

# องค์ประกอบการทำงานแบบมีส่วนร่วมของพนักงานใหม่ ที่มีผลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ

## The components of work engagement among new employees influence on organizational citizenship behavior

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### บทคัดย่อ

งานวิจัยเรื่อง องค์ประกอบการทำงานแบบมีส่วนร่วมของพนักงานใหม่ที่มีผลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ ในการศึกษาี้เก็บรวบรวมข้อมูลโดยการแจกแบบสอบถามกับกลุ่มตัวอย่างที่เป็นพนักงานใหม่ จำนวน 370 คน วิเคราะห์ข้อมูลด้วยสถิติการวิเคราะห์การถดถอยพหุคูณ ผลการศึกษา พบว่า สมมติฐานได้รับการสนับสนุนคือ องค์ประกอบการทำงานแบบมีส่วนร่วมของพนักงานใหม่ที่มีผลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ อย่างมีนัยสำคัญทางสถิติที่ระดับ 0.001 ซึ่งเป็นที่น่าสังเกตว่า ตัวแปรองค์ประกอบการทำงานแบบมีส่วนร่วมที่มีผลกระทบต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การมากที่สุดคือ ตัวแปร ความไว้วางใจ ( $Beta = 0.395$ ) ตามด้วยตัวแปร ความยึดมั่นผูกพัน ( $Beta = 0.233$ ) ตัวแปร การตั้งเป้าหมายและวัตถุประสงค์ ( $Beta = 0.157$ ) และตัวแปร ความมีอิสระในการปฏิบัติงาน ( $Beta = 0.148$ ) ตามลำดับ

ผลการศึกษาครั้งนี้แสดงว่าองค์ประกอบการทำงานแบบมีส่วนร่วมทั้งหมดมีผลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ แต่มีการประเมินในเชิงบวกที่ดีที่สุดคือ ความไว้วางใจมีผลต่อพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ เพราะสำหรับพนักงานใหม่ ความไว้วางใจนั้นมีความสำคัญมาก เนื่องจากพวกเขาต้องเผชิญกับความท้าทายต่าง ๆ ในสภาพแวดล้อมการทำงานใหม่ ความไว้วางใจช่วยสร้างความปลอดภัยทางจิตใจที่ทำให้มีความกล้าที่จะริเริ่มและมีส่วนร่วมในพฤติกรรมการเป็นสมาชิกที่ดีขององค์การ เนื่องจากรู้สึกมั่นคงมากขึ้นในบทบาทของตนและได้รับการสนับสนุนจากองค์การและสมาชิกในทีม นอกจากนี้ การมีความไว้วางใจยังช่วยเพิ่มการมีส่วนร่วมในการทำงานของพนักงานใหม่โดยการลดความกลัวต่อการถูกลงโทษจากความผิดพลาดเล็กน้อย และเปิดโอกาสให้มีการสื่อสารอย่างเปิดเผย ซึ่งทั้งสองอย่างนี้มีส่วนช่วยเพิ่มระดับความพึงพอใจในงานและความมุ่งมั่นต่อองค์การ

**คำสำคัญ:** การทำงานแบบมีส่วนร่วม พฤติกรรมการเป็นสมาชิกที่ดีขององค์การ พนักงานใหม่

### Abstract

This research aims to investigate the components of work engagement among new employees that influence organizational citizenship behavior. In this study, data was collected by distributing questionnaires to a sample group of 370 new employees. Data analysis was conducted using multiple regression statistical analysis. The results indicated that the hypotheses were supported, as the components of work engagement among new employees significantly influenced organizational citizenship behavior at a statistical significance level of 0.001. Notably, the component that had the most significant impact on organizational citizenship behavior was the variable of trust ( $Beta = 0.395$ ), followed by commitment ( $Beta = 0.233$ ), goal-setting and objectives ( $Beta = 0.157$ ), and autonomy in work ( $Beta = 0.148$ ).

This study demonstrates that all components of work engagement affect organizational citizenship behavior, with the most positive assessment being that trust influences organizational citizenship behavior significantly. For new employees, trust is

particularly important as they navigate various challenges in a new work environment. Trust fosters a psychological safety net that empowers them to take initiative and engage in organizational citizenship behavior, as they feel more secure in their roles and supported by the organization and its members. Furthermore, the presence of trust enhances new employees' work engagement by reducing fear of reprisal for minor mistakes and enabling open communication, both of which contribute to higher levels of job satisfaction and organizational commitment.

**Keywords:** Work Engagement, Organizational Citizenship Behavior, New Employees

## Introduction

In today's rapidly changing business environment, organizations increasingly rely on new employees to adapt quickly and contribute effectively. However, fostering high levels of commitment and positive behavior in new hires remains a challenging. Organizational citizenship behavior, characterized by voluntary and beneficial actions that go beyond formal job duties, is crucial for organizational success. New employees often face difficulties integrating into their new roles and organizational culture, which may impact their level of engagement and, consequently, their organizational citizenship behavior.

In the modern organizational landscape, work engagement plays a critical role in influencing employee behaviors, especially among new employees who are transitioning into their roles. Work engagement, typically characterized by trust, commitment, goals and objectives, and autonomy has been found to have a strong correlation with positive workplace outcomes, including organizational citizenship behavior (Schaufeli et al., 2002). Organizational citizenship behavior, which refers to discretionary actions that contribute to the organization's overall effectiveness but are not part of formal job requirements, is essential for fostering a cooperative and productive work environment (Organ, 1997).

Work engagement is a key factor influencing how new employees connect with their work and organization, potentially shaping their willingness to exhibit organizational citizenship behavior. Understanding the specific components of work engagement that foster organizational citizenship behavior in new employees is vital for organizations aiming to improve their onboarding processes and build a more collaborative, efficient, and motivated workforce.

For new employees, establishing a sense of belonging and commitment can be particularly challenging due to unfamiliarity with the organizational culture and work processes. Their level of engagement is likely to affect their integration and subsequent willingness to go beyond their formal job responsibilities (Saks & Gruman, 2014). The components of work engagement such as emotional commitment, cognitive engagement,

and the sense of purpose can therefore be critical in shaping these employees' inclination toward organizational citizenship behavior.

However, despite the known importance of work engagement, there remains a gap in research specifically addressing the components of work engagement that most significantly influence organizational citizenship behavior among new employees. Existing studies often examine the two constructs in isolation or focus on general employee populations (Bakker & Demerouti, 2008), leaving a gap in understanding the unique challenges and dynamics faced by new hires. This gap is crucial to address, as effective onboarding and engagement strategies can promote behaviors that improve teamwork, reduce turnover, and enhance organizational performance (Allen, 2006).

Therefore, this research aims to explore the specific components of work engagement that impact organizational citizenship behavior among new employees, providing valuable insights for human resource professionals and organizational leaders in enhancing employee integration and productivity.

### **The Objectives of Study**

To investigate the components of work engagement among new employees that influence organizational citizenship behavior.

### **Literature review**

#### **Work engagement**

Work engagement is a multidimensional construct that reflects the energy, dedication, and involvement individuals bring to their work roles. It comprises several key components that contribute to an individual's overall engagement and satisfaction within their job context. This literature review explores four primary components of work engagement: trust, commitment, goals and objectives, and autonomy.

1. Trust: Trust in the workplace is foundational to fostering engagement among employees. Trust involves the belief that colleagues and organizational leaders will act in a reliable, fair, and supportive manner. According to Mayer and Davis (1999), trust is built upon three factors: ability (competence to perform tasks), benevolence (intentions to do good), and integrity (adherence to a set of principles). When employees perceive trust in their workplace relationships, they are more likely to engage fully in their roles, contribute innovative ideas, and collaborate effectively with others (Dirks & Ferrin, 2002).

2. Commitment: Work commitment refers to the psychological attachment employees develop towards their organization and its goals. Meyer et al. (1991) identified three types of organizational commitment: affective commitment (emotional attachment to the organization), continuance commitment (perceived costs of leaving the organization), and normative commitment (sense of obligation to remain). High levels of commitment

are associated with greater engagement, as committed employees are motivated to invest time and effort into achieving organizational objectives and promoting its success (Meyer & Herscovitch, 2001).

3. Goals and Objectives: Clear and meaningful goals and objectives provide employees with direction and purpose in their work. Locke and Latham (2002) emphasize the importance of setting specific, challenging, and achievable goals to enhance motivation and performance. When employees have a clear understanding of their roles and responsibilities, along with well-defined objectives aligned with organizational priorities, they experience a greater sense of accomplishment and fulfillment. This alignment fosters engagement by enabling individuals to see how their contributions contribute to larger organizational goals (Latham & Locke, 2007).

4. Autonomy: Autonomy refers to the degree of independence and discretion employees have in making decisions and performing tasks related to their job roles. Deci and Ryan's Self-Determination Theory (1985) posits that autonomy is a fundamental psychological need that, when satisfied, promotes intrinsic motivation and engagement. Empowering employees with autonomy not only enhances their sense of ownership and responsibility but also allows them to leverage their skills and creativity to solve problems and achieve outcomes. Organizations that provide autonomy alongside appropriate support and resources enable employees to thrive and contribute actively to organizational success (Gagné & Deci, 2005).

### **Organizational Citizenship Behavior**

Organizational citizenship behavior refers to voluntary, extra-role behaviors exhibited by employees that are not explicitly required but contribute to the overall functioning and effectiveness of the organization. These behaviors enhance the social and psychological environment within which task performance occurs. Organizational citizenship behavior is typically categorized into five key dimensions: altruism, courtesy, sportsmanship, civic virtue, and conscientiousness. This literature review examines each of these components and their importance in fostering a positive organizational climate.

1. Altruism in the context of organizational citizenship behavior refers to voluntary behaviors that help others within the organization, often without expectation of direct reward. These behaviors may include offering assistance to colleagues who are struggling with their tasks, mentoring new employees, or stepping in to help during times of high workload. According to (Podsakoff et al., 2000), altruistic behaviors can enhance team performance and create a more cooperative work environment. Research suggests that altruism not only improves interpersonal relationships but also contributes to organizational effectiveness by increasing employee satisfaction and reducing conflict (Organ, 1997).

2. Courtesy is defined as behaviors that prevent work-related problems for others by being considerate and proactive. This can involve keeping colleagues informed, offering warnings about potential problems, or taking steps to ensure that one's actions do not create unnecessary inconvenience for others. Courtesy is seen as a preventive measure that helps mitigate misunderstandings and conflicts in the workplace (Podsakoff et al., 2000). Employees who display courtesy often reduce interpersonal tensions and contribute to smoother team interactions, thus fostering a more collaborative environment.

3. Sportsmanship reflects an employee's willingness to tolerate less-than-ideal conditions without complaining or showing negativity. It involves maintaining a positive attitude even in challenging situations and refraining from creating unnecessary issues or conflicts over minor inconveniences. Podsakoff et al. (1997) emphasize that sportsmanship enhances organizational efficiency by minimizing distractions and conflicts, allowing employees to focus on their tasks. Organizations that cultivate sportsmanship create a more resilient workforce that can better handle stress and organizational change.

4. Civic virtue refers to behaviors that indicate an employee's active participation and interest in the organization's well-being. Employees displaying civic virtue are concerned with organizational governance, often attending meetings, staying informed about organizational developments, and making suggestions for improvement. Civic virtue reflects a broader sense of responsibility and loyalty to the organization (Organ, 1997). Research indicates that employees who engage in civic virtue behaviors often contribute to the organization's long-term success by promoting innovation, policy adherence, and organizational improvement (Podsakoff et al., 2000).

5. Conscientiousness within the framework of organizational citizenship behavior refers to going beyond the basic requirements of one's job, such as adhering to rules, arriving on time, and ensuring that work is completed to a high standard. Conscientious employees are meticulous, dependable, and consistent in their performance, often taking extra steps to ensure the quality and timeliness of their work. Organ (1997) noted that conscientiousness is crucial for organizational efficiency, as these employees help maintain order and prevent issues that could arise from neglecting standards. High levels of conscientiousness contribute to creating a disciplined and reliable workforce.

**Hypothesis:** The components of work engagement among new employees influence organizational citizenship behavior.

## Methodology

### Population and Sample

The population used in this study consists of new employees from three private sectors in financial industry consider employees whose length of stay with the organization has been less than 15 months in each department. The sample was obtained through systematic random sampling procedures. The researcher obtained a list of new employees from Human Resource Department of three private sectors because they all determines that the employees who stay with the organization has been less than 15 months is new employees. and selected 370 employees who had worked no more than 15 months in each department. The researcher asked for assistance from Head of Human Resource Department for identifying eligible employees and in distributing the questionnaires. The respondents for this study were all considered permanent employees of the organizations. The researchers determined the sample size using the formula from Krejcie and Morgan (1970, pp. 607-610), resulting in a sample size of 370 individuals. Additionally, a 11% reserve was added for incomplete questionnaires, amounting to 20 employees. In total, the sample size is 370 employees.

The tool used for data collection is a Structural Questionnaire, comprising the following sections: 1) general characteristics of the sample, including gender, age, education, duration of employment, and income. 2) work engagement, such as trust, commitment, goal and objectives, and autonomy. 3) organizational citizenship behavior, such as altruism, courtesy, sportsmanship, civic virtue, and conscientiousness presented in a 5-level Rating Scale questionnaire. Prior to actual data collection, a pilot test was conducted. The internal consistency of the 370 questionnaires was assessed, yielding a Cronbach's alpha coefficient of 0.98. Content validity was confirmed through evaluation by three experts, with an average Index of Content Validity (IOC) of 0.91. The item-wise IOC values range from 0.80 to 1.00, since the calculated values are greater than 0.5, the questionnaire is considered valid. The researcher analyzed the data using computerized statistical software and conducted hypothesis testing through Multiple Regression Analysis.

### Data Collection

The researcher collected data as follows: 1) Developed an online questionnaire using Google Forms, based on a pilot test conducted with a sample of 30 individuals. Subsequently, the online questionnaire was sent to the Human Resources Department, following a formal request for research collaboration. The data collection process via Google Forms was successfully completed. 2) Checked the completeness of the responses received for the online questionnaire. 3) Proceeded to analyze the collected data statistically.

## The Results

**Table 1**

*Mean and Standard Deviation of work engagement*

Work engagement	Mean	Standard Deviation (S.D.)	n
Trust	4.42	0.76	370
Commitment	4.40	0.72	370
Goals and objectives	4.35	0.83	370
Autonomy	3.78	0.80	370
<b>Total</b>	<b>4.24</b>	<b>0.78</b>	

According to Table 1, the mean value of overall employee engagement in work was evaluated by employees as highly impact (Mean = 4.23, S.D. = 0.78). When considering each aspect, it was found that employee engagement in terms of trust had the highest average (Mean = 4.42, S.D. = 0.76), followed by commitment (Mean = 4.40, S.D. = 0.72), goal and objectives (Mean = 4.35, S.D. = 0.83), and autonomy (Mean = 3.78, S.D. = 0.80), respectively.

**Table 2**

*Mean and Standard Deviation of Organizational citizenship behavior*

Organizational citizenship behavior	Mean	Standard Deviation (S.D.)	n
Altruism	3.96	0.69	370
Courtesy	4.00	0.83	370
Sportsmanship	4.01	0.89	370
Civic virtue	4.05	0.77	370
Conscientiousness	4.05	0.79	370
<b>Total</b>	<b>4.01</b>	<b>0.80</b>	

Table 2 shows that the mean value of overall organizational citizenship behavior had a high average (Mean = 4.01, S.D. = 0.80). When considering each aspect, it was found that the highest average, shared by two behaviors, was conscientiousness (Mean = 4.05, S.D. = 0.79) and civic virtue (Mean = 4.05, S.D. = 0.77), followed by sportsmanship (Mean = 4.01, S.D. = 0.89), courtesy (Mean = 4.00, S.D. = 0.83), and Altruism (Mean = 3.96, S.D. = 0.69), respectively.



**Table 3***Multiple Regression Analysis of Work engagement and organizational citizenship behavior*

Work engagement	Organizational citizenship behavior				Sig.	Tolerance	VIF
	b	S.Eest	$\beta$	t			
Constant	0.421	0.145		2.934***	0.000		
Trust	0.393	0.047	0.395	8.757***	0.000	0.422	2.370
Commitment	0.203	0.043	0.233	4.927***	0.000	0.438	2.282
Goals and objectives	0.139	0.046	0.157	3.099***	0.000	0.417	2.395
Autonomy	0.164	0.047	0.148	3.568***	0.000		
R = 0.796 R <sup>2</sup> = 0.632 Adjust R <sup>2</sup> = 0.628 F = 168.041 df = (4, 365) SE.est = 0.407 p value = 0.000							

\*\*\*statistically significant at the 0.001 level

According to Table 3, when considered overall, it is found that the F-statistic (4, 365) has a value of 168.014, and the p-value is less than 0.001. This implies that there is statistical significance overall at the 0.001 level. When examined in detail, it is found that;

1. The t-statistic for the variable 'trust' has a value of 8.757, and the p value is less than 0.001. This indicates that the trust variable significantly affects organizational citizenship behavior at a statistical significance level of 0.001.

2. The t-statistic for the variable 'commitment' has a value of 4.927, and the p value is less than 0.001. This indicates that the 'commitment' significantly affects organizational citizenship behavior at a statistical significance level of 0.001.

3. The t-statistic for the variable 'goals and objectives' has a value of 3.099, and the p value is less than 0.001. This indicates that the 'goals and objectives' variable significantly affects organizational citizenship behavior at a statistical significance level of 0.001.

4. The t-statistic for the variable 'autonomy' has a value of 3.568, and the p value is less than 0.001. This indicates that the 'autonomy' variable significantly affects organizational citizenship behavior at a statistical significance level of 0.001.

When considering the Beta values, it is observed that the variable that has the greatest impact on organizational citizenship behavior is the trust variable (Beta = 0.395), followed by commitment variable (Beta = 0.233), goals and objectives variable (Beta = 0.157), and autonomy variable (Beta = 0.148).

## Conclusion and Discussion

The research aims to investigate the components of work engagement among new employees that influence organizational citizenship behavior. The hypothesis posits that trust, commitment, goals and objectives, and autonomy will be evaluated as key components of work engagement influencing organizational citizenship behavior.

Hypothesis was supported that all components of work engagement are influencing organizational citizenship behavior. The findings of this study underscore the pivotal role of work engagement components, particularly trust, in shaping the organizational citizenship behavior of new employees. Work engagement, defined as a positive, fulfilling, work-related state characterized by trust, commitment, goals and objectives, and autonomy, serves as a foundational mechanism that encourages new employees to go above and beyond their formal job roles. Within this framework, trust emerges as a crucial factor that significantly influences new employees' willingness to contribute voluntarily to the organization.

This study highlights the significant influence of work engagement components trust, commitment, goals and objectives, and autonomy on organizational citizenship behavior among new employees. Each component uniquely contributes to fostering a supportive and motivating environment that encourages new employees to go beyond their formal roles, thus, positively impacting organizational citizenship behavior. These insights are particularly valuable for organizations looking to optimize their onboarding and integration processes to cultivate engaged and proactive new employees.

Trust emerged as a foundational of work engagement components influencing on organizational citizenship behavior among new employees. Trust plays an essential role in easing the transition period for new employees, who may initially feel uncertain about their roles and the organizational culture (Saks & Gruman, 2014). A high level of trust in supervisors, colleagues, and the organization can significantly enhance a new employee's comfort level, thereby fostering psychological safety a crucial factor for encouraging organizational citizenship behavior (Edmondson, 1999). When new employees trust their environment, they are more likely to engage fully, seek help when needed, and exhibit behaviors that support their team, even beyond their job descriptions. Establishing trust early on, therefore, is crucial to integrating new employees in ways that promote engagement and discretionary behaviors.

Commitment is another factor that drives engagement and organizational citizenship behavior among new employees. New hires who feel a strong sense of commitment to the organization are more likely to internalize its values and objectives, which encourages them to contribute positively and proactively (Allen & Meyer, 1990). In this study, commitment was found to be closely linked with the likelihood of new employees exhibiting organizational citizenship behavior as they feel aligned with the organization's mission and goals. Organizations can foster this sense of commitment by emphasizing cultural fit during

the recruitment process and reinforcing it through orientation and onboarding programs. By building commitment early on, organizations help new employees feel a deeper connection to the organization, which translates into higher levels of engagement and a greater propensity for citizenship behaviors.

For new employees, having clear and achievable goals and objectives is essential for both understanding their roles and contributing to organizational success. Goal-setting theory (Locke & Latham, 1990) suggests that specific and challenging goals are highly motivating, particularly for employees who are new to the organization and need clear direction. This study found that new employees who had a strong understanding of their goals and objectives were more likely to engage in organizational citizenship behavior by contributing positively to the organization and assisting colleagues as part of their learning process. Clear goals help new employees see how their roles fit into the broader organizational framework, making them more likely to go above and beyond their formal duties. By establishing clear goals during onboarding, organizations can help new employees feel empowered to contribute meaningfully from the start.

Autonomy is another component for encouraging organizational citizenship behavior, especially among new employees. Although new hires often require guidance and support as they learn the ropes, providing them with a certain level of autonomy fosters a sense of ownership and confidence in their abilities. Research on self-determination theory (Deci & Ryan, 1985) supports the idea that autonomy enhances intrinsic motivation, which can drive new employees to engage more fully in their roles. This study indicates that new employees who feel empowered to make decisions within their roles tend to take greater initiative and contribute positively to their teams, often through voluntary actions that exceed their job requirements. Granting new employees autonomy early on fosters both engagement and a proactive attitude, leading to behaviors that benefit the organization as a whole.

The interplay between trust, commitment, goals and objectives, and autonomy suggests that a comprehensive approach to work engagement can have a powerful cumulative effect on the organizational citizenship behavior of new employees. When new hires experience high levels of trust and commitment and have clear goals paired with sufficient autonomy, they are likely to develop a deeper connection to the organization and a willingness to contribute in ways that support the organization beyond their prescribed roles. These findings align with previous research emphasizing that multiple facets of work engagement are necessary to fully realize organizational citizenship behavior (Bakker & Demerouti, 2008). By focusing on these components, organizations can create an onboarding experience that not only engages new employees but also fosters a sense of responsibility and ownership that encourages citizenship behaviors.

For organizations, these findings emphasize the need to cultivate a culture of trust from the very beginning of an employee's tenure. Practical initiatives, such as mentorship

programs, transparent communication, and consistent feedback, can significantly influence the degree of trust new employees feel. In particular, mentoring relationships have been shown to support new employees' integration and trust-building processes (Allen et al., 2006). By fostering trust, organizations not only enhance work engagement but also encourage new employees to engage in organizational citizenship behavior, reinforcing a positive and collaborative organizational culture.

In conclusion, this study underscores the importance of trust, commitment, clear goals and objectives, and autonomy as foundational components of work engagement that influence organizational citizenship behavior among new employees. By focusing on these aspects, organizations can create a supportive and engaging environment that encourages new employees to go beyond their formal roles and contribute to organizational success.

### **Suggestions**

Organizations can enhance trust by creating open communication channels and providing supportive onboarding experiences. Commitment can be fostered through initiatives that reinforce organizational values and recognition for early contributions. Setting clear goals and objectives helps new employees align their efforts with organizational expectations, while autonomy gives them the confidence to take initiative and contribute meaningfully. By integrating these components into onboarding and early career development programs, organizations can help new employees become engaged, proactive, and valuable contributors to the organizational culture.

### **Future Research**

Future research could further explore how the dynamic interactions between these components impact long-term engagement and retention, as well as the overall performance of new employees, providing a more comprehensive understanding of engagement's role in shaping positive organizational outcomes.

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