

**EFFECT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR WITHIN NON-GOVERNMENT ORGANIZATIONS IN UGANDA.**

A CASE OF USAID SITES UGANDA

BY

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DECLARATION

This dissertation is entirely my own work and has not been submitted for a degree at any other university. Any material that is not original has been properly cited and acknowledged.

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APPROVAL

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Dr. Samuel Ssekajja (PhD)

DEDICATION

This dissertation is dedicated to my family and friends, whose steadfast support and encouragement have provided me with the strength needed to navigate my academic journey.

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Throughout this academic journey, I thank God for the continuous mercy and grace I have received daily. I will steadfastly place my trust in Him for my future. There would not have been an easy way to achieve a scholarly paper without relying on the continuous support of various people.

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LIST OF ABBREVIATIONS/ACRONYMS

| | |
|---------------------|---------------------------------------------------------------------------------------------------|
| CVI: | Content Validity Index |
| HRM: | Human Resource Management |
| NGO: | Non-Government Organization |
| OCB: | Organizational Citizenship Behavior |
| SPSS: | Statistical Package for Social Sciences. |
| USAID SITES: | United States Agency for International Development Strategic Information and Technical Support |

ABSTRACT

The study aimed to assess the effect of employee engagement on organizational citizenship behaviour (OCB) at USAID Sites (Strategic Information and Technical support) Organization. The specific objectives included: examining the effect of challenging tasks on OCB, establishing the effect of decision-making processes on OCB, and assessing the effect of access to information on OCB at USAID sites Organization. The study used a cross-sectional survey design incorporating qualitative and quantitative research methods. The study population comprised employees at USAID sites (Strategic Information and Technical Support). A sample size of 92 employees was utilized, consisting of 83 respondents for structured interviews and 9 Heads of Departments (HODs) for key informant interviews. Respondents were selected through a combination of simple random and purposive sampling techniques. Data analysis encompassed univariate, bivariate, and multivariate levels. To investigate the effect of independent variables on the dependent variable, a multiple linear regression model was applied. The findings revealed a significant positive effect of challenging tasks on OCB at USAID Sites ($B=0.037$, $P\text{-value}=0.001<0.05$). The study's investigations also identified a positive and statistically significant influence of decision-making processes on OCB at USAID Sites ($B=0.063$, $P\text{-value}=0.002<0.05$). Furthermore, the investigation revealed a significant positive effect of access to information on OCB at USAID Sites ($B=0.871$, $P\text{-value}=0.000<0.05$). In conclusion, it is evident that challenging tasks, decision-making processes, and access to information play instrumental roles in fostering effective OCB at USAID Sites Organization. For recommendations, the organization should implement initiatives to enrich tasks by providing employees with challenging assignments that encourage critical thinking, problem-solving, and creativity. This could involve regular skill-building workshops and opportunities for cross-functional collaboration. Enhance transparency in communication channels related to decision-making processes. This involves clearly articulating the rationale behind decisions, providing updates, and ensuring that information is accessible to all employees. Implement strategies to enhance the accessibility of relevant information for all employees. This may involve improving digital platforms, creating centralized repositories, and ensuring timely dissemination of information.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

This section delves deeply into the historical, theoretical, conceptual, and contextual background of the study.

1.1.1 Historical Background

In the 1980s, the Theory of Planned Behavior, developed by Icek Ajzen (Ajzen, 1985), expanded the understanding of individual behavior by considering attitudes, subjective norms, and perceived behavioral control. This theory underscored the role of personal and social factors in shaping employees' voluntary behaviors within organizations (Meira & Hancer, 2021). Organ (1970) introduced the concept of Organizational Citizenship Behavior (OCB) which has since been further developed. It is defined as voluntary actions that exceed formal job requirements and improve organizational functioning. Researchers have identified various dimensions of OCB, including helping behavior, civic virtue, sportsmanship, and organizational loyalty (Meira & Hancer, 2021).

A review of the history of OCB reveals that its development as a field of study progressed gradually. While it was first introduced in the late 1970s and formally defined during the 1980s, its roots go back to the 1930s. Despite this early origin, OCB is still considered a relatively recent concept and has emerged as a significant topic in research. Its influence extends across business and management studies, highlighting the critical role of employee well-being and behavior in shaping organizational effectiveness and performance (Ocampo et al., 2018).

In the 2000s, the emergence of Positive Organizational Scholarship (POS) focused on studying the positive aspects of organizations, including behavior like OCB. Scholars within POS explored the antecedents and outcomes of OCB, highlighting its connection to the welfare of

employee, job satisfaction, and the performance of an organization (Chiu et al., 2015). Today, OCB continues to be an extensively researched topic in organizational behavior and human resource management (Vakilian et. al., 2022).

The concept of OCB has been significantly influenced by various factors. In the early 20th century, the Hawthorne Studies conducted at the Hawthorne Works of the Western Electric Company in Chicago were pivotal in shaping initial theories regarding employee behavior. These studies emphasized how social and psychological factors impact employee performance, engagement, and cooperation. Expanding upon the Hawthorne Studies, the Human Relations Movement gained prominence from the 1930s to the 1950s (Vakilian et. al., 2022). It emphasized the significance of employee satisfaction, motivation, and interpersonal relationships within the workplace. Elton Mayo and Abraham Maslow investigated how employee attitudes and behaviors impact organizational effectiveness (Vakilian et. al., 2022).

In recent years, OCB has gained considerable attention from scholars (Podsakoff et al., 2014; Umdasch, 2021; Vanaja et al., 2021). Numerous Industrial/Organizational psychologists have explored OCB which has become a focal point for organizations. Over the last thirteen years, there has been a notable revival of academic interest in the subject. Several typologies and dimensions of OCB have been proposed; however, the most concise framework highlights two primary dimensions one concerning discretionary support offered to individuals, and the other regarding voluntary adherence to organizational norms (Alahakone & Shingi, 2014; Daly et al., 2015).

Studies on OCB have grown rapidly in recent years, leading to some conceptual ambiguity around its definition, causes, and outcomes. In public organizations, OCB is often seen unclearly, with fragmented insights into its mechanisms and effects (de Geus et al., 2020; Ingrams, 2020). Many studies have focused more on OCB's relationship with other concepts

rather than thoroughly defining its core elements (Ocampo et al., 2018). This has made it difficult for organizations to leverage OCB to improve the workplace or address key issues (Halbesleben & Bellairs, 2016). This study sought to examine the effect of employee engagement on organizational citizenship behaviour at USAID Sites Organization.

1.1.2 Theoretical Background

The concept of OCB is rooted in the social exchange theory, as emphasized by Munene et al. (2016). In this study, the social exchange theory serves as the adopted theoretical framework. This theory suggests that social interactions entail the exchange of resources between individuals or groups, and individuals are driven to participate in actions that maximize benefits and minimize drawbacks within these interactions (Meira, & Hancer, 2021).

There are several assumptions under which the social exchange theory operates on. Firstly, it assumes that individuals are rational decision-makers who carefully consider the costs and benefits associated with their actions before making decisions. Secondly, it assumes that individuals have the capacity to calculate and compare the outcomes of different actions to maximize their rewards. Thirdly, it assumes that individuals seek to maintain equitable and fair exchanges, where the benefits they receive are proportional to the costs they incur (Meira & Hancer, 2021).

The theory offers several strengths. Firstly, it provides a theoretical framework to understand the motivations behind voluntary behavior that go beyond formal job requirements (Tsai & Kang, 2019). By emphasizing the exchange of resources, the theory sheds light on why employees engage in OCB and how they perceive the balance between their inputs and outcomes. Secondly, the theory acknowledges the importance of reciprocity and fairness in maintaining relationships, which aligns with the notion of OCB as a voluntary contribution to the organization's well-being. Lastly, the theory's focus on rational decision-making and cost-

benefit analysis provides a basis for understanding the individual calculations involved in engaging in OCB (Tsai & Kang, 2019).

The theory is highly relevant to the study of the effect of employee engagement on OCB within USAID SITES Uganda. By adopting this theory, the study can explore the reciprocal nature of the employee-organization relationship, considering how employees' perceptions of valued rewards and fair exchanges influence their engagement and subsequent display of OCB (Wang et al., 2020). The theory's emphasis on reciprocity, mutually beneficial exchanges, fairness, and rational decision-making (Tsai & Kang, 2019), provides a solid framework for understanding the dynamics of employee engagement and OCB in the context of USAID SITES Uganda contributing to a deeper understanding of how these factors impact organizational effectiveness and employee contributions.

1.1.3 Conceptual Background

1.1.3.1 Employee Engagement

Extensive research has been conducted on employee engagement, revealing its positive impact on various organizational outcomes. For instance, research conducted by Gallup (2013) revealed that highly engaged employees exhibit greater productivity and profitability, higher levels of customer satisfaction and loyalty, and reduced absenteeism and turnover rates. Employees who are engaged typically show elevated job satisfaction, productivity, and overall performance. They are inclined to contribute innovative ideas, demonstrate proactive behaviors, and experience lower levels of absenteeism and turnover (Aon Hewitt, 2017).

Employee engagement refers to the extent to which employees are emotionally, mentally, and physically invested in their work and organization (Boccoli et al., 2023). It denotes the emotional and cognitive dedication that employees exhibit towards their work and the organization they belong to. Engaged employees are typically more enthusiastic about their

roles, proactive in seeking opportunities to contribute, and aligned with organizational goals. They often display higher levels of job satisfaction, productivity, and commitment, which are crucial for fostering a positive work environment and achieving organizational success (Boccoli et al., 2023).

Despite the progress made in understanding employee engagement, there are still aspects that require further exploration. Firstly, there is a need to delve deeper into the underlying mechanisms and drivers of employee engagement. While factors such as job design, leadership, and organizational culture have been identified as important contributors, understanding the specific processes and conditions that foster engagement remains an ongoing area of research (Chanana & Sangeeta, 2021).

Understanding employee engagement is crucial for organizations as it has significant implications for their overall success and performance. Engaged employees are more likely to invest discretionary effort, contribute to the achievement of organizational goals, and create a positive work environment. By gaining a deeper understanding of employee engagement, organizations can develop strategies to enhance engagement levels, leading to increased productivity, employee satisfaction, and overall organizational effectiveness (Rasool et al., 2021).

1.1.3.2 Organizational Citizenship behavior (OCB)

OCB refers to actions that support organizational goals by enriching its social and psychological environment (Rotundo & Sackett, 2002). Such behavior indirectly benefits the organization by sustaining its social systems, which in turn support task performance (Organ, 1997).

OCB refers to discretionary actions undertaken by employees that go beyond their formal job duties, contributing positively to the organization's overall functioning and effectiveness

(Mayfield & Taber, 2010). These behaviors are not mandated by job descriptions or contractual obligations but are discretionary acts of cooperation and support. Understanding OCB is crucial for organizations as it is instrumental in enhancing organizational effectiveness and employee well-being.

1.1.4 Contextual Background

Uganda is home to a vibrant and diverse non-government organization sector that is instrumental in addressing social as well as developmental issues in the country. Non-government organization in Uganda operate in various fields such as education, healthcare, poverty alleviation, human rights, and environmental conservation (Bukenya, 2021). These organizations work alongside government agencies, communities, and international partners to bring about positive change and sustainable development.

The NGO sector in Uganda is diverse, encompassing both local and international organizations. Local NGOs often have a deep understanding of the local context, cultural dynamics, and community needs. On the other hand, international NGOs bring in expertise, resources, and global networks that contribute to the overall development efforts in the country. Collaborations and partnerships between local and international NGOs are common, allowing for the exchange of knowledge, resources, and best practices.

Further investigation is needed to explore the specific connection between employee engagement and OCB within NGOs in Uganda. USAID Sites (Strategic Information and Technical Support) Organization is one example of a USAID initiative that has focused on improving employee engagement and OCB among its employees. The USAID Sites Organization is a significant initiative funded by the USAID with emphasis on delivering technical and strategic support to health systems in developing nations (Kyozi et al., 2021).

The project's effectiveness hinges on the active participation and dedication of its employees, underscoring the pivotal role of employee engagement in achieving its goals.

Considering the critical contribution of employee engagement and OCB in the USAID Sites project's success, it is crucial to investigate their relationship. This study aims to explore how employee engagement influences OCB within USAID Sites, offering valuable insights into enhancing both aspects within organizational settings

1.2 Statement of the Problem

OCB contributes to organizational goals by positively influencing its social and psychological environment (Rotundo & Sackett, 2002). However, Organizations face various challenges in promoting and sustaining OCB among their employees (Vakilian et. al., 2022). These challenges are influenced by the global context, including cultural differences and varying work environments across different regions, making it crucial to understand how OCB manifests in the context of Non-Government Organizations operating in diverse cultural settings.

In Uganda, Non-Government Organizations have recognized the value of employee engagement, empowerment, and a positive organizational culture in achieving their mission. They invest in creating a supportive work environment, promoting participatory decision-making, and providing opportunities for professional growth and development (Turyasingura, & Nabaho, 2021). While many Non-Government Organizations in Uganda recognize the importance of fostering OCB among their employees, there are various challenges that impact its prevalence and manifestation within these organizations (Tumwesigye, et. al., 2020).

Recent statistics indicate a concerning decline in OCB within NGOs in Uganda, including USAID-funded sites. A 2023 study by the Uganda NGO Forum revealed that only 42% of employees consistently exhibited OCB such as helping colleagues, voluntarily supporting

organizational goals, and adhering to norms without external prompting. This marked a 15% decline from 2022, where 57% of employees demonstrated high levels of OCB. At USAID sites in Uganda, the situation is particularly alarming. A 2023 internal survey found that just 35% of employees reported engaging in behaviors aligned with OCB, such as assisting co-workers and contributing to organizational improvements without direct rewards. This reduction in OCB has been linked to disengaged employees, with 40% indicating that they only perform tasks strictly within their job descriptions, further hindering the collaborative and voluntary efforts that are crucial for the functioning of NGOs (Uganda NGO Forum, 2023).

Given the declining rates of OCB, this study aimed to explore the effect of employee engagement on OCB at USAID sites in Uganda. Addressing this issue was essential for enhancing workplace dynamics, promoting voluntary cooperation, and improving the overall efficiency of NGO operations in the country.

1.3 Objectives of the study.

This is divided into general objectives and Specific Objectives.

1.3.1 General objective

To assess the effect of employee engagement on organizational citizenship behavior at USAID Sites Organization.

1.3.2 Specific objectives

- i. To examine the effect of Challenging tasks on organizational citizenship behavior at USAID Sites Organization.
- ii. To establish the effect of Decision-making processes on organizational citizenship behavior at USAID Sites Organization.
- iii. To assess the effect of Access to Information on organizational citizenship behavior at USAID Sites Organization.

- iv. To establish the predictive effect of employee engagement on organizational citizenship behavior at USAID SITES Organization.

1.4 Research Hypothesis

The Study focused on four research hypotheses.

H₁: There is a significant effect of challenging tasks on organizational citizenship behavior at USAID SITES.

H₂: There is a significant effect of decision-making processes on organizational citizenship behavior at USAID SITES.

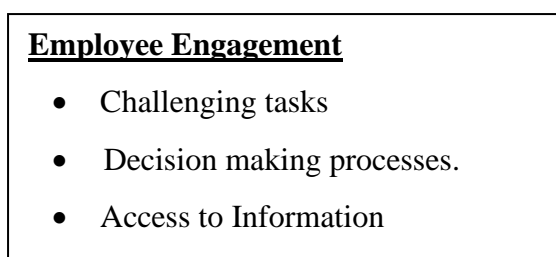
H₃: There is a significant effect of Access to Information on organizational citizenship behavior at USAID SITES.

H₄: Employee engagement has a significant predictive effect on organizational citizenship behavior at USAID SITES.

1.5 Conceptual Framework of the study

Conceptual Framework

Independent Variable (IV)



Dependent Variable (DV)

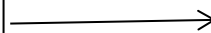
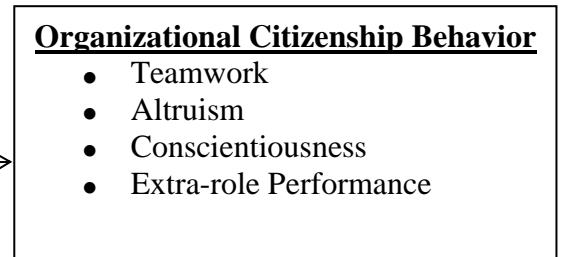


Figure 1.1: Conceptual framework

Source: Adapted from Aon Hewitt, (2017) and modified by the researcher

Figure 1.1 shows the association between employee engagement and OCB. In this framework, employee engagement serves as the independent variable, comprising three sub-components: challenging tasks, decision-making processes, and access to information. OCB is the dependent

variable in this framework, consisting of four sub-components: teamwork, altruism, conscientiousness, and extra-role performance.

1.6 Scope of the Study

This area covers geographical, content, and time scope of the study.

1.6.1 Geographical Scope

The research took place at USAID Strategic Information and Technical Support (SITES) in Uganda.

1.6.2 Content Scope

The study examined how challenging tasks, decision-making processes, and access to information influence OCB at USAID SITES Uganda.

1.6.3 Time Scope

This specific study was projected to be completed within 6 months. It established the effect of employee engagement on OCB during this period. The USAID Sites (Strategic Information and Technical Support) project is a five-year project and has been ongoing since 2022, making this an appropriate time frame for the study. By focusing on a specific period, the study provided a detailed examination of the relationship between employee engagement and OCB.

1.7 The Significances of the Study

The findings may be important to organizations especially those engaged in extensive projects such as the USAID Sites initiative, where employee involvement and dedication are pivotal to project success. By comprehending the link between employee engagement and OCB, organizations can devise strategies to bolster employee engagement. This, in turn, can improve OCB and ultimately enhance overall organizational performance.

Furthermore, this study contributes theoretical insights by expanding upon the current literature concerning employee engagement and OCB. It enhances our understanding of their interrelationship and enriches our knowledge of strategies organizations can employ to strengthen employee engagement and foster improved OCB.

In conclusion, this study has significant implications for both theory and practice and has the potential to make a valuable contribution to the field of organizational behavior and management.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews relevant theoretical frameworks and literature from various authors, guided by the study's objectives.

2.2 Theoretical framework

2.2.1 Social Exchange Theory

The theory was introduced by sociologist George Homans in the 1950s, positing that individuals participate in social interactions under the premise of reciprocity. This theory suggests that people anticipate receiving benefits similar to what they provide to others in these exchanges (Wang et al., 2020). The theory emphasizes that individuals are motivated to maintain mutually beneficial relationships by engaging in a behavior that contribute to the well-being of others.

Regarding the current study, the Theory proposes that employee engagement can foster greater OCB by instilling a sense of obligation or reciprocity among employees. When employees are engaged in their work, they are more inclined to develop a strong commitment and loyalty to their organization. This, in turn, can lead to increased willingness on the part of employees to engage in a behavior that benefit their organization, such as teamwork, cooperating with colleagues, committing to organizational goals, and sharing ideas.

Recent studies highlight the significance of the Theory in comprehending the dynamics of employee engagement and OCB. For instance, Wang et al. (2020) observed a positive correlation between employee engagement and OCB within a large manufacturing firm. Their study revealed that highly engaged employees were more inclined to engage in behaviors that

benefited the organization, such as assisting colleagues, assuming additional responsibilities, and suggesting improvements.

Similarly, Chen et al. (2019) conducted a study in a multinational corporation and also found an association between employee engagement and OCB. Their research indicated that employees who exhibited higher levels of engagement tended to undertake actions that contributed positively to the organization, such as providing assistance to colleagues, surpassing their job requirements, and demonstrating loyalty to the company.

The Theory is pertinent to this study as it offers a theoretical framework for comprehending the link between employee engagement and OCB. According to this theory, employee engagement can enhance OCB by fostering a sense of reciprocity or obligation among employees. Recent studies substantiate the applicability of this theory in understanding how employee engagement influences OCB, highlighting a consistent positive association between these variables.

2.3 Challenging tasks and organizational citizenship behavior

Studying the effect of challenging tasks on OCB is important for understanding how task complexity influences employee engagement. Challenging tasks attribute to work assignments that require employees to stretch their skills, knowledge, and abilities beyond their usual job responsibilities (Aon, 2017). Engaging employees in challenging tasks has been found to increase their motivation and intrinsic satisfaction. When individuals are confronted with intellectually stimulating and demanding tasks, they feel a sense of purpose and accomplishment. These challenging tasks provide employees with opportunities for personal growth and development, contributing to their overall engagement with the organization (Chen et al., 2019). Employees who are engaged and find their work challenging and meaningful tend

to exhibit a strong sense of ownership over their tasks and are more inclined to exceed their formal job responsibilities willingly.

Moreover, challenging tasks grant employees a greater degree of autonomy and responsibility. When individuals are entrusted with complex assignments, they feel a sense of ownership and accountability. This autonomy empowers employees to make decisions, utilize their creativity, and take proactive steps to ensure successful outcomes (Yao et. al., 2017). Engaged employees, who perceive their skills and abilities to be valued and utilized, are more inclined to exhibit OCB. They feel a personal investment in the organization's success and are motivated to contribute their expertise, assist others, and actively participate in organizational initiatives.

Engaging in challenging tasks also facilitates skill development and expertise acquisition. Employees who are exposed to challenging assignments have the opportunity to acquire new skills, expand their knowledge, and develop expertise in specific areas. These experiences enhance their professional growth and make them valuable assets to the organization. Engaged employees, who feel their skills are valued and utilized, are more likely to exhibit OCB, as they are motivated to contribute their expertise, mentor others, and promote knowledge sharing within the organization (Chen et. al., 2020).

Furthermore, challenging tasks stimulate innovative thinking and problem-solving among employees. Such tasks require individuals to think creatively, explore alternative solutions, and engage in critical thinking. This culture of innovation within the organization is fostered by engaged employees who actively seek opportunities for improvement and are willing to take risks (Aon 2017). Engaged employees, who perceive their work as challenging, are more likely to engage in creative problem-solving, offer innovative ideas, and contribute to enhancing organizational processes and outcomes.

Jurek et al. (2021) identified a significant and positive correlation between challenging tasks and organizational citizenship behavior (OCB). Their study revealed that when employees are tasked with duties that push them to extend their skills and capacities, they tend to exhibit higher levels of OCB. These challenging assignments motivate employees to go beyond their formal job requirements, promoting behaviors such as helping colleagues, voluntarily taking on additional responsibilities, and adhering to organizational norms without being directly instructed. By engaging in tasks that require problem-solving, creativity, and perseverance, employees are more likely to develop a stronger commitment to the organization, which, in turn, fosters an increase in OCB (Jurek et al., 2021).

Similarly, Chen et al. (2020) found that assigning learners tasks with meaningful responsibilities significantly enhanced organizational citizenship behavior (OCB). When individuals in learnership programs were given duties that required active participation and personal initiative, they demonstrated increased OCB, such as voluntarily assisting others, taking on additional tasks, and adhering to organizational standards without supervision. These responsibilities fostered a sense of ownership and engagement, encouraging learners to go beyond their formal roles and contribute more broadly to the organization's success.

With stimulating and demanding tasks, Utami et al. (2021) found that stimulating and demanding tasks significantly boosted organizational citizenship behavior (OCB) among employees. Their study highlighted that when employees are presented with tasks that are intellectually challenging and require them to think critically, solve complex problems, and stretch their capabilities, they are more likely to engage in OCB. These tasks stimulate creativity and intrinsic motivation, pushing employees to go beyond their prescribed job duties. As a result, employees are more inclined to assist colleagues, show initiative, and contribute voluntarily to the overall goals of the organization.

Iram et al. (2020) reported similar findings, noting that stimulating and demanding tasks positively influenced organizational citizenship behavior (OCB). Their research demonstrated that when employees are engaged in tasks that challenge their skills and require innovation, they are more likely to exhibit OCB. These tasks promote a sense of purpose and accomplishment, motivating employees to go beyond their formal responsibilities. As a result, employees are more inclined to offer support to their peers, voluntarily take on additional responsibilities, and contribute proactively to the organization's success. This study reinforces the idea that fostering a challenging work environment can lead to higher levels of OCB, benefiting both employees and the organization.

Regarding critical thinking, Acun et al. (2010) found a strong positive association between critical thinking skills and organizational citizenship behavior (OCB) among teachers in Turkey. Their research revealed that educators who actively engage in critical thinking defined as the ability to analyze information, evaluate different perspectives, and solve complex problems tend to demonstrate higher levels of OCB. Teachers who practiced critical thinking were more likely to exhibit behaviors such as helping colleagues, volunteering for extra duties, and contributing to the school environment in ways that went beyond their formal job descriptions. The study highlighted that critical thinking fosters a proactive mindset, encouraging individuals to take initiative and contribute to the organization's success through voluntary actions. In educational settings, this not only enhanced collaboration and support among teachers but also positively impacted the overall learning environment.

Building on the insights of Acun et al. (2010), Kaur and Randhawa (2021) discovered that leaders who demonstrated strong critical thinking skills significantly enhanced organizational citizenship behavior (OCB) within the Indian food processing industry. Their study showed that critical-thinking leaders who consistently assess situations from multiple perspectives, make well-informed decisions, and solve complex problems were able to foster a work

environment that encouraged employees to go beyond their assigned duties. These leaders, by modeling analytical thinking and strategic problem-solving, inspired their teams to engage in OCB, such as helping co-workers, taking initiative on tasks without prompting, and actively contributing to organizational improvements. Employees under such leadership were more likely to voluntarily support organizational goals, demonstrating higher levels of cooperation and initiative (Kaur & Randhawa, 2021).

2.4 Decision Making Processes and Organizational Citizenship Behavior

Studying the effect of decision-making processes on OCB is crucial as it explores how employee participation in decision-making affects their engagement and their willingness to exhibit citizenship behaviors. Decision-making processes refer to the degree to which employees are included in organizational decision-making procedures (Chiu, 2015). Organizations that actively involve employees in decision-making tend to experience a positive relationship with OCB. When employees are given opportunities to contribute ideas, offer input, and participate in decision-making, they often feel empowered and develop a stronger sense of ownership. Engaged employees, who perceive their opinions to be valued and considered, are more likely to exhibit OCB by actively supporting the organization and its members (Chiu, 2015).

Involving employees in decision-making processes is more than just a procedural aspect of management—it is a strategic approach that can significantly impact OCB. By empowering employees, enhancing commitment, building trust, promoting job satisfaction, and shaping organizational culture, inclusive decision-making contributes to a positive work environment where employees are motivated to contribute beyond their formal roles for the collective benefit of the organization (Li et al., 2020).

Employee engagement is fostered by a participatory decision-making culture that encourages open communication and collaboration (Yao, et. al. 2017). When employees perceive that their opinions are valued and their viewpoints are taken into account, they tend to develop a deeper commitment to the organization and its objectives. Engaged employees are more willing to contribute their time, effort, and a discretionary behavior to support their colleagues and the organization (Kim et al., 2021).

Furthermore, engaging employees in decision-making processes increases their autonomy and sense of responsibility. When individuals are involved in decisions that impact their work, they experience a heightened sense of ownership and accountability (Lee et al., 2022). Engaged employees who participate in decision-making are more inclined to exhibit OCB by taking initiative, exceeding their formal job roles, and actively seeking opportunities to enhance work processes or outcomes.

Inclusive decision-making processes also promote trust and transparency. Creating a culture of trust and openness is fostered when employees are informed, engaged in discussions, and provided with explanations for decisions. Engaged employees, who feel informed and trusted, are more inclined to exhibit OCB by demonstrating loyalty, supporting their colleagues, and actively participating in organizational initiatives (Li et al., 2020). Furthermore, involving employees in decision-making processes can stimulate creativity and innovation. When individuals are given the opportunity to contribute their ideas and perspectives, it fosters a sense of psychological safety, where employees feel comfortable sharing their innovative thoughts (Yao, et. al. 2017). Engaged employees, who are encouraged to contribute to decision-making, are more likely to exhibit OCB by offering suggestions, identifying opportunities for improvement, and implementing innovative solutions.

The effect of decision-making processes on OCB highlights the importance of employee engagement through participation and involvement. Inclusive decision-making cultures foster engagement by empowering employees, enhancing their sense of autonomy, building trust, and promoting creativity (Lien, et., 2018). Engaged employees, who have a voice in decision-making, demonstrate a higher propensity for exhibiting OCB by actively supporting their colleagues and the organization. Recognizing the relevance of decision-making processes in fostering OCB can assist organizations in creating a collaborative and engaged workforce that contributes to organizational effectiveness and success.

Knezović and Smajić (2022) identified a significant positive relationship between employee participation in decision-making processes and organizational citizenship behavior (OCB) among employees in Bosnia and Herzegovina. Their research showed that when employees are actively involved in organizational decisions whether through contributing ideas, offering feedback, or participating in problem-solving discussions they feel a greater sense of ownership and commitment to the organization. This increased engagement fosters voluntary behaviors such as assisting colleagues, going beyond their formal job duties, and adhering to organizational values and norms without direct supervision. The study found that employees who were regularly included in decision-making were more motivated to contribute to the organization's success beyond their contractual obligations. This involvement not only empowered employees but also enhanced their job satisfaction, leading to higher levels of OCB. Similar findings were observed by Gupta et al. (2024) who also established a strong positive correlation between employee participation in decision-making and organizational citizenship behavior (OCB). Gupta et al. (202) found that employees who were actively involved in decisions whether related to team projects, operational strategies, or organizational policies—exhibited higher levels of OCB. These employees not only felt more valued and engaged, but their participation fostered a sense of accountability and investment in the organization's

success. As a result, they were more likely to engage in OCB behaviors such as helping co-workers, offering solutions to improve processes, volunteering for tasks outside their formal job roles, and adhering to organizational norms voluntarily (Gupta et al., 2024).

Building on the findings of Knezović and Smajić (2022) and Gupta et al. (2024), Oyaro (2016) discovered a positive and significant influence of employee involvement in decision-making on organizational citizenship behavior (OCB) within the Machakos County Government in Kenya. Oyaro (2016) study demonstrated that when employees are included in key decisions ranging from policy formulation to resource allocation they are more likely to engage in OCB, such as helping co-workers, volunteering for additional responsibilities, and demonstrating loyalty to organizational goals. The study highlighted that employees who had a voice in the decision-making process exhibited greater dedication and commitment to the organization, often going beyond their formal job requirements. Oyaro (2016) found that this empowerment fostered a sense of ownership and trust between employees and management, which in turn encouraged voluntary behaviors that are critical to organizational success. Employees were not only more engaged but also felt a stronger alignment with the organization's objectives, which resulted in improved collaboration and a heightened willingness to support colleagues and contribute to the organization's mission (Oyaro, 2016).

2.5 Access to Information and organizational citizenship behavior

The access to information within organizations plays a crucial role in shaping OCB among employees. Access to information looks at the degree to which employees have the requisite knowledge, resources, and communication channels to obtain relevant information about the organization, its objectives, and its operations. When employees have easy and transparent access to information, it positively affects their engagement and subsequent display of Organizational Citizenship behavior (Park, et. al., 2022). Access to information empowers employees to gain a thorough understanding of the organization's goals, strategies, and

expectations. Engaged employees who are well-informed about the organization are more likely to align their behavior and actions with its goals, demonstrating a higher propensity for exhibiting OCB.

Furthermore, access to information not only fosters a sense of empowerment and autonomy among employees but also plays a pivotal role in shaping their behavior within the organization. When individuals have access to relevant and timely information, they feel trusted and empowered to make informed decisions and take ownership of their work (Wang et al., 2020). Engaged employees, who are equipped with the necessary information, are more likely to exhibit OCB by proactively taking initiative, independently seeking opportunities to contribute, and making decisions that benefit both the organization and its members. This proactive engagement is driven by their confidence in having access to comprehensive information, enabling them to understand organizational goals and align their efforts accordingly. Thus, access to information serves as a catalyst for fostering a culture of initiative, autonomy, and responsible citizenship among employees, contributing significantly to organizational success and effectiveness (Wang et al., 2020).

Access to information not only enhances empowerment and autonomy but also significantly contributes to fostering trust and transparency within the organization. When information is readily accessible and effectively communicated, it creates a culture of openness and honesty, which are essential elements for building strong organizational relationships (Wang, 2019). Engaged employees who perceive information sharing as transparent are more likely to demonstrate OCB by actively promoting collaboration, sharing valuable knowledge, and enthusiastically participating in organizational initiatives. This behavior stems from their confidence in the organization's commitment to transparency and their belief that their contributions are valued and respected. As a result, fostering a transparent information-sharing environment not only enhances employee engagement but also cultivates a positive

organizational culture where employees feel motivated to go beyond their formal roles to contribute meaningfully to the organization's success (Wang, 2019).

Moreover, access to information not only facilitates effective communication and collaboration among employees but also plays a pivotal role in breaking down organizational silos and promoting knowledge sharing (Yao et al., 2017). When information flows freely within the organization, it enhances communication channels across different departments and levels, fostering a cohesive and interconnected work environment. Engaged employees who have access to relevant information and effective communication channels are more inclined to demonstrate OCB by proactively assisting their colleagues, offering support during challenging tasks, and sharing valuable resources and expertise. This collaborative behavior not only strengthens team dynamics but also contributes to the overall productivity and success of the organization by leveraging collective knowledge and skills. Thus, fostering a culture of transparent information sharing and open communication channels is essential for cultivating a workplace where employees feel empowered to contribute beyond their formal job responsibilities, thereby enhancing organizational effectiveness and employee satisfaction (Yao et al., 2017).

Additionally, access to information encourages innovation and problem-solving. When employees have access to essential information and resources, they can identify opportunities for improvement, suggest innovative ideas, and contribute to the organization's learning process. Engaged employees, who have access to information, are more likely to exhibit OCB by offering suggestions, participating in decision-making processes, and implementing innovative solutions (Yao, et. al. 2017).

The effect of access to information on OCB underscores the significance of employee engagement facilitated by transparent and effective communication channels. Access to

information empowers employees, builds trust, enhances collaboration, and promotes innovation. Engaged employees, who have easy access to relevant information, demonstrate a higher propensity for exhibiting OCB by aligning their behavior with organizational goals, taking initiative, promoting transparency, and actively contributing to the success of the organization (Yao, et. al. 2017). Understanding the importance of access to information in promoting OCB can help organizations cultivate an engaged and well-informed workforce that contributes to organizational effectiveness and success.

Davison et al. (2020) conducted a study examining the relationship between information systems and OCB in small and medium-sized manufacturing firms in southern China. Their research revealed a positive and significant relationship between the implementation of advanced information systems and enhanced OCB within these organizations. Specifically, the study highlighted how the integration of effective information systems such as enterprise resource planning (ERP), customer relationship management (CRM), and other digital platforms contributed to better communication, increased transparency, and improved workflow efficiency. Employees in firms with robust information systems were more likely to engage in OCB, such as voluntarily assisting colleagues, sharing critical information without being asked, and proactively contributing to organizational goals. The seamless access to information enabled employees to perform their roles more effectively, reduced misunderstandings, and fostered a collaborative environment where voluntary behaviors could thrive (Davison et al., 2020).

Akturan and Çekmecelioğlu (2016) conducted a pivotal study examining the role of information sharing in promoting organizational citizenship behavior (OCB) within educational institutions. Their research uncovered a significant positive relationship between effective information sharing and the enhancement of OCB among staff and faculty. The study demonstrated that when educational institutions foster a culture of open communication, where

information flows freely across different levels and departments, employees are more likely to engage in OCB. This information sharing whether through formal meetings, collaborative platforms, or informal communication channels ensured that employees had access to critical knowledge needed for decision-making and task completion. As a result, staff members were more inclined to assist one another, voluntarily contribute ideas for improving the institution, and perform tasks outside their formal roles, such as mentoring colleagues or taking initiative in solving organizational challenges (Akturan & Çekmecelioğlu, 2016).

2.6 Literature review Summary

The study investigated the effect of challenging tasks, decision-making processes, and access to information on OCB. The literature review indicates that challenging tasks positively impact OCB by increasing employee motivation, ownership, skill development, and innovative thinking. Inclusive decision-making processes foster engagement and accountability, leading to higher levels of OCB. Access to information enhances employee empowerment, transparency, communication, and collaboration, positively influencing OCB. Understanding the relationships between these factors and OCB provided was imperative to foster employee engagement and promote citizenship behavior.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This area comprises several key subsections: the research approach, design, population of the study, sample size determination, sampling methods, data collection instrument, measures for ensuring data quality, methods for data analysis, ethical considerations, and study limitations.

3.1 Research Approach

The research employed a mixed-methods approach, incorporating qualitative as well as the quantitative research methods. This approach allows for triangulation, enhancing the study's validity (Creswell, Hanson, Clark Plano & Morales ,2007). Therefore, quantitative approach took shape of gathering quantitative data through questionnaires and analysis performed statistically to test the study hypothesis while qualitative approach involved gathering qualitative data through interviews to provide an in-depth analysis.

This method provided numerical insights into the relationships between variables, such as the impact of challenging tasks, decision-making processes, and access to information on OCB. In contrast, the qualitative component utilized interviews to delve deeper into participants' perspectives and experiences, offering a richer understanding of how these factors influence OCB within the organizational context. By employing both approaches, the study could capture a comprehensive view of employee engagement and OCB at USAID Sites Uganda, thereby providing robust insights that inform organizational practices and future research directions.

3.2 Research Design

The researcher employed a cross-sectional survey design, which is a type of descriptive research design. This design facilitates data collection from various individuals at a single point in time using the same data collection instrument (Kothari ,2014). The decision to use a cross-

sectional survey and descriptive research design is driven by their effectiveness in collecting extensive data from the field. This study aims to offer a thorough and comprehensive understanding of how employee engagement influences OCB within the context of USAID Sites Uganda.

3.3 Study Population

The study targeted a population of 122 employees who were working at USAID Sites (Strategic Information and Technical Support) in Uganda. The target population were employees who have been working in the organization for at least six months and have experience in working with the USAID project. The study considered 110 employees at USAID sites Organization and 12 heads of departments.

3.4 Sample Size

Sample size refers to the number of individuals, observations, or data points included in a study or research project. It represents the portion of the population that researchers collect data from to draw conclusions and make inferences about the broader population (Lakens, 2022). The sample size for this study was determined using the Krejcie and Morgan (1970) sample size tables. Based on the Krejcie and Morgan (1970) tables, a population of 122 employees yields a sample size of 92 respondents.

3.5 Sampling Technique and procedure

Sampling technique refers to the method used to select units or observations from a larger population to be included in a study sample (Sharma, 2017). The choice of sampling technique depends on the study's objectives, resources, and the nature of the population being studied. An appropriate sampling method ensures that the sample is representative of the population, allowing researchers to generalize the findings accurately (Sharma, 2017). In this study, a purposive sampling technique was employed to select employees from different USAID sites

and Heads of Departments (HODs) at USAID sites for key informant interviews. Purposive sampling was chosen because it enables the researcher to select a sample that aligns closely with the research objectives and effectively represents the population of interest (Campbell et al., 2020). The summary of sampling, target population, and sample size are presented in Table 3.1.

Table 3.1: Target Population, Sample Size, and Sampling Techniques

| Departments | Target Population (Number of employees) | Sample Size | Sampling Techniques |
|---------------------------|----------------------------------------------------|--------------------|----------------------------|
| Human Resource department | 24 | 17 | Purposive sampling |
| Finance Department | 24 | 18 | Purposive sampling |
| Operations and Logistics | 10 | 08 | Purposive sampling |
| Capacity building | 23 | 17 | Purposive sampling |
| Information Technology | 13 | 10 | Purposive sampling |
| Strategic Information | 16 | 13 | Purposive sampling |
| Key informant (HOD) | 12 | 9 | Purposive sampling |
| TOTAL | 122 | 92 | |

Source: USAID-SITES Annual Report 2022.

3.6 Data Collection methods

Data collection methods refer to the systematic processes by which information is gathered from a population or sample for analysis in a research study. Choosing the right data collection method depends on the study's objectives, research design, and the nature of the data needed (quantitative, qualitative, or mixed) (Paradis et al., 2016). In this study, data collection encompassed both quantitative and qualitative approaches to explore the correlation between employee engagement and OCB among employees at USAID sites in Uganda. The study utilized the following data collection methods:

3.6.1 Questionnaire Survey Method

The Questionnaire Survey Method is a widely used data collection technique where researchers gather information by asking participants a series of structured questions. The questionnaire contains a predetermined set of questions that are asked of all participants, ensuring consistency and comparability in the data collected (Nitzan & Lichtenberg, 2004). This method was used to collect quantitative data from employees. This method involved using closed-ended questions subjected to employees at USAID sites. Closed-ended questions were designed to gather specific quantitative data pertinent to the study.

3.6.2 Interview Method

The Interview method is a qualitative data collection technique in which researchers gather information by directly interacting with participants, either face-to-face, over the phone, or through digital platforms. This method allows for a deeper exploration of participants' thoughts, opinions, experiences, and behaviors, making it one of the most effective ways to obtain detailed, in-depth information (Ellinas, 2023). In-depth interviews were conducted to collect qualitative data and gain a deeper understanding of the study variables. These interviews used an interview guide with open-ended questions and specifically involved Heads of Departments (HODs) to explore the study variables comprehensively.

3.7 Data Collection Instruments

Data collection instruments involve the tools used to gather information or data for research purposes. The choice of instruments depends on the nature of the research, the type of data (qualitative or quantitative), and the specific goals of the study (Moyo, 2017). A range of data collection tools were utilized to thoroughly investigate the correlation between employee engagement and OCB at USAID Sites Uganda.

3.7.1 Structured Questionnaire

A Structured questionnaire is a type of data collection instrument that consists of a pre-defined set of questions in a fixed order, designed to collect specific information from respondents. The questions are typically closed-ended, meaning they offer a limited set of responses for participants to choose from (Moyo, 2017). A standardized structured questionnaire was utilized to systematically gather quantitative data from the participants in this study. The questionnaire included items related to challenging tasks, decision-making processes, access to information, and OCB. Likert scale or multiple-choice questions were used to measure participants' perceptions and attitudes.

3.7.2 Interview Guide

An Interview Guide is a framework of questions and topics that a researcher or interviewer uses to conduct interviews, particularly in qualitative research. It helps ensure that the interview stays focused on the research objectives while allowing flexibility for follow-up questions and in-depth exploration of key areas. The interview guide typically consists of open-ended questions that prompt detailed responses from interviewees (Turner III & Hagstrom-Schmidt, 2022). In-depth interviews were carried out with Heads of Departments (HODs) to collect qualitative data. These interviews offered a platform to delve into participants' experiences, viewpoints, and insights concerning challenging tasks, decision-making processes, access to information, and their impact on OCB. Open-ended questions were used to facilitate detailed responses and allow participants to share their thoughts in-depth.

3.8 Data Collection Procedure

A letter introducing the study's purpose was sent to USAID Sites (Strategic Information and Technical Support) Uganda management to secure their consent for the research. Stringent data collection methods were employed to guarantee the precision, dependability, and inclusiveness of the study participants, thereby boosting the credibility of the findings.

3.9 Data quality Control

3.9.1 Validity

Validity refers to the extent to which a research instrument, test, or methodology accurately measures what it is intended to measure. In research, ensuring validity is crucial for the credibility and accuracy of the findings. If a study or its instruments are valid, it means that the conclusions drawn from the research are likely to be true and applicable in real-world situations (Knapp & Mueller, 2010). For the study to be valid, the supervisor needed to validate the instrument. Given the study problems, theory, and literature. Mugenda, (2013) recommends that CVI and coefficient of 0.70 is good to validate the tools as shown in the table 3.2 below.

$$CVI = \frac{\text{Relevant Items} \times 100}{\text{Total Items}}$$

Table 3.2 Computation of CVI based on Constructs

| Construct | Total Items | Relevant items | Items that needed adjustments | CVI |
|---------------------|--------------------|-----------------------|--------------------------------------|------------|
| Employee Engagement | 18 | 15 | 03 | 0.83 |
| OCB | 14 | 12 | 02 | 0.86 |

Note: Appropriate adjustments were made to increase the tool's validity on questions that were marked irrelevant.

The CVI results indicate that the questionnaire was valid, as the CVI values exceeded the threshold of 0.7.

3.9.2 Reliability

Reliability refers to the consistency or stability of a research instrument, test, or measure. A reliable instrument produces the same results when repeated under the same conditions, meaning that the results are reproducible and not influenced by external variables. High reliability is essential for ensuring that research findings are dependable and trustworthy (Arslan, 2020). To ensure the instrument's reliability, the researcher utilized the test-retest method, administering the instrument twice and comparing scores obtained on each occasion. This method assesses the consistency of scores over time, known as test-retest reliability. A

higher stability coefficient indicates greater reliability of the test measure. For instance, a stability coefficient of 1 signifies perfect correlation among respondents' scores, indicating high reliability. Conversely, a coefficient of 0 suggests no relationship among scores, indicating low reliability. The reliability was further assessed using Cronbach's alpha coefficient, as shown in Table 3.3.

Table 3.3: Reliability Test

| Variables | Items | Cronbach Alfa Coefficient |
|--------------------------------------|--------------|----------------------------------|
| Challenging tasks | 6 | 0.936 |
| Decision Making Processes | 6 | 0.923 |
| Access to Information | 6 | 0.859 |
| Organizational Citizenship Behaviour | 6 | 0.883 |
| Average | | 0.9003 |

All the variables in Table 3.3 were reliable since their Cronbach Alfa coefficients were above 0.7 threshold.

3.10 Data Presentation and Analysis

3.10.1 Quantitative Analysis

After gathering the data, it was processed through editing, coding, and analyzed using the SPSS. The data was initially summarized using frequency tables to identify and correct any errors. Quantitative analysis was performed across three stages: univariate, bivariate, and multivariate. At the univariate stage, descriptive statistics including frequencies, percentages, and means were computed to summarize the data. Bivariate analysis involved correlation analysis to examine relationships between variables. Multivariate analysis employed a multiple linear regression model to analyze the data comprehensively. These quantitative analyses generated the necessary data for generalizing the study findings.

3.10.2 Qualitative analysis

The qualitative data collected from in-depth interviews underwent thematic analysis. This involved transcribing the audio recordings, meticulously reviewing the transcripts to identify recurring themes and patterns, and systematically coding and organizing these themes. Relationships between the identified themes were explored during the analysis process. Atlas.ti, a qualitative data analysis software, facilitated this process. The results were presented clearly and concisely, aligned with the research objectives. Limitations were acknowledged, and comparisons with previous research findings were made to provide context. The implications of the results for policy and practice were carefully discussed.

3.11 Ethical considerations

Ethical considerations were rigorously observed throughout this study. Participants were thoroughly briefed on the study's aims, methodologies for data collection, and the possible advantages and risks associated with their involvement. They were given the choice to participate voluntarily and withdraw at any time without penalty, and each participant provided written informed consent. Confidentiality was maintained by securely storing all personal and sensitive information, ensuring access was restricted to authorized personnel only, and ensuring that participants' identities remained anonymous in all reports and presentations. The study upheld transparency by avoiding any deceptive practices and providing participants with accurate information about the research. Participants were respected and treated with dignity throughout the study, with measures in place to ensure their well-being and to prevent any potential harm or discrimination.

3.12 Study limitations

Self-Report Bias: The data collected from the participants was subject to self-report bias, as some participants did not accurately report their levels of employee engagement and OCB.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter focuses on presenting, analyzing, and interpreting the study's findings. It includes an overview of participants' demographic characteristics, descriptive statistics summarizing the study variables, and inferential analysis related to the research objectives.

4.1 Response Rate

This section displays the response rate to evaluate the representativeness of the sample relative to the target population as shown in Table 4.1.1.

Table 4.1: Response Rate

| Disbursed Tool | Collected Tools | Response Rate |
|----------------|-----------------|---------------|
| 92 | 92 | 100% |

The study distributed 83 structured questionnaires and aimed to conduct 9 key informant interviews with Heads of Departments (HODs). All 83 structured questionnaires were completed and returned, and all 9 key informant interviews were successfully conducted as planned. This results in an overall response rate of 100%, a commendable achievement.

4.2 Background Characteristics of the Respondents

The demographic factors considered in the study encompassed gender, age, marital status, and level of education. Understanding these demographic variations allows to explore potential differences in how employees engage with their work and exhibit OCB.

4.2.1 Sex of Respondents

Table 4.2 below presents the sex of respondents.

Table 4.2: Sex of the Respondents

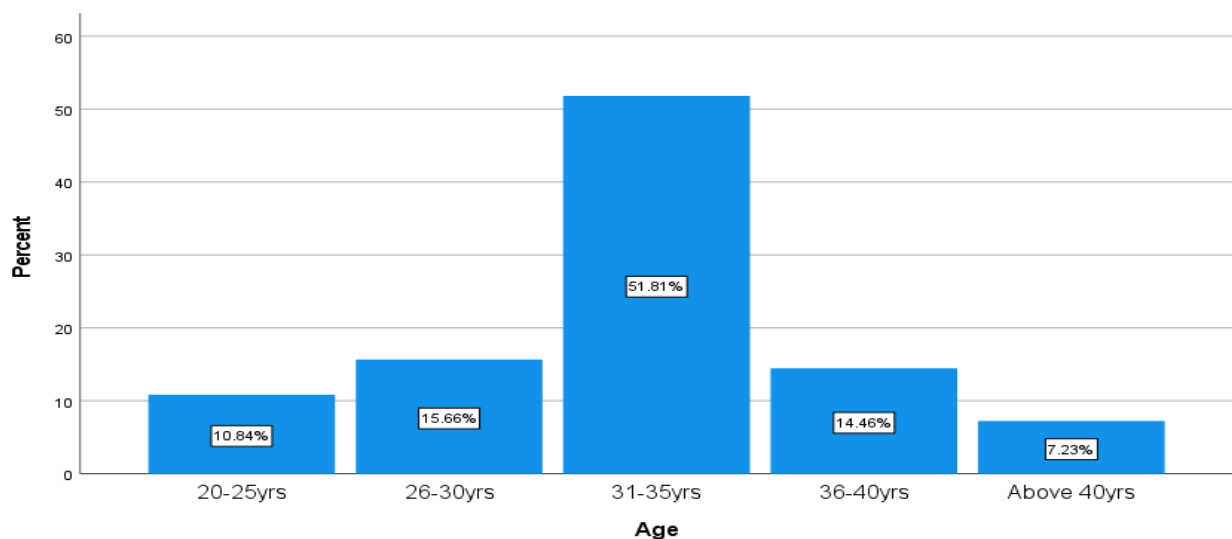
| Category | Frequency | Percentage |
|----------|-----------|------------|
| Female | 44 | 53.0 |
| Male | 39 | 47.0 |
| Total | 83 | 100.0 |

Source: Primary Data, 2024

Table 4.2 above indicates that 53% of the respondents were females while 47% were males. This implies that USAID sites may have roles and departments that attract a higher percentage of females where female employees can deploy various skills to advance Organizational goals.

4.2.2 Age Distribution of Respondents

The age distribution of respondents is presented in Figure 4.1.



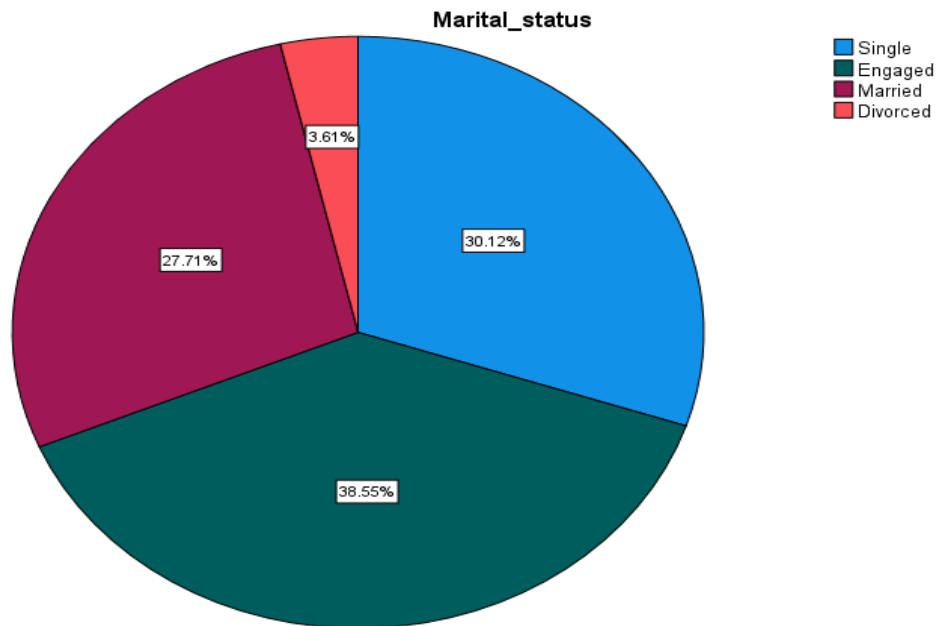
Source: Primary Data, 2024

Figure 4.1: Age Group of Respondents

The findings in Figure 4.1 above show that 51.8% of respondents were aged between 31 and 35 years, followed by those aged between 26 to 30 years (15.7%), while the minority were aged above 40 years (7.2%). The age distribution indicates that a substantial portion of the employees at USAID sites belong to the age group of 31 to 35 because USAID has roles that require field engagements, and this age group is efficient in delivering Organizational field reports and Analysis.

4.2.3 Marital Status of Respondents

The marital status of respondents is shown in Figure 4.2.



Source: Primary Data, 2024

Figure 4.2.2: Marital Status of Respondents

The results from Figure 4.2 above reveal that nearly 38.6% of the respondents were in partnership, followed by those who were single (30.1%), while a minority indicated that they were divorced (3.6%). The findings indicate that the workplace provides a supportive environment for employees in relationships.

4.2.4 Education Level of Respondents

Table 4.3. presents the education level of respondents.

Table 4.3: Education Level of the Respondents

| Category | Frequency | Percentage |
|-------------|-----------|------------|
| Certificate | 11 | 13.3 |
| Diploma | 36 | 43.4 |
| Degree | 28 | 33.7 |
| Masters | 8 | 9.6 |
| Total | 83 | 100.0 |

Source: Primary Data, 2024

From an educational standpoint, the findings in Table 4.3 above revealed that 43.4% of respondents held diplomas, followed by those with a degree (33.7%), while 9.6% possessed master's degrees. The prevalence of diploma holders may indicate that the organization values a diverse set of skills and qualifications while encouraging staff to pursue higher education.

4.3 Descriptive Statistics of the Study Variables

This section unveils the findings of the descriptive statistics pertaining to the study variables. It encompasses descriptive statistics related to challenging tasks, decision-making processes, access to information, and OCB of USAID sites. A mean score of 3.1 and above signifies respondents' agreement with the statement, whereas a mean score below 3.1 indicates disagreement with the statement.

4.3.1 Descriptive Statistics of Challenging Tasks at USAID Sites

This section provides an insight into the respondents' perspectives on challenging tasks at USAID sites. It assesses whether the assigned tasks necessitate critical thinking and problem-solving, whether respondents are frequently given challenging tasks that require stretching their abilities, whether challenging tasks are an inherent aspect of their job responsibilities, whether the assigned tasks are intellectually stimulating and demanding, whether respondents feel motivated and engaged when working on challenging tasks, and whether challenging tasks provide opportunities to showcase skills and capabilities. The corresponding findings are presented in Table 4.4.

Table 4.4: Presents Descriptive Statistics of challenging tasks at USAID Sites

| Statements | Min | Max | Mean | Std. Dev |
|--------------------------------------------------------------------------------|------------|------------|-------------|-----------------|
| The tasks assigned to me require me to think critically and solve problems | 1 | 5 | 3.64 | 1.154 |
| I am often given challenging tasks that require me to stretch my abilities | 1 | 5 | 3.6 | 1.047 |
| Challenging tasks are an integral part of my job responsibilities. | 1 | 5 | 3.64 | 1.132 |
| I find the tasks I am assigned to be intellectually stimulating and demanding. | 1 | 5 | 3.69 | 1.058 |
| I feel motivated and engaged when working on challenging tasks. | 2 | 5 | 3.81 | 0.969 |
| Challenging tasks allow me to showcase my skills and capabilities | 1 | 5 | 3.92 | 1.191 |
| Grand Mean & SD | | | 3.72 | 1.092 |

Source: Primary Data, 2024

Table 4.4 provides a comprehensive overview of the descriptive statistics representing respondents' perspectives on challenging tasks within the context of USAID. The findings reveal that challenging tasks are important within the USAID sites in Uganda (mean=3.72, SD=1.092). The findings further corroborate the insights gleaned from the key informant interview, affirming that employees are consistently tasked with challenging assignments that compel them to push their boundaries. These tasks are not only intellectually stimulating but also require a high level of engagement and proficiency. Moreover, these challenging endeavors afford employees the platform to demonstrate their talents and capabilities, underscoring the value of such opportunities in fostering skill development and professional growth.

4.3.2 Descriptive Statistics of Decision-Making Processes at USAID Sites

This section provides the descriptive statistics concerning respondents' perspectives on decision-making processes at USAID sites. It explores whether respondents feel involved in decision-making processes that impact their work, whether the organization promotes employee participation in decision-making, whether respondents have a say in determining

how work-related decisions are made, whether the organization communicates decisions affecting employees clearly, whether employees are consulted before significant decisions, and whether decision-making processes in the organization are perceived as fair and transparent. The corresponding findings are presented in Table 4.5.

Table 4.5: Decision-Making at USAID Sites

| Statements | Min | Max | Mean | Std. Dev |
|-----------------------------------------------------------------------------------------|------------|------------|-------------|-----------------|
| I feel involved in the decision-making processes that affect my work. | 1 | 5 | 3.6 | 0.883 |
| The organization encourages employee participation in decision-making | 1 | 5 | 3.75 | 1.01 |
| I have a say in determining how work-related decisions are made | 1 | 5 | 3.58 | 0.899 |
| The organization provides clear communication about the decisions that affect employees | 1 | 5 | 3.75 | 1.046 |
| Employees are consulted before significant decisions are made | 1 | 5 | 3.64 | 0.864 |
| Decision-making processes in the organization are fair and transparent. | 1 | 5 | 3.72 | 1.074 |
| Grand Mean & SD | | | 3.67 | 0.963 |

Source: Primary Data, 2024

Table 4.5 presents the findings derived from the descriptive statistics regarding decision-making processes at USAID Sites. The findings reveal that decision-making processes at USAID Sites are so important to the employees (mean=3.67, SD=0.963). The findings echo the sentiments expressed in the qualitative interviews, highlighting that employees perceive a meaningful level of involvement in decision-making processes that directly influence their work. Furthermore, the organization is recognized for its commitment to providing clear and transparent communication regarding decisions that impact employees. This transparency extends to the fairness and openness observed in the organization's decision-making processes, fostering trust and confidence among employees in the system.

4.3.3 Descriptive Statistics of Access to Information at USAID Sites

This section provides descriptive statistics related to access to information at USAID sites. It examines whether respondents have access to the information necessary for effective job performance, whether the organization provides timely and accurate information about its goals and objectives, whether information relevant to their work is readily available and easily accessible, whether respondents receive regular updates and communication regarding organizational changes, whether the organization ensures transparency in sharing crucial information with employees, and whether respondents are well-informed about decisions and strategies impacting their work. The findings are presented in Table 4.6

Table 4.6: Access to Information at USAID Sites

| Statements | Min | Max | Mean | Std. Dev |
|-------------------------------------------------------------------------------------------|------------|------------|-------------|-----------------|
| I have access to the information I need to perform my job effectively. | 2 | 5 | 3.64 | 0.864 |
| The organization provides timely and accurate information about its goals and objectives | 2 | 5 | 3.78 | 0.856 |
| Information relevant to my work is readily available and easily accessible | 1 | 5 | 3.75 | 0.948 |
| I receive regular updates and communication regarding organizational changes and updates. | 2 | 5 | 3.88 | 0.889 |
| The organization ensures transparency in sharing important information with employees | 2 | 5 | 3.86 | 0.665 |
| I am well-informed about the decisions and strategies that impact my work. | 2 | 5 | 3.98 | 0.841 |
| Grand Mean & SD | | | 3.82 | 0.844 |

Source: Primary Data, 2024

Table 4.6 displays the descriptive statistics for access to information at USAID Sites. The respondents concurred that access to the information is instrumental at USAID Sites (mean=3.82, SD=0.844). The qualitative findings also underscored the significance of access to information for employees, revealing that they are well-versed and informed about the decisions and strategies that directly influence their work. This accessibility to relevant

information ensures that employees are equipped with the necessary knowledge to understand the context and implications of organizational decisions, thereby fostering a sense of engagement and alignment with the broader goals and direction of the company.

4.3.4 Descriptive Statistics of Organizational Citizenship Behavior at USAID Sites

The study analyzed the descriptive statistics of OCB at USAID sites. It assessed whether respondents consistently adhere to organizational rules and policies, even when no one is watching, whether respondents willingly assist their colleagues with their work without explicit requests, whether respondents go above and beyond their job requirements to support the organization's goals, whether respondents actively participate in team activities, contributing to a positive work environment, whether respondents are willing to volunteer for additional tasks or projects that benefit the organization, and whether respondents demonstrate loyalty and commitment to the organization and its mission. The findings are presented in Table 4.7.

Table 4.7 Organizational Citizenship Behavior at USAID Sites

| Statements | Min | Max | Mean | Std. Dev |
|------------------------------------------------------------------------------------------|------------|------------|--------------|-----------------|
| I consistently follow organizational rules and policies, even when no one is watching. | 2 | 5 | 3.9 | 0.821 |
| I willingly help my colleagues with their work, even when not explicitly asked. | 2 | 5 | 3.87 | 0.894 |
| I go above and beyond my job requirements to support the goals of the organization. | 2 | 5 | 3.86 | 0.926 |
| I actively participate in team activities and contribute to a positive work environment | 2 | 5 | 4.08 | 0.9 |
| I am willing to volunteer for additional tasks or projects that benefit the organization | 1 | 5 | 4.08 | 0.9 |
| I demonstrate loyalty and commitment to the organization and its mission. | 1 | 5 | 4.29 | 0.982 |
| Grand Mean & SD | | | 4.013 | 0.904 |

Source: Primary Data, 2024

Table 4.7 presents the descriptive statistics of OCB at USAID Sites. The findings reveal that OCB is important at USAID Sites (mean=4.013, SD=0.904).

4.4 Factor Analysis of the Variables

Factor analysis was conducted to simplify the data by uncovering underlying factors that explain the relationships among observed variables. Rather than analyzing numerous variables separately, factor analysis identified a smaller set of latent factors that encapsulate the key information from the original variables. The outcomes of the factor analysis are detailed in Table 4.8.

Table 4.8: Factor Analysis of the Study Variables

| Item | Challenging tasks | Decision Making Processes | Access to Information | Organizational Citizenship Behavior |
|-------------------------------------------------------------------------------------------|-------------------|---------------------------|-----------------------|-------------------------------------|
| The tasks assigned to me require me to think critically and solve problems | 0.804 | | | |
| I am often given challenging tasks that require me to stretch my abilities | 0.765 | | | |
| Challenging tasks are an integral part of my job responsibilities. | 0.694 | | | |
| I find the tasks I am assigned to be intellectually stimulating and demanding. | 0.770 | | | |
| I feel motivated and engaged when working on challenging tasks. | 0.715 | | | |
| Challenging tasks allow me to showcase my skills and capabilities | 0.818 | | | |
| I feel involved in the decision-making processes that affect my work. | | 0.716 | | |
| The organization encourages employee participation in decision-making | | 0.731 | | |
| I have a say in determining how work-related decisions are made | | 0.753 | | |
| The organization provides clear communication about the decisions that affect employees | | 0.717 | | |
| Employees are consulted before significant decisions are made | | 0.631 | | |
| Decision-making processes in the organization are fair and transparent. | | 0.798 | | |
| I have access to the information I need to perform my job effectively. | | | 0.615 | |
| The organization provides timely and accurate information about its goals and objectives | | | 0.653 | |
| Information relevant to my work is readily available and easily accessible | | | 0.715 | |
| I receive regular updates and communication regarding organizational changes and updates. | | | 0.719 | |
| The organization ensures transparency in sharing important information with employees | | | 0.506 | |
| I am well-informed about the decisions and strategies that impact my work. | | | 0.346 | |
| I consistently follow organizational rules and policies, even when no one is watching. | | | | 0.722 |
| I willingly help my colleagues with their work, even when not explicitly asked. | | | | 0.730 |
| I go above and beyond my job requirements to support the goals of the organization. | | | | 0.839 |
| I actively participate in team activities and contribute to a positive work environment | | | | 0.843 |
| I am willing to volunteer for additional tasks or projects that benefit the organization | | | | 0.809 |
| I demonstrate loyalty and commitment to the organization and its mission. | | | | 0.821 |
| Eigen Values | 4.6 | 4.3 | 3.6 | 3.8 |

| | | | | |
|---------------------|-------------|-------------|-------------|-------------|
| Variance (%) | 76.1 | 72.4 | 59.2 | 63.3 |
|---------------------|-------------|-------------|-------------|-------------|

The results presented in Table 4.8 demonstrate that the highest item of challenging tasks yielded a loading of 0.818, with each factor accounting for 76.1% of the variance and an eigenvalue of 4.6. Regarding decision-making, the highest factor showed a loading of 0.798, with each factor accounting for 72.4% of the variance and an eigenvalue of 4.3. Concerning access to information, the highest factor yielded a loading of 0.715, with each factor explaining 59.2% of the variances and yielding an eigenvalue of 3.6. Regarding OCB, the largest factor showed a loading of 0.843, with each factor accounting for 63.3% of the variance and yielding an eigenvalue of 3.8.

4.5 Correlation Analysis between Variables

This section presents the correlation between challenging tasks, decision-making processes, access to information, and OCB at USAID Sites. The findings are presented in Table 4.9.

Table 4.9: Correlation Analysis between Variables

| | Mean | SD | CT1 | DP2 | AC3 | OB4 |
|--------------------------------------------|-------------|-----------|------------|------------|------------|------------|
| Challenging tasks (CT)1 | 3.72 | 1.092 | 1.000 | | | |
| Decision-making processes (DP)2 | 3.67 | 0.963 | .898** | 1.000 | | |
| Access to Information (AC)3 | 3.82 | 0.844 | .786** | .823** | 1.000 | |
| Organizational citizenship behaviour (OB)4 | 4.013 | 0.904 | .633** | .675** | .807** | 1.000 |

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

Source: Primary Data, 2024

The results in Table 4.9 demonstrate a positive and statistically significant moderate relationship between challenging tasks and OCB ($r=0.633$, $P\text{-value}=0.000<0.01$). This implies that increased engagement with challenging tasks tends to elevate OCB among employees. In addition, the correlation results show a positive and significant moderate association between decision-making processes and OCB ($r=0.675$, $P\text{-value}=0.00<0.01$), indicating that effective decision-making processes are linked to higher levels of OCB. Furthermore, the findings reveal

a strong positive and statistically significant relationship between access to information and OCB ($r=0.807$, $P\text{-value}=0.000<0.01$), implying that improved access to information greatly enhances OCB.

4.6 Findings from the Multiple Regression

The study investigated the effect of challenging tasks, decision-making processes, and access to information on OCB. The findings are presented through a multiple linear regression model at a 5% significance level.

Table 4.10: The Predictability Level of Challenging Tasks, Decision-Making Processes, and Access to Information on Organizational Citizenship Behavior

| Coefficients | | | | | | | |
|---------------------------|------------------------------------|-------------------|----------------------------------|----------|-------------|------------------|------------|
| | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. | Tolerance | VIF |
| | B | Std. Error | Beta | | | | |
| (Constant) | .601 | .290 | | 2.072 | .042 | | |
| Challenging Task | .037 | .116 | .049 | .318 | .001 | 0.186 | 5.376 |
| Decision Making processes | .063 | .147 | .071 | .426 | .002 | 0.157 | 6.369 |
| Access to Information | .871 | .132 | .786 | 6.607 | .000 | 0.311 | 3.215 |
| Model Summary | | | | | | | |
| R Square | .651 | | | | | | |
| Adjusted R Square | .638 | | | | | | |
| ANOVA | | | | | | | |
| Model | Sum of Squares | Df | Mean Square | F | Sig. | | |
| Regression | 27.620 | 3 | 9.207 | 49.208 | .000 | | |
| Residual | 14.780 | 79 | .187 | | | | |
| Total | 42.400 | 82 | | | | | |

Dependent Variable: Organizational citizenship behaviour

Source: Primary Data, 2024

The results in Table 4.10 show that challenging task, decision making processes, and access to information combined predict 63.8% of the total variations in OCB (Adjusted R Square=0.638).

This implies that the remaining 36.2% was as a result of other factors which were not in the model. The ANOVA results show goodness of fit ($F=49.208$, $P=0.000<0.05$) which implies that challenging task, decision making processes, and access to information have an overall significant effect on OCB.

Concerning challenging tasks, the results reveal a positive and significant influence on OCB ($B=0.037$, $P\text{-value}=0.001<0.05$). This means that a unit increase in challenging tasks increases OCB by 0.037. The implication of this finding is that actively incorporating challenging tasks into the work environment can have a positive effect on OCB. Therefore, the researcher accepted the alternative hypothesis that: *There is a significant effect of challenging tasks on OCB at USAID Sites*. These findings are in agreement with the findings from the qualitative interviews.

The model findings reveal a significant positive effect of decision-making processes on OCB ($B=0.063$, $P\text{-value}=0.002<0.05$). This shows that a unit increase in decision-making processes significantly increases on OCB by 0.063. This indicates that when decision-making is transparent, participative, and well-managed, employees are more likely to engage in behaviors that go beyond their formal job roles to contribute to the organization's success. Therefore, the researcher accepted the alternative hypothesis that: *There is a significant effect of decision-making processes on OCB at USAID Sites*.

The model findings also reveal a significant positive effect of access to information on OCB ($B=0.871$, $P\text{-value}=0.000<0.05$). This indicates that for every unit increase in access to information, there is a significant corresponding increase in OCB by 0.871. The noteworthy statistical significance indicates that providing employees with enhanced access to relevant information is linked to a significant rise in their inclination to go beyond formal job requirements, actively contributing to the overall objectives and values of the organization.

Therefore, the researcher accepted the alternative hypothesis that: *There is a significant effect of access to information on OCB at USAID Sites.* These findings are also consistent with the findings from the key informant interviews.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This Chapter presents a comprehensive overview of discussion of findings, Conclusion followed by Recommendations.

5.1 Discussion of Findings

This section engages in a detailed discussion of findings, offering insights into the effect of challenging tasks, decision-making processes, and access to information on OCB at USAID Sites.

5.1.1 Challenging tasks and Organizational Citizenship behavior at USAID Sites Organization

The results show that there is a positive significant effect of challenging tasks on OCB at USAID Sites. This means that actively incorporating challenging tasks into the work environment at USAID Sites can have a positive effect on OCB (Chen et. al., 2019). The findings are consistent with Grego-Planer (2019) who found a significant effect of challenging tasks on OCB in the public and private sectors. The results also align with Jurek et al. (2021) and Chen et al. (2020) who found a significant influence of challenging tasks on OCB. The findings are consistent with the findings from the key informant interviews.

“I noticed a direct link between the complexity of tasks assigned and our team's willingness to contribute beyond our job requirements. It's like these challenges ignite a sense of shared responsibility.” Respondent 5 added.

The study found that majority of respondents agreed that the tasks assigned to them necessitate critical thinking and problem-solving skills. This implies a workforce that recognizes and embraces the need for analytical skills and problem-solving abilities in their roles. The findings indicate that employees are frequently assigned challenging tasks that demand them to stretch

their abilities. This could reflect a work environment that values employee growth, encourages continuous development, and actively seeks to challenge employees in their professional capacities. These findings are in line with the findings of Aon (2017) who revealed that challenging tasks attribute to work assignments that require employees to stretch their skills, knowledge, and abilities beyond their usual job responsibilities. The findings are in agreement with the findings from key informant interviews.

“We consistently assign challenging tasks to our team members, aiming to boost their abilities and encourage proactive engagement.” Respondent 3 commented

The study further confirmed that respondents agreed that challenging tasks provide them with the opportunity to showcase their skills and capabilities. This implies that challenging assignments are perceived as platforms for employees to exhibit their competencies and talents. These findings are consistent with the findings of Chen et. al. (2020) who argued that employees who are exposed to challenging assignments have the opportunity to acquire new skills, expand their knowledge, and develop expertise in specific areas. The findings are also in agreement with the findings from key informant interviews.

“It is gratifying to see that our shared vision for challenging tasks as opportunities for skill showcase is well-reflected in both the organizational ethos and the perspectives of our valued employees. Our intentional approach to task assignments aligns with the belief that these challenges are not only instrumental in individual skill development but also serve as a stage for our team members to exhibit their talents. This resonates with our department's commitment to fostering an environment where each individual's unique skills are valued, contributing to the collective success and innovative spirit within our team.” Respondent 9 emphasized

5.1.2 Decision-Making Processes and Organizational Citizenship behavior at USAID Sites Organization

The study findings reveal a significant positive effect of decision-making processes on OCB at USAID Sites. This means that when decision-making is transparent, participative, and well-managed, employees are more inclined to exhibit behaviors extending beyond their formal job roles, contributing to the organization's overall success. The findings are consistent with the findings of Ike et al. (2017), Knezović and Smajić (2022), Gupta et al. (2024), and Oyaro (2016) who found a significant effect of employee participation in decision making on organizational citizenship behaviour. The findings are consistent with the findings from the key informant interviews.

“It is indicative of our commitment to ensuring that decisions are made with input from those directly affected. The engagement of our team in decision-making processes not only empowers individuals but also contributes to a sense of ownership and shared responsibility within the department.” Respondent 7 argued.

The findings indicate that the respondents feel involved in the decision-making processes that impact their work. This implies that there is a positive engagement and participation of employees in decision-making, fostering a sense of inclusion and empowerment. The findings are consistent with the findings of Chiu (2015) who emphasized that in organizations where employees are actively involved in decision-making processes, there is a positive correlation with organizational Citizenship behaviour.

The findings reveal that the organization encourages employee participation in decision-making. These results show a positive organizational climate that values and fosters employee engagement and input in shaping decisions, potentially contributing to a more collaborative and inclusive work environment. The findings are also in line with Chiu (2015) who indicated

that when employees are given opportunities to contribute their ideas, provide input, and participate in decision-making, they experience a sense of empowerment and ownership.

5.1.3 Access to Information and Organizational Citizenship behavior at USAID Sites Organization

The findings further reveal a significant positive effect of access to information on OCB at USAID Sites. This implies that equipping employees with improved access to pertinent information correlates with a noteworthy increase in their propensity to surpass formal job requirements, actively contributing to the organization's overarching objectives and values. The findings are consistent with the previous research which found a positive and significant effect of access to information on OCB (Akturan & Çekmecelioğlu, 2016; Davison et al., 2020). The findings are consistent with the findings from the qualitative interviews.

“It is heartening that my team find the information pertinent to their work available and easily accessible. It's reassuring to know that our efforts to prioritize accessibility are being recognized, contributing to a workplace where information flow is not just smooth but also empowers our team members to make well-informed decisions.” Respondent 9 emphasized.

“Having easy access to information isn't just about efficiency; it influences how we collaborate.” Respondent 4 argued.

The respondents agreed that information relevant to their work is readily available and easily accessible. The results indicate that employees generally perceive the organization as effective in providing accessible and relevant information for their work. This may contribute to a work environment where employees have the necessary resources to perform their duties effectively. The findings are in agreement with Wang (2019) who observed that when information is readily available and communicated effectively, it creates a culture of openness and honesty.

The respondents concurred that they have access to the information needed to perform their jobs effectively. These results imply that the organization is perceived positively in providing employees with the required information, fostering an environment where employees have the resources, they need to perform their jobs effectively. The findings are consistent with the findings of Park, et. al. (2022) who argued that access to information enables employees to have a clear understanding of the organization's objectives, strategies, and expectations.

5.2 Conclusion

In conclusion it is evident that the study revealed a positive and significant effect of Challenging task, decision making processes, and access to information on OCB at USAID Sites. However, access to information was the major predictor of OCB. This suggests that equipping employees with improved access to pertinent information correlates with a noteworthy increase in their propensity to surpass formal job requirements, actively contributing to the organization's overarching objectives and values. The findings are consistent with the previous research which found a positive and significant effect of access to information on OCB (Akturan & Çekmecelioğlu, 2016; Davison et al., 2020).

5.3 Recommendations

The USAID should implement initiatives to enrich tasks by providing employees with challenging assignments that encourage critical thinking, problem-solving, and creativity. This could involve regular skill-building workshops and opportunities for cross-functional collaboration.

The USAID should establish a recognition and rewards system that acknowledges employees who consistently engage in challenging tasks and demonstrate exemplary OCB. This can motivate others to actively seek and excel in such tasks.

The USAID should encourage leadership to actively participate in and endorse challenging tasks. Leaders should set an example by embracing challenges, fostering a culture that values innovation, and recognizing employees who actively contribute beyond their routine responsibilities.

The USAID should enhance transparency in communication channels related to decision-making processes. This involves clearly articulating the rationale behind decisions, providing updates, and ensuring that information is accessible to all employees.

The USAID should foster a culture of participatory decision-making where employees are encouraged to provide input and feedback on matters that affect their work. This can be achieved through regular team meetings, brainstorming sessions, and collaborative forums.

The USAID should provide training programs that equip employees and leaders with effective decision-making skills. This can enhance the quality of decisions made within the organization, leading to a more positive impact on OCB.

The USAID should encourage a two-way communication approach, allowing employees to provide feedback, seek clarifications, and actively participate in discussions related to organizational information. This inclusivity promotes engagement and citizenship behavior.

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APPENDICES

Appendix I: Questionnaire

My name is HILDA NANGOBI, a student at Kyambogo University, currently gathering data for my dissertation. My research focuses on the **"Effect of Employee Engagement on Organizational Citizenship Behavior within Non-Governmental Organizations in Uganda: A Case Study of USAID SITES Organization."** The data collected is strictly for academic purposes, and all responses will be treated with the highest confidentiality. Your identity will remain anonymous; there is no need to disclose your name or any identifying information on the questionnaire. I kindly ask that you complete the questionnaire accurately in the provided spaces or by selecting the options provided.

SECTION A: Background Information of Respondents

1. Gender

1=Female

2=Male

2. group

1= Below 20 years 2= 20 – 25 years 3= 26 – 30 years

4= 31 – 35years 5= 36 – 40 Years 6= Above 40 years.

3. Marital status

1=Single 2=Engaged 3=Married 4=Divorced

5=Widowed

4. Highest level of education

1=Certificate 2=Diploma 3=Degree 4=Masters

5=Others (specify)

Please indicate your level of agreement or disagreement with the following statements by marking the appropriate number.

| | | | | |
|-----------------------|--------------|-----------------|-----------------|--------------------------|
| Strongly agree | Agree | Not sure | Disagree | Strongly Disagree |
| 5 | 4 | 3 | 2 | 1 |

Section B: Employee Engagement

| Statement | 5 | 4 | 3 | 2 | 1 |
|----------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| Challenging tasks | | | | | |
| 1. The tasks assigned to me require me to think critically and solve problems | | | | | |
| 2. I am often given challenging tasks that require me to stretch my abilities | | | | | |
| 3. Challenging tasks are an integral part of my job responsibilities. | | | | | |
| 4. I find the tasks I am assigned to be intellectually stimulating and demanding. | | | | | |
| 5. I feel motivated and engaged when working on challenging tasks. | | | | | |
| 6. Challenging tasks allow me to showcase my skills and capabilities | | | | | |
| Decision making processes | 5 | 4 | 3 | 2 | 1 |
| 1. I feel involved in the decision-making processes that affect my work. | | | | | |
| 2. The organization encourages employee participation in decision-making | | | | | |
| 3. I have a say in determining how work-related decisions are made | | | | | |
| 4. The organization provides clear communication about the decisions that affect employees | | | | | |
| 5. Employees are consulted before significant decisions are made | | | | | |
| 6. Decision-making processes in the organization are fair and transparent. | | | | | |
| Access to Information | 5 | 4 | 3 | 2 | 1 |
| 1. I have access to the information I need to perform my job effectively. | | | | | |
| 2. The organization provides timely and accurate information about its goals and objectives | | | | | |
| 3. Information relevant to my work is readily available and easily accessible | | | | | |
| 4. I receive regular updates and communication regarding organizational changes and updates. | | | | | |
| 5. The organization ensures transparency in sharing important information with employees | | | | | |
| 6. I am well-informed about the decisions and strategies that impact my work. | | | | | |

SECTION C: Organizational Citizenship behavior

| Statement | 5 | 4 | 3 | 2 | 1 |
|---------------------------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| 1. I consistently follow organizational rules and policies, even when no one is watching. | | | | | |
| 2. I willingly help my colleagues with their work, even when not explicitly asked. | | | | | |
| 3. I go above and beyond my job requirements to support the goals of the organization. | | | | | |
| 4. I actively participate in team activities and contribute to a positive work environment | | | | | |
| 5. I am willing to volunteer for additional tasks or projects that benefit the organization | | | | | |
| 6. I demonstrate loyalty and commitment to the organization and its mission. | | | | | |

THANK YOU FOR YOUR TIME AND COOPERATION

Appendix II: Interview guide

My name is HILDA NANGOBI, a student at Kyambogo University, currently gathering data for my dissertation. My research focuses on the **"Effect of Employee Engagement on Organizational Citizenship Behavior within Non-Governmental Organizations in Uganda: A Case Study of USAID SITES Organization."** You have been chosen to contribute your insights and help ensure the success of this study. The interview I am conducting aims to gather qualitative information to complement the quantitative data I am also collecting.

1. How would you describe the nature of the tasks assigned to employees within USAID SITES Organization?
2. In your experience, how do challenging tasks contribute to employees' willingness to engage in organizational citizenship behavior?
3. Are employees actively involved in decision-making processes that affect their work and the organization as a whole? If so, how does this influence their engagement in organizational citizenship behavior?
4. Are employees actively involved in decision-making processes that affect their work and the organization as a whole? If so, how does this influence their engagement in organizational citizenship behavior?
5. How would you describe the level of access to information within USAID SITES Organization?
6. How does access to information contribute to employees' engagement in organizational citizenship behavior?
7. Can you provide examples of how access to information empowers employees to contribute to the organization beyond their assigned responsibilities?

8. What strategies or initiatives can be implemented to foster both employee engagement and organizational citizenship behavior within USAID SITES Organization?

Thanks for your time.

Appendix III: Sample Size Determination

Note: “N” is population size and “S” is sample size.

| N | S | N | S | N | S | N | S | N | S |
|----|----|------------|-----------|-----|-----|------|-----|--------|-----|
| 10 | 10 | 100 | 80 | 280 | 162 | 800 | 260 | 2800 | 338 |
| 15 | 14 | 110 | 86 | 290 | 165 | 850 | 265 | 3000 | 341 |
| 20 | 19 | 120 | 92 | 300 | 169 | 900 | 269 | 3500 | 246 |
| 25 | 24 | 130 | 97 | 320 | 175 | 950 | 274 | 4000 | 351 |
| 30 | 28 | 140 | 103 | 340 | 181 | 1000 | 278 | 4500 | 351 |
| 35 | 32 | 150 | 108 | 360 | 186 | 1100 | 285 | 5000 | 357 |
| 40 | 36 | 160 | 113 | 380 | 181 | 1200 | 291 | 6000 | 361 |
| 45 | 40 | 170 | 118 | 400 | 196 | 1300 | 297 | 7000 | 364 |
| 50 | 44 | 180 | 123 | 420 | 201 | 1400 | 302 | 8000 | 367 |
| 55 | 48 | 190 | 127 | 440 | 205 | 1500 | 306 | 9000 | 368 |
| 60 | 52 | 200 | 132 | 460 | 210 | 1600 | 310 | 10000 | 373 |
| 65 | 56 | 210 | 136 | 480 | 214 | 1700 | 313 | 15000 | 375 |
| 70 | 59 | 220 | 140 | 500 | 217 | 1800 | 317 | 20000 | 377 |
| 75 | 63 | 230 | 144 | 550 | 225 | 1900 | 320 | 30000 | 379 |
| 80 | 66 | 240 | 148 | 600 | 234 | 2000 | 322 | 40000 | 380 |
| 85 | 70 | 250 | 152 | 650 | 242 | 2200 | 327 | 50000 | 381 |
| 90 | 73 | 260 | 155 | 700 | 248 | 2400 | 331 | 75000 | 382 |
| 95 | 76 | 270 | 159 | 750 | 256 | 2600 | 335 | 100000 | 384 |

Source: Krejcie, R. V., & Morgan, D.W. (1970).