

The Effect of Grit on Task Performance and Organizational Citizenship Behavior with Mediating Work Engagement

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In this study the effect of grit on task performance and organizational citizenship behavior with mediating work engagement was investigated. The research design was cross sectional. Population of the current study was employees an organization. The research sample consisted of 287 of employees an organization that were selected through simple sampling method. The instrument used in this study were grit questionnaire (Duckworth et al. 2007), work engagement scale (Utrecht, Shoufeli and Salanova 2002), task performance questionnaire (oodman and Svyantek ,1999) and organizational citizenship behavior questionnaire (Organ and Kanofsky, 1989). Data was analyzed by path analysis using SPSS and AMOS version 24. Bootstrap method was used to test the indirect paths effects. Results showed that direct paths coefficients of grit to work engagement (.55), grit to task performance (.33) and grit to organizational citizenship behavior (.40), were significant. The results also showed that the indirect paths of grit to task performance and organizational citizenship behavior through work engagement (.32, .39), were significant. Therefore, findings of present study indicate that grit could increase task performance and organizational citizenship behavior through work engagement.

Keywords: grit, work engagement, task performance, organizational citizenship behavior

Employee performance largely determines organizational growth. In the organizational context, performance was defined as the organization's ability to attain its goals by using resources in an efficient and effective manner” (Daft, 2014:11), or “the end result of an activity” (Robbins & Coulter, 2016:561). Therefore, according to Datu et, al (2015) that performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their right-the product of mental and physical effort applied to tasks-and can be judged apart from results. In perspective human resources management, performance is about behavior or what employees do, or a set of employee work accomplish organizational goals, not about what employees produce or the outcomes of their work (Aguinis, 2013; Ivancevich, Konopaske, & Matteson, 2016). Hence, job performance has two aspects, task performance and organizational citizenship behavior (OCB). Performance who important is task performance, namely the behavior that is directly linked to the completion of the job. Task related behaviors contribute to the technical core of the organization. Behavior in the domain of task performance is usually recognized as a formal requirement of an individuals’ job. Job description often explicitly stipulates that the job holders must perform these activities (Borman & Motowidlo, 1993). Further task performance was considered by Organ and Paine (1999: 375) to be a “part and parcel of the workflow that transforms inputs of energy, information, and materials into outputs in the form of goods and services to the external

constituency.” According to Aguinis (2013), task performance included (1) activities that transform raw materials into the goods and services that are produced by the organization, and (2) activities that help with the transformations process by replenishing the supply of raw materials, distributing its finished products, or providing important planning, coordination, supervising, or staff function that enables the organization to function effectively and efficiently.

Organizational citizenship behavior (OCB) is referred to as a set of discretionary workplace behaviors that exceed one’s basic job requirements. They are often described as behaviors that go beyond the call of duty (Bateman & Organ, 1983). OCB is defined as employee’s behaviors that go beyond the role requirements, that are not directly or explicitly recognized by the formal reward system, and that facilitate organizational functioning (Organ, 1988). Organizational citizenship behavior has been defined in the literature as a multi-dimensional concept that includes all positive organizationally relevant behaviors of organizational members including traditions in role behaviors, organizationally pertinent extra-role behaviors, and political behaviors, such as full and responsible organizational participation (VanDyne et al., 1994).

Work engagement is the extent to which employees enjoined believe in what they do (Wellins et al., 2018). It is a positive psychological construct in which employees feel enthusiastic and happy at work, represented by vigor, dedication, and absorption (Bakker, 2011). Individuals with high vigor will have high energy and work flexibility, the desire to devote effort to work, and persistence when facing difficulties (Schaufeli & Bakker, 2004). Dedication shows pride

and happiness in their work (Hallberg & Schaufeli, 2006), and absorption means high concentration and an exciting work experience (Bakker, 2014). Work engagement has benefits for organizations as well as for employees. In organizations with strong work engagement, employees will show good performance, engage in teamwork, and tend to help colleagues in a team. Moreover, with creative, innovative ideas and entrepreneurial spirit (Bakker & Albrecht, 2018), they will try to achieve goals. Therefore, it allows employees to give full energy and potential to their work (Bakker & Leiter, 2010). Work engagement is an important factor for organizations to achieve its goals. Organizations need employees who are committed and engaged in their work. Furthermore, work engagement significantly affects employees' performance (Handoyo & Setiawan, 2017; Muliawan et al., 2018), task performance, and organizational citizenship behaviors (Chhetri, 2017). Engaged employees are likely to perform extra-role behaviors perhaps because they are able to accomplish goals and to perform their tasks efficiently, enabling them to pursue activities that are not part of their job descriptions. Employee engagement comes with high levels of energy and activities as vigor is an important component of engagement. This energy encourages proactive behavior like OCB. Employee engagement is a positive emotional state that increase level of OCB.

In this research, a new construct called grit was used to prediction and explain task performance and organizational citizenship behavior with mediating role of work engagement.

Grit is the perseverance and passion to work strenuously and maintain effort towards long-term goals despite challenges,

failure, and adversity (Duckworth et al., 2007). One of the factors of grit -consistency of interests - reflects an individual's tendency to maintain focus on the accomplishment of the personally meaningful goals for a long period of time. People with high scores on another factor of grit - perseverance of effort- pursue those goals with sustained effort despite setbacks or obstacles (Duckworth et al., 2007; Duckworth & Gross, 2014). Individuals with high levels of grit had the tendency to work harder and longer, even after failure, leading researchers to believe that grit may help individuals persevere and dedicate more resources to performance than people with low levels of grit (Moles et al., 2017). Grit has received much attention as a crucial characteristic for career success (Clark and Clark, 2019). It has been identified as a predictor of personal achievement (Duckworth et al., 2007), and researchers have recently highlighted the importance of grit for goal achievement in the face of adversity and challenge (Jordan et al., 2019). Grit has numerous benefits. It can enhance performance (Auerbach, 2018), and has a significant impact on individual achievement, including organizational citizenship behavior and performance (Arifin et al., 2019). Grit can be a psychological resource that boosts peak performance in different settings and contexts (Duckworth and Quinn, 2009). For example, a person with high grit excels in a variety of activities (Eskreis-Winkler et al., 2014). Employees with high grit are interested in long-term goals and strive to achieve them despite internal and external obstacles. A recent meta-analysis discovered a link effect of grit on task performance (Credé et al., 2017). More than that grit is a psychological variable based on positive psychology, which prioritized persistence as an

indicator of long-term success and associated with achieving high-level goals for a very long time (Duckworth, 2016). Suzuki et al. (2015) also concluded that the gritty people were likely to engage positively in their work. This study identified grit as a strong predictor for work performance. Grit has two indicators, namely: consistency of interests, reflects an individual's tendency to maintain commitment and maintain focus on achieving goals/tasks over a long period time; and persistence of effort, reflects an individual's tendency to pursue long-term goals with sustained efforts despite obstacles and setbacks (Duckworth & Quinn, 2009; Datu et al., 2015) These indicators, in practice if an adequate condition can be realized for developing task performance, included (1) activities to transform raw materials into goods and services, and (2) activities to help the transformation process that allows organizations to function effectively and efficiently. Gritty employees continue to practice deliberately to gain new skills (Duckworth et al., 2007). Employees with a higher level of grit can perform their best in a variety of situations (Duckworth and Quinn, 2009; Lam and Zhou, 2022; Saleh et al., 2019, Jachimowicz et al., 2018; Holdan et al., 2018; Cosgrove et al., 2018). Furthermore, studies have shown that grit via work engagement had positive effect on organizational citizenship behavior (Eskreis-Winkler et al., 2014; Suzuki et al., 2015).

Grit, an unrecognized characteristic of individuals that leads to success in today's era, is gaining attention because it can be developed. Grit has gained much attention from researchers because it is deemed as successful as other traditional predictors of retention or performance, such as one's intelligence scores or the Big Five personality traits

(Duckworth et al., 2007). Although more empirical studies are still needed to determine if grit is more predictive than other cognitive or psychological, it seems that many scholars have begun to pay attention to the role of non-cognitive factors including grit as much as cognitive factors. For example, gritty employees may be less distracted by their short-term goals and less discouraged by setbacks and failures they encounter in the workplace without any cognition of negative outcomes, that is, they already form high levels of belief in their capabilities (Credé, Tynan, & Harms, 2017).

Despite the importance and influential impact of grit, detailed investigations by the researcher of this article in relevant specialized texts in Iran indicate that no research has been conducted on the effect of grit on task performance and organizational citizenship behavior, and this variable has been largely neglected. Therefore, considering this theoretical and research gap, in the present study, a model of effect grit on task performance and organizational citizenship behavior with mediating job engagement was designed and studied. Figure 1 shows the proposed model of the present study.

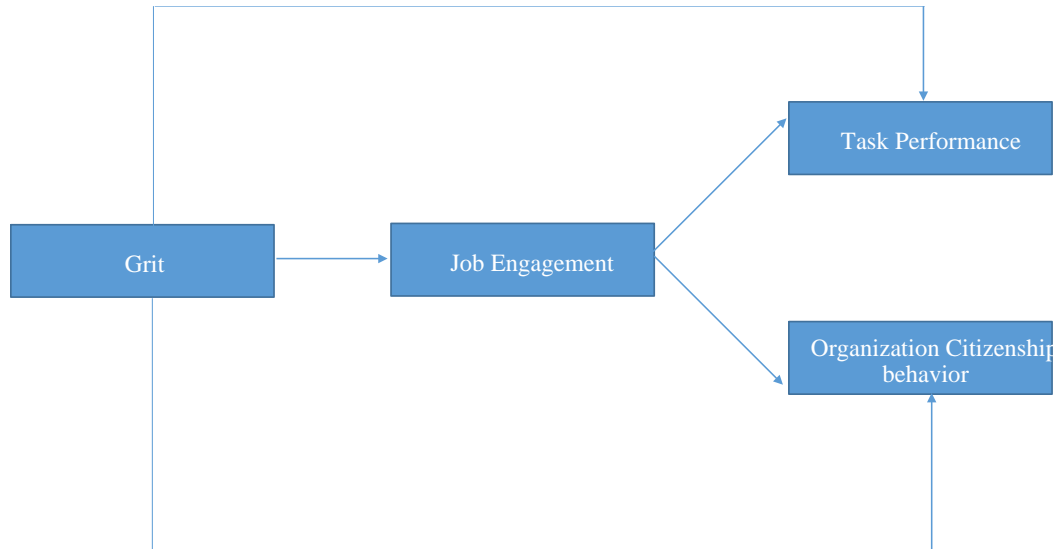


Figure 1. The proposed model of the present study

Method

This research is descriptive in terms of implementation (nature and method), correlational and is from regression branch (structural equation modeling) and is applied in terms of purpose. The statistical population of the present study included all the employees of an organization which 300 employees were selected by simple random sampling method and questionnaires were distributed among them. After collecting the questionnaires and their initial analysis, some of them were not returned for the main analysis and statistical operations could not be performed on some others. The final sample consisted of 287 participants. The mean and standard deviation of age and work experience of participants were 36.25, 10.21 and 13.93, 12.77, respectively.

Instruments

Grit

The 12-item Grit Scale (Duckworth et al., 2007) was used to measure self-reported grit in participants, comprising questions such as "I have overcome setbacks to conquer an important challenge". Responses were recorded on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Higher average scores (from all 12 items) indicated higher levels of grit. In research of Duckworth et al (2007) the reliability coefficient was tested using Cronbach's alpha ($\alpha = .90$). In the present study the reliability coefficients were .88. Additionally, the confirmatory factor analysis index indicated the desirable validity of the Scale, with RMSEA=.08, IFI=.92, and CFI=.93.

Organizational Citizenship Behavior Questionnaire

In the present study, Organ and Kanofsky's (1989) organizational Citizenship Behavior Questionnaire was used to assess organizational citizenship behavior. This questionnaire had 15 questions, comprising questions such as: "I help my colleagues to perform their duties productively" and "I attend and participate in meetings that are related to the issues of my organization." Its response range is scored on a 5-point Likert from 1 (strongly disagree) to 5 (strongly agree). Higher average scores (from all 15 items) indicated higher levels of Organizational Citizenship Behavior Questionnaire. used in various researches in our country and has good validity and reliability. In research Organ and Kanofsky (1989), the reliability of the questionnaire was 0/90 using Cronbach's alpha test. In research Hasan and Sayar (2007) the reliability of the questionnaire was .76 using Cronbach's alpha test. In the present

study, the reliability of the questionnaire by Cronbach's alpha method was .81. Also, the method of confirmatory factor analysis was used to evaluate the validity of the Organizational Citizenship Questionnaire. The values of IFI (.98), CFI (.98), RMSEA (.08) and relative chi- square (3.20) were calculated the confirmatory factor analysis index indicated the desirable validity of the questionnaire.

Work Engagement

The instrument used to measure work engagement is the UWES (Utrecht Work Engagement Scale) (Schaufeli & Bakker, 2010), The work engagement scale contains 9 items, and all are favorable. The measurement tool uses a Likert Scale with 7 (seven) alternative answers, namely "Never" (N), "Rarely" (R), "Occasionally" (O), "Sometimes" (S), "Often" (Of), "Very Often" (VO), and "Always" (A). The value of the item validity coefficient ranges from .520 to .799, and Cronbach's Alpha value is .883, hence, this measure is declared valid and reliable (Schaufeli & Bakker, 2010). In the present study the reliability coefficients were .84. Additionally, the confirmatory factor analysis index indicated the desirable validity of the questionnaire, with RMSEA=.07, IFI=.98, and CFI=.98.

Task Performance

In the present study task performance questionnaire (oodman and Svyantek ,1999) were used. This questionnaire has 9-items, comprising questions such as: "I perform well in the overall job by carrying out tasks as expected". performance items were scored on a seven-point Likert scale, whereby, 0 = not at all

characteristic, 6 = totally characteristic. In research Oodman and Svyantek (1999), the reliability of the questionnaire was .88 using Cronbach's alpha test. In the present study, the reliability of the questionnaire by Cronbach's alpha method was .85. Furthermore, the method of confirmatory factor analysis was used to evaluate the validity of the task performance Questionnaire. The values of IFI (.99), CFI (.99), RMSEA (.06) and relative chi-square (2.50) were calculated. The confirmatory factor analysis index indicated the desirable validity of the questionnaire.

Results

In this study the effect of grit on task performance and organizational citizenship behavior with mediating work engagement was investigated. Mean, standard deviation, correlation coefficient, SPSS and AMOS version 24 and Bootstrap method were used.

The results of descriptive findings and internal correlation of research variables are presented in Table 1. The results show that the internal correlation of research variables was significant ($p < .01$).

Table 1
Descriptive Findings and Internal Correlation of Research Variables

Variables	Mean	standard deviation	1	2	3	4
Grit	32.67	6.48	1			
work engagement	79.98	12.21	1.**51	1		
Task performance	68.49	9.19	** .61	** .50	1	
Organizational citizenship behavior	74.25	12.35	.**54	** .51	.**31	1

**P<.01

Before using this statistical method, the main assumptions were checked. The normality of the data distribution was established using skewness and kurtosis statistics. In this research, the absolute values of skewness and kurtosis coefficient were less than 3 and 10, respectively, which indicates the normality of the data distribution in the present research. Absence of outliers was established using a box-whisker plot. The results of the scatter plot showed that the assumption of linearity between the research variables is established. In the present study, tolerance statistics and variance increase factor were not smaller than 0.1 and larger than 10, respectively for any of the variables. Therefore, multi collinearity was not found among the predictors of this research.

The fit of the proposed model with the data based on fitness indices including Chi-Square as absolute fitness index, Normed Fit Index (NFI), Comparative Fit Index (CFI), Incremental fit

index (IFI), Goodness of Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA) are used in order to evaluate the proposed model. (reported in Table 2). According to the values of fitness indicators, presented in Table 2, in the primal model, most of the indicators were lower than the desired level and the proposed model needed to be improved. In order to enhance the fitness of the model, the fit indices were improved by correlating the error of a path suggested by the correction indicators of the AMOS-22. The fit indices of the proposed model and the final model are shown in Table 2. As can be seen in the Table 2, the final model has a good fit.

Table 2
Fitness Indicators of the Proposed Model and the Final Model

Indicator	X2	df	X2/df	GFI	NFI	CFI	IFI	RMSEA
Proposed Model	32.153	11	13.93	.86	.73	.70	.70	.2
Final Model	11.25	7	1.60	.99	.98	.99	.99	.05

The direct paths effects grit to work engagement, task performance and organizational citizenship behavior and job engagement to task performance and organizational citizenship behavior are showed in Figure 2.

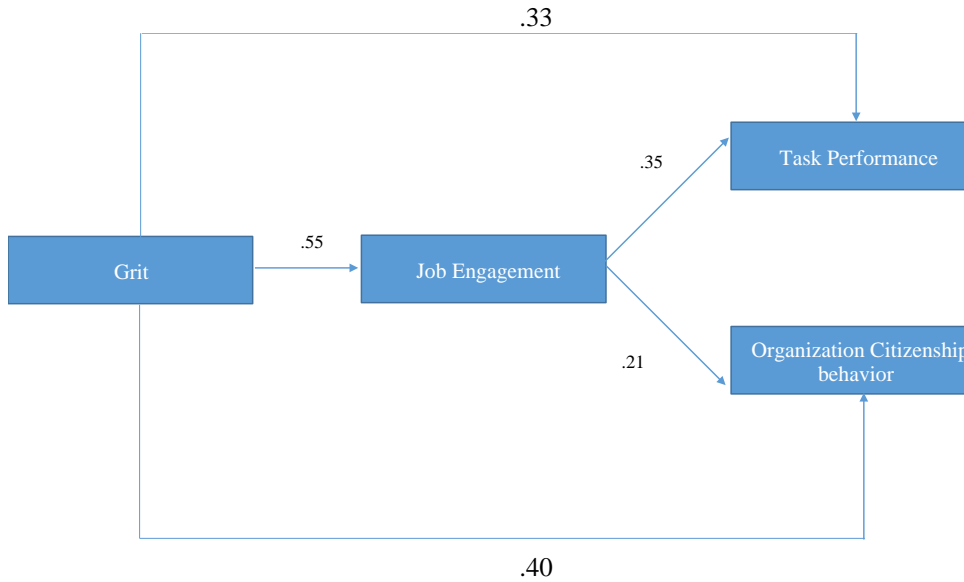


Figure 2. The proposed model of the present study

The results in Figure 2 showed that, all the direct effect, direct effect of grit to work engagement (.55), grit to task performance (.33), grit to organizational citizenship behavior (.40), work engagement to task performance (.35) and work engagement to organizational citizenship behavior (.21), are significant ($p < .01$).

Finally, the Bootstrap method was used to determine the indirect effects of grit on task performance and organizational citizenship behavior through work engagement. Bootstrapping is a nonparametric method based on multiple resampling. From each of these samples the indirect effect is computed and a sampling distribution can be empirically generated. Because the mean of the bootstrapped distribution will not exactly equal the indirect effect, a confidence interval can be determined. If zero is not included in the interval, the researcher can be confident

that the indirect effect is different from zero. MacKinnon, Lockwood, Hoffmann, West, and Sheets (2002) found that bias-corrected bootstrap confidence intervals had the highest level of statistical power of all methods of testing for mediation. In the present study, the 95% confidence interval of the indirect effects was obtained with 5000 bootstraps re samples. The indirect effect results of the mediation analysis were showed in Table 3.

Table 3
Results of the Indirect Effects of Variables

Intermediate path	β	Lower bound	Upper bound	Sig
Grit→Job engagement → Task performance	.32	.27	.49	.001
Grit → Job engagement → OCB	.39	.29	.51	.001

The results in Table 3 showed that grit indirect effect on task performance through work engagement was .32 that significant at $p < .001$. In addition, confidence intervals show that the distances between the down bound (.27) and the upper bound (.49) of work engagement do not cross zero. The absence of zero at these distances ensures the significance of indirect paths of grit on task performance through work engagement Furthermore the indirect path effect of grit on organizational citizenship behavior through work engagement, was .39 that was significant at $p < .001$. confidence intervals show that the distances between the down bound (.29) and the upper bound (.51) of job engagement do not cross zero. The absence of zero at these distances ensures the significance of indirect paths. Therefore, the indirect effect results of the mediation analysis in Table 3

confirmed that work engagement exert a significant mediating role in the relation between grit and organizational citizenship behavior.

Discussion

This study aimed to determine the effect of direct and indirect effect of grit on Task Performance and organizational citizenship behavior with mediating job engagement. The result indicated that grit has direct effect and indirect effect on task performance through job engagement. These findings are consistent with the research results of Credé et al., (2017); Duckworth and Quinn (2009); Lam and Zhou (2022); Saleh et al., (2019); Jachimowicz et al., (2018); Holdan et al., (2018); Cosgrove et al., (2018). Cross-sectional studies have shown that grit and work engagement correlate positively (Eskreis-Winkler et al., 2014; Suzuki et al., 2015). Grit is one of the characteristics to help someone change the perception that the determinant of success or success is not only from intelligence. grit provides employees with a significant reason for effort to perform their work-related duties well (Menges et al., 2017). Grit shows how one can achieve long-term goals by overcoming obstacles and challenges. Grit is also one way to determine where someone can put their efforts to survive in facing life's challenges (Hochanadel & Finamore, 2015). Moreover, grit also demonstrated through hard work in dealing with challenges, sustaining effort and interest over the years despite being faced with failure, resilience, and difficulties in achieving it (Duckworth et al., 2007). Employees are expected to cope and survive in a workplace where uncertainty and complexity are increasing. However, they are likely to face difficulties in their

work, which increases the likelihood of failure. Grit as a personal trait provides the resilience required to persevere in such situations.

One aspect of work engagement that may be particularly related to grit is the “flow” experience (Csikszentmihalyi, 1975). Consistent with the idea that passion and perseverance belie well-developed and harmonious goal hierarchies, Csikszentmihalyi (1990) conjectured that life becomes “a unified flow experience [when individuals pursue] a difficult enough goal, from which all other goals logically follow” (p. 430). Furthermore, people tend to experience flow more often when both skills and challenges are high (Csikszentmihalyi, 1990). Gritty people tend to invest more time in the development of their skills (Duckworth et al., 2011), which increases their chances of experiencing flow (Von Culin et al., 2014). At least some empirical evidence supports this connection. Grit is inversely related to mind wandering and positively related to orienting the flow state—and these relationships hold when controlling for conscientiousness (Marty-Dugas, Brandon, & Smilek, 2020). Individuals with grit will show their sincerity and perseverance to carry out their work. It makes individuals able to focus on their goals, not easily distracted, and have persistence in trying to achieve them (Duckworth & Quinn, 2009).

Work engagement is an active and positive work-related state. Hence, engaged employees are usually equipped with high levels of energy and enthusiastically involved in their work. Moreover, they are often fully immersed in their work so that time flies (May, Gilson, & Harter, 2004). Work engagement is

beneficial for both employees and organizations because engaged employees are expected to show better job performance (Demerouti & Cropanzano, 2010). Better performance among engaged workers, in comparison to non-engaged workers, is accounted by engaged employees' positive emotions, such as happiness, joy, and enthusiasm (Bakker & Demerouti, 2008). According to the broaden-and-build theory (Fredrickson, 2001), positive emotions including joy, interest and contentment all share the capacity to broaden people's momentary thought – action repertoires and build their personal resources (physical intellectual, social and psychological resources) through widening the array of thoughts and actions that come to mind. Joy broadens resources by creating the urge to play and being creative. Interest fosters the desire to explore new world, assimilate new information and experience, and grow. Engaged employees often experience positive emotions (Schaufeli & Van Rhenen, 2006). Happy people are more sensitive to opportunities at work, more outgoing and helpful to others, and more confident and optimistic (Cropanzano & Wright, 2001). For example, Bakker and Bal (2010) showed that engaged teachers received higher ratings from their supervisors on in-role performance, indicating that engaged employees perform well and are willing to go the extra mile. Employees who are highly engaged in their work roles not only focus their physical effort on the pursuit of role-related goals, but are also cognitively vigilant and emotionally connected to the endeavor (Kahn, 1990). In contrast, employees who are highly disengaged in their work roles withhold their physical, cognitive, and emotional energies, and this is reflected in task

performance. Workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety, and when they were more psychologically available. Employee engagement is a positive attitude held by the employee towards the organization and its value. Engagement focuses on work performed at a job and represents the willingness to dedicate physical, cognitive, and emotional resources to this work. As Kahn (1990), an engaged individual is one who approaches the task associated with a job with a sense of self-investment, energy, and passion, which should translate into higher levels of in-role performance. Engaged employee will be more vigilant and more focused on their work or tasks, thus, engagement should be positively related to task performance. People who are highly engaged in their jobs identify personally with the job and are motivated by the work itself. They tend to work harder and more productively than others and are more likely to produce the results their customers and organizations want.

The other result indicated that grit has direct effect and indirect effect on organizational citizenship behavior through job engagement. These findings are consistent with the research results of Von Culin et al., (2014); Ryu, &Yang (2017); Oh, Lee, and Sohn (2019) and Rich et al., (2010).

Researchers have shown empirically that grit is positively related to other-oriented life (Von Culin et al., 2014). Other studies find that grit is highly related to prosocial behavior (Ryu, &Yang,2017). Regardless of the type of motivation (i.e., intrinsic motivation or prosocial motivation) an individual already possesses, grit is positively associated with prosocial behavior, which implies that gritty people seek not only career

success but also purposeful and meaningful lives in which they act on behalf of others. Empirical studies have shown that those with high levels of grit tend to pursue other-oriented and meaning-oriented lives (Von Culin et al., 2014). gritty people are expected not only to perform their jobs faithfully but also to exhibit positive behaviors in the workplace. Duckworth (2016). asserts that grit as an individual characteristic is highly related to other-oriented and socially motivated characteristics. That is, grit is not limited to individuals' career success or reputation, it extends to interest in others' well-being.

In Grit, Duckworth (2016) argues that the ultimate goals of gritty people include living prosocial, other-oriented, and meaningful lives. Because their goals are long-term, gritty people need constant motivation not to give up in the middle of the process. How do other-oriented goals motivate people with grit? Linking long-term goals with other-oriented and meaningful life can offer the constant source of motivation for gritty people. Construal level theory (CLT) (Liberman& Trope,2003), which considers events according to the psychological distance people experience personally, can support this notion. In this theory, psychologically far events are construed at a high level, while psychologically near events are construed at a lower level. People with high-level construal are more likely to think in abstract and in big-picture terms and exhibit a high level of self-control over momentary impulses compared to those with low-level construal. Oh, Lee, and Sohn (2019) show that gritty people are likely to perceive their goals as psychologically distant, which implies that they tend to construe the situation at a high level. Furthermore, CLT also suggests that purpose, which is a broad, abstract, and long-term

concept, is highly related to high-level construal. Therefore, it is plausible that when gritty people pursue their goals, perceiving their goals as long-term and linking their long-term goals with other- and purposeful life allow them to construe at a high level, and thus they can overcome short-term temptation and finally achieve their goals.

Employee engagement has been examined as a potential predictor in several OCB studies (Rich et al., 2010). One explanation for why employee engagement related to OCB based upon social exchange theory and the principle of reciprocity. Employees may perform OCB because it includes an emotional component (Bennett & Robinson, 2000). This possibility is consistent with models suggesting that extra role behavior is the direct result of employee emotion (Miles et al., 2002). The social exchange and the emotion-based explanations may be related, because the desires to reciprocate and positive emotion are both the result of favorable treatment from one's organization (Rhoades & Eisenberger, 2002). Employee engagement is one of the potential predictor of OCB. Individual who are high in employee engagement have a tendency to engage in constructive and responsible behavior at work (i.e. OCB).

This finding is at odds with the belief that engagement is predominantly associated with OCB are extra role behavior. This is because, engaged employees experience a high level of connectivity with their work tasks. Employees strive toward task-related goals that are intertwined with their in-role definitions and scripts. Engaged employees are likely to perform extra role behavior because they are able to "free up" resources by accomplishing goals and performing their task efficiently,

enabling them to pursue activities that are not part of their job descriptions. Engaged employees also consider all aspects of work to be part of their domain, and then, they step outside of their roles to work toward their goals.

Employee engagement covers the basic dimensions of intrinsic motivation, which ensures goal oriented behavior. High level of engagement increase proactive work behaviors in the sense of personal initiative such as proactive behavior (Salanova & Schaufeli, 2008). Employees, when they engaged, will be more likely to create a social context that is conducive to teamwork, helping, voice, and other discretionary behaviors that can lend to organizational effectiveness (Podsakoff, Whitting, Podsakoff, & Blume, 2004). Engagement should be positively related to OCB because employees who are engaged in their job should not only fulfill their formal role requirements, but should put forth extra effort to perform other activities that extend beyond their formal role requirement. Engaged employee works with passion and is more committed to the organization. Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. Employee engagement is predominantly with extra-role behavior. Engaged employees are likely to perform extra-role behaviors perhaps because they are able to accomplish goals and to perform their tasks efficiently, enabling them to pursue activities that are not part of their job descriptions. Employee engagement comes with high levels of energy and activities as vigor is an important component of engagement. This energy encourages proactive behavior like OCB. Employee engagement is a positive emotional state that increase level of OCB.

The present study, like any other study in the humanities, has some limitations that can be mentioned to the limitation of doing it in a particular organization that leads to caution in the generalizability of the findings and the research method was a correlation that makes a causal inference from research results impossible. Also, have been included limitation on the use of self-report tools in this research.

The results of this study have implications for organizational psychological practice in terms of personnel selection and development. First, the human resource department needs to be aware of employees' potential and reflect on the types of human capital to be recruited in the organization as well as the traits that must be developed in them. Thus, grit can be an important factor for organizations for personnel selection and development.

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