekaran, 2003).

Table 4.3

Reliability Analysis

Variables	No. of Items	Cronbach's Alpha
Organizational Performance	7	0.685
<u>Employee Engagement</u>	11	0.405
Organization citizenship behavior	12	0.635
Organizational commitment	8	0.438

H's Alpha value for dependent variables, organizational performance had good Cronbach's Alpha (.685). And for the independent variables which are employee engagement the Cronbach's Alpha(.405) , the organizational citizenship behavior the Cronbach's Alpha (.635) and organizational commitment Cronbach's Alpha(.438).

4.5 DESCRIPTIVE ANALYSIS

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4.4.

Table 4.4

Descriptive Statistics of Variables

Variables	Mean	Std. Deviation
Organizational performance	4.3023	0.3362
Employee engagement	3.5232	0.2435
Organizational citizenship behavior	3.9767	0.2871
Organizational Commitment	4.1279	0.2677

All variables were evaluated based on a 5-point scale. From Table 4.4, the results show that the mean values for the dependent variable, organizational performance and independent variable which are, employee engagement, organizational citizenship behavior and organizational commitment all above moderate. The mean value for the dependent variable, organizational performance (M=4.3023), and for the parts of the

in independent variables, employee engagement ($M=3.5232$), organizational citizenship behavior ($M=3.9767$), and organizational commitment ($M=4.1279$). In addition, the standard deviation, which is another measure of dispersion for interval and ratio scale data, offers an index of the spread of a distribution or the variability in the data. The standard deviation, in conjunction with the mean, is a very useful tool because of the following statistical rules, in a normal distribution (Sekaran, 2003):

The above Table shows the standard deviation for organizational performance which is (0.3362), and for each of the independent variables, employee engagement (0.2435), organizational citizenship behavior (0.2871) and organizational commitment (0.2677).

4.6 MAJOR FINDINGS

The results of Pearson Correlation Analysis and Hierarchical Multiple Regression are presented in the following section.

4.6.1 Pearson Correlation Coefficient

According to Sekaran (2003), in research project that includes several variables, beyond knowing the means and standard deviations of the dependent and independent variables, the researcher would often like to know how one variable is related to another. Inter-correlations analysis indicates the nature, direction and significance of the bivariate relationship of the variables used in the study.

Theoretically, there could be a perfect positive correlation between two variables, which is represented by 1.0 (plus 1), or a perfect negative correlation which would -1.0 (minus 1). While correlation could range between -1.0 and +1.0, the researcher need to know if any correlation found between two variables is significant or not (i.e.; if it has occurred solely by chance or if there is a high probability of its actual existence). As for the information, a significance of $p=0.05$ is the generally accepted conventional level in social sciences research. This indicates that 95 times out of 100, the researcher can be sure that there is a true or significant correlation between the variables, and there is only a 5% chance that the relationship does not truly exist.

Davis (1997) proposed the rules of thumb that need to be used in interpreting the r-value obtained from inter correlations analysis as shown in Table 4.5 below.

Table 4.5
Interpreting the r-value for Inter-correlations

R-value	Relationship
Above 0.70	Very strong relationship
0.50 – 0.69	Strong relationship
0.30 -0.49	Moderate relationship
0.10 - 0.29	Low relationship
0.01 – 0.09	Very low relationship

The correlation matrix between dependent variable and independent variables are exhibited in Table 4.6 below. The finding from this analysis is then compared against the hypotheses developed in this study.

Table 4.6
Pearson Inter-correlations Matrix Result.

	Organizational performance (1)	Employee engagement (2)	OCB (3)	Organizational commitment (4)
1	-	.277(**)	.027(**)	-.129
2		-	-.121	-.352(**)
3			-	.200
4				-

*. Correlation is significant at the 0.05 level (2- tailed) $p \leq 0.05$

**Correlation is significant at the 0.01 level (2-tailed) $p \leq 0.01$

H1: There is significance relationship between employee engagement and organizational performance.

The relationship between employee engagement is tested against organizational performance using Pearson Correlation coefficient the result indicate that there is a positive significant relation 0.277

H2 There is significance relationship between organizational citizenship behavior and organizational performance

The relationship between Islamic work ethics is tested against continuance commitment using Pearson Correlation coefficient. The results indicate that there is a positive significant relation between the variable which is .027

H3: There is significance relationship between organizational commitment and organizational performance

he relationship between organizational commitment is tested against normative organizational performance using Pearson Correlation coefficient. The results indicate that there is no relationship between the two variables ($r = -.129$, $n = 86$, $p > .05$). However, the result from Hierarchical Multiple Regression shows that there exist a significant relation between organizational commitment and organizational performance, ($\beta = -.048$, $n = 86$, $p < .0005$).

4.6.2 Hierarchical Multiple Regression Analysis (HMRA)

A 2-step of Hierarchical Multiple Regressions Analysis (HMRA) was conducted. In the first step, the independent variable, Islamic work ethics were regressed against the dependent variable, organizational commitment. The Table 4.7 and 4.8 below shows the results of HMRA.

Table 4.7**Results of Hierarchical Multiple Regression Analysis**

Variables	Standardized Coefficients	Sig
	Beta	
Employee engagement	.268	.020
Organizational citizenship behavior	.069	.523
Organizational commitment	-.048	.674
<hr/>		
F Value	2.457	
R	.287	
R Square	.082	
Adjusted R Square	.049	

In Table 4.7, the Multiple R shows a substantial correlation between the independent variables and the dependent variable which is organizational performance ($R = .278$). The R-square value identifies the portion of the variance accounted for by the independent variable that is approximately .001 of the variance in the organizational performance is accounted for by employee engagement, organizational citizenship behavior and organizational commitment. This value indicates that the Islamic work ethics explained organization commitment by .001 this indicates that the model is satisfactorily robust. The value of Adjusted R Square obtained is .049

The results also shows that the independent variables are significantly correlated to organization commitment with coefficient alpha $< .0001$.

The beta (β) value for employee engagement was .268, OCB .069 and for the organizational commitment it was -.048; this explains the significance of the independent variables to organization performance. The model summary also show the F change value of 2.457 is significant at 0.001 levels.

4.7 SUMMARY OF THE FINDINGS

The summary of the findings is shown in Table 4.9.

Table 4.8

Summary Findings

	The Hypotheses	Decision
H1	There is significance relationship between employee engagement and organizational performance.	Accepted
H2	There is significance relationship between organizational citizenship behavior and organizational performance.	Accepted
H3	There is significance relationship between organizational commitment and organizational performance.	Accepted

4.8 CONCLUSIONS

From the above findings, correlation analysis concludes that all the four independents variables are significantly related to organizational performance. This chapter had presented the findings collected from the respondents. Based on the data gathered, the correlation analysis indicates that all three independents variables were significantly related to organizational performance. The next chapter will discuss the recommendation and conclusion for the study.

CHAPTER 5

DISCUSSION, RECOMMENDATION, AND CONCLUSION

5.1 INTRODUCTION

This is the final chapter of this project. In this chapter, the findings of the study will be further discussed and recommendations for future research are also suggested.

5.2 DISCUSSION

The purpose of this study is determined whether there is any a relationship between the three independent variables namely employee engagement, organizational citizenship behavior and organizational commitment with the dependents variable – organizational performance in one of Jordan telecommunication company called Zain.

In the following discussion, results of each objective are reviewed and compared with previous literature.

Objective 1: To examine whether employee engagement does affect the extent of organizational performance.

The positive and acceptable coefficient value between employee engagement and organizational performance suggest that employee engagement is one of the area that management should look into as it is significantly related with the organizational performance in in Zain telecommunication company. This explained that, if the employee's attitudinal connection to his or her job and company, intention to take action in company's best interest, and willingness to provide discretionary effort in achieving business goals, the performance of the organization will increased.

This finding is parallel to the research conducted by study conducted by Perrin (2007), the researchers investigated employee engagement and financial statistics of 50 international organizations across a multiplicity of industries and countries over 1-year and 3-year time horizons. The study found that over a 1-year time period, organizations with higher levels of employee engagement experienced a 19% increase in operating profits, while companies with low levels of employee engagement decreased operating profits by 32%. Also, the study reported that organizations with high levels of employee engagement achieved close to a 28% increase in earnings per share; on the other hand, companies with low levels of employee engagement experienced an 11% decrease in earnings per share.

Objective 2: To examine whether organizational citizenship behavior does affect extent of organizational performance.

The results of this study indicates a positive relationship between organizational citizenship behavior and organizational performance, whereby employees who provide additional work-

which go above and beyond the routine duties arranged by their job descriptions or measured in formal evaluations will effect positively to increase organizational performance.

This finding is parallel to the research conducted by study conducted by Chien (2004). which explained that organizational citizenship behaviors are positively related to indicators of individual, unit, and organizational performance.

Objective 3: To examine whether organizational commitment does affect extent of organizational performance.

The results of this study indicate a positive relationship between organizational commitment and organizational performance. This finding is parallel with previous research findings done by Stinglhamber & Vandenberghe, (2003) where they argued that an effective of organizational commitment, employees become more empowered, valued and more trusted which is reflect positively on their performance, Consequences, that will help to increase organizational performance.

Objective 4: To identify which among the three independent variables is the most important relates to employee engagement.

The results of this study indicate that employee engagement is among the three independent variables that most important relates to the organizational performance. This finding is parallel with Harter et al. (2004) where he did a meta-analysis using business-unit employee engagement scores across a number of organizations and business-unit revenue and/or sales

statistics to find out whether there is a generalizable, positive correlation between employee engagement and revenue. In this study, the study also examined linkages between business-unit revenue and customer engagement. Using a sample-size weighted correlation coefficient, the researchers found a .24 correlation between revenue and employee engagement, representing a moderate statistical relationship between the two variables. Using this same process, the study found that the result of employee engagement and customer engagement has an increased statistical link with revenue. The relations between the two independent variables and business unit revenue produced a .32 correlation coefficient.

5.3 LIMITATIONS OF THE STUDY

This research is restricting by several limitations. The various limitations stated as follows:

3.5.1 Financial Constraints

Financial problem is one of the limitations while completing the projects paper. With a high budget research, researcher is left with small amount of budget to spend on. All the expenses must all be considered to ensure smooth completions of this project paper.

3.5.2 Lack of Experience

This is the first time that the researcher is performing the research. The researcher does not have sufficient knowledge and experience in conducting the research. The researcher found that study on this subject is not an easy task since it requires many skills and high level of experience in all level of research. As a result, this can affects the outcomes of this research indirectly.

3.5.3 Respondents Co-operation

The researcher will expect that not all of the respondents will give good co-operation in answering the questionnaire and some will not take it seriously as well.

5.4 RECOMMENDATIONS FOR FUTURE RESEARCH

This study had provided only a small portion of idea regarding on the factors needed to improve the organizational performance. In the context of Zain telecommunication in Saudi Arabia. Hence, it would be beneficial for future research to consider the following suggestions:

Expand the study into other industries to enhance the consistency of results.

Include other driver to measure organizational performance so that this will increase the accuracy of understanding the drivers that could impact the organizational performance

5.5 CONCLUSIONS

The four objectives in this study have been achieved whereby the results had shown that employee engagement, organizational citizenship behavior and organizational commitment are related to organizational performance. Among all the three independent variables, employee engagement is found to be the strongest drivers of organizational performance in the context Zain telecommunication company. Therefore, Zain Telecommunication Company. Should channel more time and resources in this area as it brings a great impact in enhancing the level of the performance in Zain Telecommunication Company .

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APPENDIX A

Questionnaires

THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT, ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL PERFORMANCE

FEED BACK FORM

- Organization Name: _____.

Section A: Demographic Information

Age (Please Tick your age Group)

20-25	26-30	31-35	36-40	41-45	46-50	51-55	Above 56

Please Tick applicable gender

Male	Female

Education *(Please Tick your Education Group)*

	Diploma	Degree	Masters	PHD	

Total years of Experience (*Please Tick your Experience Group*)

1-3	4-6	7-9	10-12	13-15	16-19	20 or above

Total years of Experience with this Organization (*Please Tick your Experience Group*)

1-3	4-6	7-9	10-12	13-15	16-19	20 or above

Date _____ **Designation** _____

Department _____

Section B: **organization performance:** Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please circle your answer).

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

1. Customer service is actively measured	1	2	3	4	5
2. The Return on Investment (ROI) of our organization is higher than that of our competitors.	1	2	3	4	5
3. Our organization's cash flow from operations is higher than that of our competitors.	1	2	3	4	5
4. Our sales growth is better than that of our competitors.	1	2	3	4	5
5. Our organization has higher market share than our competitors.	1	2	3	4	5
6. Management encourages employees' autonomy and tasks ownership.	1	2	3	4	5
7. People commit to the purpose and goals of the Organization.	1	2	3	4	5

Section C: **employee engagement:** Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please circle your answer).

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

1. Time passes quickly when I perform my job	1	2	3	4	5
2. I often think about other things when performing my job	1	2	3	4	5
3. I am rarely distracted when performing my job	1	2	3	4	5
4. Performing my job is so absorbing that I forget about everything else	1	2	3	4	5
5. My own feelings are affected by how well I perform my job	1	2	3	4	5
6. I really put my heart into my job	1	2	3	4	5
7. I get excited when I perform well in my job	1	2	3	4	5
8. I often feel emotionally detached from my job	1	2	3	4	5
9. I stay until the job is done	1	2	3	4	5
10. I exert a lot of energy performing my job	1	2	3	4	5
11. I take work home to do	1	2	3	4	5

SECTION D: Organizational Citizenship behavior (OCB) please indicates the extent of your agreement with the following statement on a 5-point scale. (Please circle your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

	1	2	3	4	5
1. Keeps Up" with developments in the company.					
2. Attends functions that are not required but that help the company image.					
3. Is willing to risk disapproval in order to express his/her beliefs about what's best for the company.					
4. Consumes a lot of time complaining about trivial matters.					
5. Tends to make "mountains out of molehills" (makes problems bigger than they are).					
6. Always focuses on what's wrong with his/her situation, rather than the positive side of it.					
7. Helps orient new employees even though it is not required.					
8. Is always ready to help or to lend a helping hand to those around him/her.					
9. Willingly gives of his/her time to help others.					
10. Conscientiously follows company regulations and procedures.					
11. Turns in budgets, timesheets, expense reports, etc, earlier than is required.					
12. Returns phone calls and responds to other messages and requests for information promptly.					

SECTION E: Organizational Commitment indicates the extent of your **agreement** with the following statement on a 5-point scale. (Please circle your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

	1	2	3	4	5
1. I would be very happy to spend the rest of my career with this company.					
2. I really feel as if this company's problems are my own.	1	2	3	4	5
3. I owe a great deal to my organization.	1	2	3	4	5
4. I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
5. I do not feel like "part of the family" at my company.	1	2	3	4	5
6. This company has a great deal of personal meaning for me.	1	2	3	4	5
7. I enjoy discussing my organization with people outside it.	1	2	3	4	5
8. This organization deserves my loyalty.	1	2	3	4	5

APPENDIX B

FREQUENCY

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	13	15.1	15.1	15.1
	26-30	8	9.3	9.3	24.4
	31-35	12	14.0	14.0	38.4
	36-40	14	16.3	16.3	54.7
	41-45	16	18.6	18.6	73.3
	46-50	19	22.1	22.1	95.3
	51-55	3	3.5	3.5	98.8
	ABOVE 56	1	1.2	1.2	100.0
	Total	86	100.0	100.0	

GENDER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	66	76.7	76.7	76.7
	female	20	23.3	23.3	100.0
	Total	86	100.0	100.0	

EDUCATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	18	20.9	20.9	20.9
	bachelor	38	44.2	44.2	65.1
	master	24	27.9	27.9	93.0
	PHD	6	7.0	7.0	100.0
	Total	86	100.0	100.0	

years of experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3	15	17.4	17.4	17.4
4-6	9	10.5	10.5	27.9
7-9	11	12.8	12.8	40.7
10-12	14	16.3	16.3	57.0
13-15	20	23.3	23.3	80.2
16-19	17	19.8	19.8	100.0
Total	86	100.0	100.0	

years of experience in this organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-3	30	34.9	34.9	34.9
4-6	20	23.3	23.3	58.1
7-9	20	23.3	23.3	81.4
10-12	15	17.4	17.4	98.8
13-15	1	1.2	1.2	100.0
Total	86	100.0	100.0	

RELIABILITY

1- ORGANIZATIONAL PERFORMANCE RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.685	7

2- EMPLOYEE ENGAGEMENT RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.405	11

3- ORGANIZATIONAL CITIZINSHIP BEHAVIOR

Reliability Statistics

Cronbach's Alpha	N of Items
.635	12

3- ORGANIZATIONAL CITIZENSHIP BEHAVIOR RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.635	12

4- ORGANIZATIONAL COMMITMENT RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.438	8

CORRELATION ANALYSIS

Correlations

		OPMEAN	EEMEAN	OCBMEAN	OCMEAN
OPMEAN	Pearson Correlation	1	.277**	.027	-.129
	Sig. (2-tailed)		.010	.803	.237
	N	86	86	86	86
EEMEAN	Pearson Correlation	.277**	1	-.121	-.352**
	Sig. (2-tailed)	.010		.267	.001
	N	86	86	86	86
OCBMEAN	Pearson Correlation	.027	-.121	1	.200
	Sig. (2-tailed)	.803	.267		.065
	N	86	86	86	86
OCMEAN	Pearson Correlation	-.129	-.352**	.200	1
	Sig. (2-tailed)	.237	.001	.065	
	N	86	86	86	86

** Correlation is significant at the 0.01 level (2-tailed).

REGRESSION ANALYSIS

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.287 ^a	.082	.049	.32790

a. Predictors: (Constant), OCMEAN, OCBMEAN, EEMEAN

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.793	3	.264	2.457	.069 ^a
	Residual	8.816	82	.108		
	Total	9.609	85			

a. Predictors: (Constant), OCMEAN, OCBMEAN, EEMEAN

b. Dependent Variable: OPMEAN

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.925	1.030		2.840	.006
	EEMEAN	.371	.156	.268	2.371	.020
	OCBMEAN	.081	.127	.069	.642	.523
	OCMEAN	-.061	.144	-.048	-.422	.674

a. Dependent Variable: OPMEAN