

Employee Engagement And Organizational Citizenship Behaviour: A Comparative Study Of Public And Private Insurance Sectors In Ethiopia

Moges Addisu Maru, Amanpreet Singh

Abstract: The purpose of this study was to investigate the differences in engagement and organizational citizenship behaviour of employees between public and private insurance sectors in Ethiopia, found in East Africa. It further explored the relationship between components of employee engagement and organizational citizenship behaviour in both settings. The current study employed quantitative research method, cross-sectional design, and stratified random sampling from 307 employees. Findings of the study were as follows: First, employees who are working in private insurance sector had a greater level of engagement and organizational citizenship behaviour than employees who are working in public sector. Second, every component of employee engagement (vigour, dedication, and absorption) had a positive and significant relationship with organizational citizenship behaviour in both contexts.

Key words: Absorption, Dedication, Vigour, Employee Engagement, Insurance in Ethiopia, Organizational Citizenship Behaviour, Comparative study

1. INTRODUCTION

Employee engagement has been a new and hot concept in which it has been rarely studied in academic literatures and consulting firms. Nowadays, it has attracted the mind and focus of the researchers in order to investigate more on the antecedents and consequences of employee engagement (Saks, 2006), particularly in Sub-Saharan Africa, it has been a fresh and unsearched area (Agyemang & Ofei, 2013; Markos and Sridevi, 2010). Employee engagement described for a work-related psychological state that includes vigour, dedication, and absorption to the job and organization (Kahn, 1990; Schaufeli et al., 2002; Kumar, 2013). It is also a positive psychological resource and vast work-related area (Kahn, 1990; Uddin et al., 2018). Vigour refers to employees' high levels of power and strength, and mental flexibility while they are doing their work; dedication describes for invigorate involvement of employees in their work and then developing a feeling of valued and passion; absorption refers to being wholly focused and immersed in their job (Schaufeli et al., 2002). Work engagement is greatly relevant for this time both public and private organizations in order to engage employees in their work role. It is also noted that engagement is happen together with organizational citizenship behaviour, client satisfaction, creativity, and task performance (Bakker et al., 2014). Despite the fact that several studies shown the benefit of employee engagement, the number of employees who are actively engaged in their work is relatively low. The study by Towers Watson and others conclude that only about 21% of the global workforce is engaged, while almost 40% is disengaged. Tamara Lytle (2010) publicized that 57% of respondents were disengaged within 2 years after hiring (as cited in Dessler and Varkkey, 2016).

The findings of Anitha (2014), Huang et al. (2017), and Rai and Agarwal (2017) defined employee engagement as a passion, dedication, absorption, and energy of employees with respect to accomplishing objectives and goals of the organization. The study of Markos and Sridevi (2010) and Uddin et al. (2018) suggested that raising employee engagement creates more efficient and productive workforce, and then would lead to higher levels of performance. Organizational citizenship behaviour plays an important role for successful and capable functioning and existence of business organizations (Tsai and Lin, 2014). Additionally, OCB contributed to individual excellence, team performance, and team commitment (Reynolds et al., 2015). The finding of Schaufeli and Bakker (2004) described OCB as extra-role proactive behaviour that goes beyond the required job description. More recently, the study undertaken by Duan et al. (2018) providing evidence that helping behaviour was a multi-dimensional construct, which includes proactive and reactive dimensions. They added that a few number of researches have been empirically conducted on such multi-dimensional nature. Organizational citizenship behaviour has relations with performance but it is generally Unnoticed by human resource development researchers (Rose, 2016).

Objectives:

- ❖ to examine the differences in employees' engagement between the public and private insurance sectors.
- ❖ to investigate the differences in organizational citizenship behaviour of employees between the public and private insurance sectors.
- ❖ to analyze the relationship between components of employee engagement and organizational citizenship behaviour in both insurance sectors

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2. REVIEW OF LITERATURE

2.1. Theoretical Underpinnings

Predominantly, the concept of employee engagement has been related to research work of Kahn (1990) when he was conducting a personal engagement. He defined personal engagement as physical, cognitive, and emotional attachment of employees to their job in order to accomplish organizational objectives and goals. On the contrary, he stated that personal disengagement refers to extrication of employees from their job. During this occurrence, employees were physically, cognitively, and emotionally detached from their work role. Other researchers also conducted a study on work/employee engagement (Schaufeli et al., 2002; Kumar, 2013; Bhargavi, 2015; Byrne et al., 2016; Bakker & Albrecht, 2018), and on antecedents and consequences of employee engagement (Saks, 2006; Bailey et al., 2017; Akingbola & van den Berg, 2017; Chhetri, 2017; Saks, 2019; Wushe & Shenje, 2019). According to researches undertaken by Kahn (1990), Markos and Sridevi (2010), Shuck (2011), Bailey et al. (2017), Anthony-McMann et al., (2017), and Uddin et al. (2018), employee engagement is considered as a multidimensional and vast construct. Furthermore, Byrne et al. (2016) found that UWES is the most predominantly measure of employee engagement in the area of engagement. On the basis of a recent review of engagement research, Bailey et al. (2017) also added that 86 percent of the engagement studies have used the UWES. Researchers have no clarity on what engagement means, what are its outcomes, what drives up levels of engagement, or how to measure engagement. More engaged employees in their job role display a greater level of organizational citizenship behaviour, that improves and leads to overall organizational performance efficiency and effectiveness (Kahn, 1990; Anitha, 2014). Other researchers, Soieb et al. (2013) and Posdakoff & MacKenzie (1994) found that the involvement of employees in OCB leads to organizational growth and success.

2.2. Related Studies

As noted by the recent research finding of Saks (2019) using the title "antecedents and consequences of employee engagement revisited", work engagement is significantly predicted by job characteristics (mainly by skill variety) and perceived organizational support. In a similar vein, work engagement predicts organizational citizenship behaviour, job satisfaction, organizational commitment, and intention to quit. The study used Utrecht Work Engagement Scale (UWES) as a measurement tool of work engagement for cross-sectional study of 102 employees who were working in different organizations and jobs. The study conducted by Sugianingrat et al. (2019) on the title of the mediating role of employee engagement and organizational citizenship behaviour for the effect of ethical leadership on employee performance in 120 non-star hotel employees in Sarbagita area of Bali concluded that employee engagement had a positive and significant relationship with organizational citizenship behaviour. They added that as organizational citizenship behaviour of employees was higher, the better the performance of employees in the given work environment. The research conducted by Agyemang & Ofei (2013) in Accra (metropolitan of Ghana) using cross-sectional survey was to study the perceptions of respondents. The study used a

convenient sampling technique and selected a sample of 105 employees from public and private organizations; as a result, there was a significant and positive association between employee engagement and employee commitment. Hence, the study employed statistical tools of Pearson product-moment correlation and independent samples t-test data analysis. Accordingly, it was reported that there was a greater level of employee engagement and organizational commitment in employees of private organizations than public organizations' employees. In Thailand from 522 employees of four Thai organizations, a data was collected and a study undertaken on the relationship between employee engagement and organizational citizenship behaviour using employee perceptions of human resource development practices as a moderating role. The study found that there was a positive relationship between employee engagement and each component of organizational citizenship behaviour. However, the relationship with civic virtue (components of OCB) was strongest. In addition to this, the study confirmed that the relationship between employee engagement and OCB does not need the moderating effect of human resource development practices (Rurkkhum & Bartlett, 2012). A study conducted in Rwanda and Uganda (Sub-Saharan African countries) on enhancing of organizational citizenship behaviour using the role of engagement, employee empowerment, and trust decided that with respect to analysis of employees' views, there is a significant association between engagement and organizational citizenship behaviour, however no significant relation with respect to analysis of supervisors' views on these constructs. A quantitative research data was collected using a cross-section survey design from a sample of 376 respondents of both countries (Byaruhanga and Othuma, 2016).

2.3. Research Gap

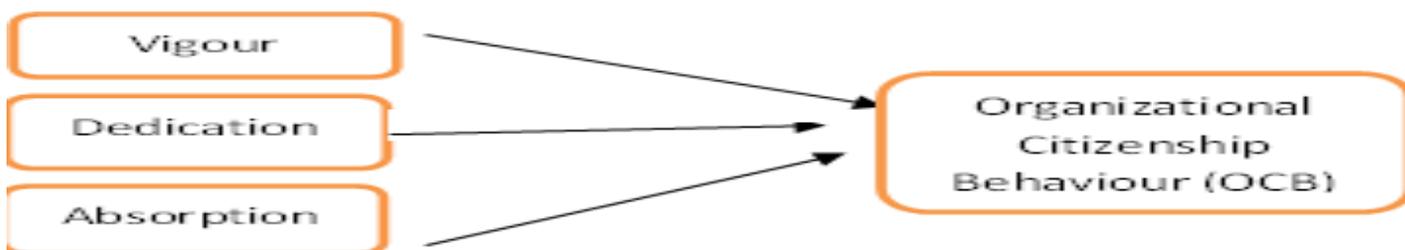
The area of concern in this study was to investigate the problems with reference to engagement and organizational citizenship behaviour of employees. Nowadays, organizations are faced by several serious problems in this dramatically changing business world. One of these serious problems is low level of employee engagement, and deviant employee's workplace behaviour (such as not helping the co-worker, complaining for trivial issues, slow work, leave the workplace early, taking long breaks, misuse of time and resources, theft of property, etc.). These are confirmed by the previous findings of Robinson & Bennett (1995), Harris & Ogbonna (2002), Griffin & Lopez (2005), Bashir et al. (2012), and Anjum & Parvez (2013) that today's organizations are confronted by several serious problems in this intensely fluctuating business world. Due to the trigger and influence of factors like fast technological innovation, strong international competition and chaotic economic conditions, organizational performance have a tendency to be unstable and goes down. So that currently in this dynamic world, employers are obliged to adopt a measure of employee engagement strategy and organizational citizenship behaviour practices to address the problem. At the present time, employee engagement appears as a noteworthy tool because of its ability of capturing the mind and heart of employees which help to make continual connection between the employee and the employer. Employee engagement is a new concept which attracts the interest of practitioners, academic researchers,

and consultancy firms. A very few number of academic research studies have investigated the antecedents of employee engagement (Saks, 2006; Bhargavi, 2015). These small numbers of findings themselves were conducted and concentrated mostly on the western world. However, there is no one size fits all solution to create an engaged workforce, it differs from one organization to another, from country to country, from culture to culture. As a result, the finding of Agyemang and Ofei (2013) suggested that the thought of employee engagement is new and virgin concept in Sub-Saharan Africa in which relatively a very few academic

investigations were carried out. So, this and other problems call a researcher to study more on the concept. This is because of that with the reference of literatures and as far as the experience and knowledge of the researchers, only very few studies are conducted on these concepts in Ethiopian context the case of insurance sector. Hence, by investigating more on the relationship between employee engagement and OCB in insurance sectors of Ethiopian environment, it can contribute to the body of knowledge of human resource management and organizational behaviour.

Conceptual Framework

Based on review of literatures, the researchers have developed the conceptual framework as follows.



Source: Authors

2.4. Hypotheses Formulation

H1: There are significant differences between employees' engagement in public insurance sector when compared with the private sector

H2: There are significant differences between organizational citizenship behaviour of employees in public insurance sector when compared with the private sector

H3: There is a significant correlation between components of employee engagement and organizational citizenship behaviour in both insurance sectors

sampling technique that the current study employed was stratified random sampling, which is appropriate for heterogeneous population with respect to the characteristics under study.

3. MATERIALS AND METHODS

3.1. Research Design: The present study employed quantitative research method and cross-sectional design in order to investigate the relationship between employee engagement and OCB.

3.2. Population and Sample: Population for the study included all employees working in the headquarters of both public and private insurance sectors of Ethiopia, which located in the Horn of Africa. Nationally, there are 17 both public and private types of insurance sectors in Ethiopia. Except one enormous public insurance sector, the others 16 types of insurances are private insurances. So, all insurance sectors were included in the current study. Private insurance companies comprise 1, 856 employees and public insurance company involves 352 employees. Therefore, the total number of population for insurance companies is 2208 employees. Out of the total of 376 survey questionnaires distributed, 307 usable and valid survey questionnaires were collected and employed for the next data analysis, demonstrating a response rate of 82%. Thus, the sample size was determined with a 95 % confidence level and using the formula of Krejcie and Morgan (1970). The particular

3.3. Survey Instruments: the questionnaire survey method was the instrument that used to collect the data and explore the comparative analysis of employee engagement and organizational citizenship behaviour in both public and private insurance sectors. Standardized tools, namely Utrecht Work Engagement Scale (UWES) for employee engagement (Schaufeli et al., 2006) and organizational citizenship behaviour scale (Podsakoff et al., 1990) were used in order to collect the research data. Hence, these research tools consist of 9 items and 24 items for UWES and OCB scale consecutively. The components of employee engagement used in this study were vigour (3 items), dedication (3 items), and absorption (3 items). Byrne et al. (2016) found that UWES is the most widely held measure of employee engagement and has dominated the area of engagement.

3.4. Statistical methods for data analysis: To test the hypotheses, the study used data analyses statistical tools of descriptive statistics, independent samples t-test, and Pearson correlation analysis. All the data analysis was done using Statistical Package for Social Sciences version 24 (SPSS 24) at a 95% confidence level.

4. RESULTS

The current research study explored concerning employee engagement and organizational citizenship behaviour by means of a comparative study of both public and private insurance sectors in Ethiopia.

4.1. Reliability Test: Cronbach's alpha (α) is the most widely used tool for measuring the effectiveness of an instrument (Nunnally & Bernstein, 1994; Zikmund and Babin, 2010). Scales with a Cronbach alpha value of below 0.60 = poor, between 0.60 to 0.70 = fair, between 0.7 to 0.80 = good, and

between 0.80 & 0.96 = very good reliability of the scale (Zikmund and Babin, 2010). As a result, internal consistency of the survey instrument used in this study was reliable in the given population (see Table 1).

4.2. Test of Normality: To assess normality, the current study looked for skewness and kurtosis, and also Kolmogorov-Smirnov test and Shapiro-Wilk test.

The values of skewness and Kurtosis that lay between + 1.0 is taking as excellent while the values that found between + 2.0 is considered to be within an acceptable range (George and Mallery, 2016). Accordingly, and as it was observed in Table 1, the data for the current study is normally distributed. Field (2009) elucidated that the Kolmogorov-Smirnov and Shapiro-Wilk tests are statistics that weigh the normality of the distribution of the scores. The rule for assumption of normality using these tools indicate that if the Sig. value is greater than 0.05, there will be a normal distribution. In the current study, the result of Kolmogorov-Smirnov test and Shapiro-Wilk tests designate that the value in the Sig. column is greater than 0.05, indicates that the research data was normally distributed (see Table 2).

Table 1: Reliability test, Skewness, and Kurtosis of the Study Variables

Variable	Alpha	Skewness	Kurtosis
Vigour	.912	-.828	.362
Dedication	.824	-.807	.355
Absorption	.855	-1.046	1.769
OCB	.805	-.613	.562

Table 2: Tests of Normality for OCB

Tests of Normality for OCB						
	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
OCB	.042	307	.200	.992	307	.106

a. Lilliefors Significance Correction

4.3. Demographic Information of Respondents

Table 3 describes about the demographic characteristics of respondents, including gender, job level, marital status, and educational level in both public and private insurance sectors

Table 3: demographic information of respondents from public and private insurance sectors

Demographic variable	Categories	Public (N = 52)		Private (N = 255)	
		Frequency	%	Frequency	%
Gender	Male	27	52	150	59

Level of education	Marital status	Job level	Gender	
			Male	Female
Master degree or more	Others	Non-managerial	11	25
			21	48
			44	105
			174	41
			174	41
			174	41
Bachelor degree	Married	Managerial	11	25
			21	48
			44	105
			174	41
			174	41
			174	41
Certificate or diploma	Divorced	Non-managerial	11	25
			21	48
			44	105
			174	41
			174	41
			174	41
Grade 12 or below	Single	Non-managerial	11	25
			21	48
			44	105
			174	41
			174	41
			174	41

4.4. Hypotheses Testing

The first hypothesis (H1) was carried out to examine the differences between engagement of employees in public insurance sector when compared with the private sector. Summary results of independent samples t-test for employee engagement with respect to types of insurance sectors was presented in Table 4 as follows.

Table 4 for Hypothesis 1 testing result: t-test implemented to employee engagement with respect to types of insurance sectors

Variable		Employee engagement	
insurance sectors		Public	Private
N		52	255
Mean		4.79	5.11
SD		1.210	.966
THV	Levene statistic	2.718	
	Sig.	.100	
df		305	
t		-2.089	
Sig. (2-tailed)		.037	

Note: THV = test of homogeneity of variances

As it was observed in Table 4 above, there are significant differences between employees' engagement in public insurance sector when compared with the private sector [$t(305) = -2.089, p < 0.05$].

The second hypothesis (H2) was conducted to analyse the differences between organizational citizenship behaviour of employees in public insurance sector when compared with the private sector. Summary results of independent samples t-test for organizational citizenship behaviour with respect to types of insurance sectors was presented in Table 5 as follows.

Table 5 for Hypothesis 2 testing result: t-test executed to OCB with respect to types of insurance sectors

Variable		OCB	
insurance sectors		Public	Private
N		52	255
Mean		5.61	5.62
SD		.866	.789
THV	Levene statistic	1.846	
	Sig.	.175	
df		305	
t		-2.54	
Sig. (2-tailed)		.012	

Note: THV = test of homogeneity of variances

As it was observed in Table 5 above, there are significant differences between organizational citizenship behaviour of employees in public insurance sector when compared with the private sector [$t(305) = -2.54, p < 0.05$].

The third hypothesis (H3) was conducted to analyse the relationship between every component of employee engagement and organizational citizenship behaviour in both insurance sectors. Summary results of the Pearson correlation between components of employee engagement and organizational citizenship behaviour was presented in Table 6 as follows.

It is essential to note that about the relationship of variables, scholars agreed that $r = 0$ shows there is no correlation at all, $r = 1$ shows there is a perfect positive relationship, and $r = -1$ shows a perfect negative relationship. However, when the value of coefficient of correlation (r) lays between 0 and 1 they suggest different explanation in interpreting the coefficient of correlation. As stated by Cohen (1988), the coefficient of correlation was interpreted as: $r = 0.10$ to 0.29 is a small correlation, $r = 0.30$ to 0.49 is a medium correlation, and $r = 0.50$ to 1.00 is a large or strong correlation. As it was observed in Table 6 above, there is a positive and significant relationship between components of employee engagement and organizational citizenship behaviour in both insurance sectors, where in all cases $p < 0.01$.

Table 6 for Hypothesis 3 testing result: Pearson Correlation between components of employee engagement and OCB in both insurance sectors

	OCB			
	Public insurance sector		Private insurance sector	
	Pearson correlation	Significance (two-tailed)	Pearson correlation	Significance (two-tailed)
Employee engagement				
Vigour	.389**	.000	.443**	.000
Dedication	.339**	.000	.381**	.000
Absorption	.346**	.000	.336**	.000

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

5. DISCUSSION

The present study chosen a comparative research analysis in order to explore the relation between employee engagement and organizational citizenship behaviour in both public and private insurance sectors. As it was observed in Table 3, the current study was conducted with a diverse representation of respondents' demographic profile of gender, job level, marital status, and educational level in both public and private insurance sectors in Ethiopia. In the public insurance sector, 52% were male and 48% were female employees. In the private insurance sector, 59% were male employees and the left 41% were female employees. In addition to this, in both contexts, most of the participants were non-managerial employees, that is 79% in the public sector and 76% in the

private sector. Concerning marital status of respondents' majority were single, specifically 52% in the public sector and 54.9% in the private sector. Participants also varied in terms of level of education, with the largest proportion were bachelor degree holders in both settings at 64% in the public sector and 68.2% in the private sector. For the first hypothesis an independent samples t-test was conducted so as to examine whether there is a significant difference in the scores of engagement of employees between public and private insurance sectors. Accordingly, there was a statistically significant difference in the scores of employee engagement for public insurance sector ($M = 4.79$, $SD = 1.210$) and private insurance sector [$M = 5.11$, $SD = 0.966$; $t(305) = -2.089$, $p = .037$ (two-tailed)]. So, the first hypothesis that there are a statistically significant differences between employees' engagement in public insurance sector when compared with the private sector was sustained and supported by this research analysis. As a result, employees who are working in private insurance sector had a greater level of engagement than employees who are working in public sector (see Table 4). This finding is consistent with the research result undertaken in Ghana by Agyemang and Ofei (2013), who studied about the relationship between employee work engagement and organizational commitment. They determined that private organizations' employees had more level of employee engagement and organizational commitment than public organizations' employees. For the second hypothesis an independent samples t-test was conducted to compare whether there is a significant difference in the scores of organizational citizenship behaviour between employees of public and private insurance sectors. Accordingly, there was a statistically significant difference in the mean scores of organizational citizenship behaviour for public employees ($M = 5.61$, $SD = .866$) and private insurance sector employees [$M = 5.62$, $SD = .789$]; $t(305) = -2.54$, $p < 0.05$ (two-tailed)]. Though the mean difference of employees in organizational citizenship behaviour was looks small, this difference has been statistically significant. Consequently, the researcher supported the hypothesis that there are significant differences between organizational citizenship behaviour of employees in public insurance sector when compared with the private sector. As a result, employees who are working in private insurance sector had a greater level of organizational citizenship behaviour than employees who are working in public sector (see Table 5). As it was seen in Table 6 (summary result for the third hypothesis), the components of employee engagement had a significant relationship with organizational citizenship behaviour in both public and private insurance sectors. That is, vigour, dedication, and absorption were significantly correlated with organizational citizenship behaviour. The strength of Pearson correlation coefficient between vigour and OCB was moderate and positively significant that signifies for $r = 0.389$ and $p < 0.01$ for public insurance sector whereas $r = 0.443$ and $p < 0.01$ for private insurance sector. There was a significant relationship between dedication and OCB with reference to $r = 0.339$ and $p < 0.01$ for public insurance sector employees whereas $r = 0.381$ and $p < 0.01$ for private insurance sector employees. As it was also observed, absorption was significantly and positively correlated with OCB with respect to $r = 0.346$ and $p < 0.01$ for public insurance sectors while $r = 0.336$ and $p < 0.01$ for private insurance sectors. Therefore, the

relationship between vigour and OCB was the strongest in the private sector, followed by the public insurance sector. Hence, it was concluded the hypothesis that there is a significant relationship between every component of employee engagement and organizational citizenship behaviour in both insurance sectors was maintained and accepted. As a consequence, components of employee engagement (vigour, dedication, and absorption) and organizational citizenship behaviour were linearly related and goes in the same direction. As the level of employees' work engagement increases in the same way their involvement in organizational citizenship behaviour also augmented. In particular, the study finding indicates that as employees feel strong and vigorous, enthusiastic, inspired, and feel immersed in their job, they have a propensity for reacting positively and importantly to the practices of organizational citizenship behaviour. So, the degree to which employees feel zealous regarding their work, consequently they become committed and put discretionary effort into their jobs. This finding result is consistent with the finding of Saks (2006) and Schaufeli et al. (2002) that employees who are attached and dedicated to their job will result in displaying discretionary behaviour, which referred to as organizational citizenship behaviour. The study conducted on the title of the mediating role of employee engagement and organizational citizenship behaviour for the effect of ethical leadership on employee performance in non-star hotel in Sarbagita area of Bali concluded that employee engagement had a positive and significant relationship with organizational citizenship behaviour (Sugianingrat et al. 2019). Other similar contemporary findings were undertaken by (Saks, 2019; Uddin et. al, 2018; Gupta et al., 2017; Rurkkhum & Bartlett, 2012). On the contrary, the research by Byaruhanga and Othuma (2016) found that there is no a significant relationship between employee engagement and organizational citizenship behaviour with respect to analysis of supervisors' views.

CONCLUSION

The findings of the current study revealed the differences in employee engagement and organizational citizenship behaviour between employees of public and private insurance sectors in Ethiopia. It also added and researched on the correlation between components of employee engagement and organizational citizenship behaviour. As a result, the study findings were presented as follows: First, there was a statistically significant difference in the level of engagement between public and private insurance employees. Second, there was a statistically significant difference in the level of organizational citizenship behaviour between public and private insurance employees. Consequently, employees who are working in private insurance sector had a greater level of engagement and organizational citizenship behaviour than employees who are working in public sector. Third, from the correlation between every component of employee engagement and organizational citizenship behaviour, it was observed that each of vigour, dedication, and absorption have a positive and significant relationship with organizational citizenship behaviour in both settings. This implies that the better the attachment of employees in vigour, dedication, and absorption in their job, the higher the involvement of

employees in extra-role behaviour/activities (goes beyond the required job description) of the organization.

Limitation of the study

The current research study conducted only on insurance sector (both public and private) using employees who are working in the headquarters of each of the seventeen insurance companies. The result may be more comprehensive and wide-ranging if the left all insurance branches were incorporated with a large sample size.

Recommendations

By taking into consideration the limitation of this study, future researchers are recommended to investigate further so as to reinforce or criticise this study results using the contexts of insurance sector or other sectors in order to excavate more on employee engagement and organizational citizenship behaviour literature, which is until now fresh and untouched domains in Sub-Saharan Africa, particularly Ethiopia. Further national study may be conducted using large sample sizes on the entire insurance sector including all insurance branches.

Implications of the Study

The current study brings together employee and organizational behavioural variables to the relationship between employee engagement and organizational citizenship behaviour. Research findings of the current study add to the existing body of literature by contributing empirical evidence on employee engagement and its components in relation to organizational citizenship behaviour. Insurance managers, employees, and policy makers may need to aware that in order to increase the engagement level of employees and then to foster employees' work behaviour, they advised to: provide a good work environment, creating clarity of goals, give flexibility to the employees, sustain good relationship between a supervisor and employee as well among co-workers themselves, maintain collaboration, and also provide coaching and training/education.

Conflict of Interest

The authors assert that they have no potential conflicts of interest with regard to this article.

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