

# EFFECT OF EMPLOYEE ENGAGEMENT ON ORGANISATIONAL COMMITMENT

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## ABSTRACT

*In this course of research, objective is to find out the effect of employees engagement on organizational commitment in Indian public sector organization. The study was carried out on 30 employees of a leading public sector bank. A questionnaire was prepared on 5 likert scale and contains mainly three sets. Each sets contained defined number of questions on Job satisfaction, Job involvement and organisational commitment. The study also presents the practical implication for the organization that, what they should follow in-order to harness the alluring effect of organizational commitment in their organization. It has been found that employee engagement (Job Satisfaction and Job Involvement) has significant correlation with the organizational commitment.*

**Keywords:** *Organizational Commitment, Employee Engagement, Job Satisfaction Job Involvement.*

## Introduction:

The world of corporate is not only confined to acquiring the human capital and maintaining them but also engaging them to their work lives. In fact, Companies can gain an edge over the other through employee engagement that contributes to increase in productivity, retention of employees, overall management of business and ultimately customer satisfaction. Thus employee engagement has become a deciding factor for the organization's successes.

Employee engagement has become a hot topic among practitioners and consultants. There have not been many empirical researches to explain the effect of employee engagement on organizational commitment in Indian public sector banks.

"Employee engagement is defined as the emotional commitment the employee has to the organisation and its goals. An engaged employee is therefore fully involved in, enthusiastic about work and willing to give discretionary effort towards the success of the organisation" (Jeve, Oppenheimer, & Konje, 2015). Many researchers have defined the concept of Employee Engagement but the clear conceptualization of the definition of Employee Engagement has not been set. But majorly the employee engagement has been defined as the extent to which employees feel satisfied to their work and the extent to which the employees are involved in their work. (Keith & John, 1992, p. 489) stated that job

satisfaction express the amount of agreement between ones expectations of the job and reward the job provides. Some factors like reward and recognition, social security, work environment, superior-subordinate relationship, and values of the organization are the key to job satisfaction. Job involvement can be said as the extent to which an employee is engrossed in his work. The key contributor for job involvement is the kind of work assigned to the employees, superior-subordinate support, training, and realistic job preview given to the employee.

(Katz & Kahn, 1966, p. 388), have discussed, "engage in occasional innovative and cooperative behaviour beyond the requirements of the role but in the service of organizational objectives". At that time, for the purpose of engaging the employees, organizations need to provide enough space to the employees so that they can use their innovative mind and should be treated as the part of the organization i.e., their sense of belongingness should be high. The presence and absence of employees during the task performance depends upon their psychological experience at work (Kahn, 1990). According to (Kahn, 1990), employees are physically, cognitively and emotionally engaged at work. Being emotionally engaged refers to those who forms meaningful connection with others (managers, co-workers) and being cognitively engaged refers to those who are able to sense the meaning of the work i.e. How the work is really important for the

organization in-turn their contribution towards organizations goal is required.

Maslach et al. (2001), Engagement is characterized by energy, involvement, and efficacy – the direct opposites of the three dimensions (exhaustion, cynicism and Ineffectiveness). They have discussed the positive effects of the employee engagement along with its negative effects. Harter et al. (2002), Employee engagement related to how people perceive their tangible rewards. Employee engagement is a leading indicator of intent to stay within a given organisation. When employees are not engaged pay may enter in as a more critical factor. (Schaufeli & Bakker, 2004), a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. (Robinson, Perryman, & Hayday, 2004) give a definition of engagement as, "a positive attitude held by the employee towards the organisation and it values an engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of organisation...". When an employee is engaged he knows the nuances of the business and their colleagues also develop means and ways to improve the organizations profitability. (Schaufeli & Bakker, 2004), Work engagement is the psychological state that accompanies the behavioural investment of personal energy. Position work engagement as a mediating variable in their job demands and resources model of work motivation and engagement.

### Literature Review:

#### Employee engagement

Communication is the only way by which an employee is informed about their job role and what an organization expects from them. So it's important for an organisation to have proper ways and means for effective communication. Internal communication is part of the organizational context in which engagement (or disengagement) occurs Bakker et al., (2011). Engagement is influenced by internal communication, it is an organizational practice with the potential to effectively convey the values of the organization to all employees, and involve them with the goals of the organization. Such practice results in more engaged employees (Bindl & Parker, 2010). Communication is one form of employee psychological need which organisation have to meet to maintain and develop employee engagement (Mary, 2011).

(J. Lee Whittington & Timothy, 2010) talks about how important it is for the organizations to have engaged employees and the ways and means by which the organization harness the fruit of engaged employees. The level of employee engagement will increase when employees work in jobs that are enriched by providing variety, significance, and task identity. When employees are working to achieve challenging and specific performance goals, their level of engagement

will increase, Engaged employees are high performers. Engaged employees go beyond the minimum requirements specified in job descriptions and performance evaluations. When employees have a high level of trust in their leader the amount of engagement increases. A study shows that both "trust in supervisor and high propensity to trust others" enhance the employees' engagement with their work. Trust in supervisor and trust in propensity indicates towards the employee believe of fairness in the processes of the organisation. A strong work engagement promote employees learning, innovativeness and performance, (Chughtai & Finian Buckley, 2011).

It is also important to have fairness in the processes especially when it comes to evaluation. Employees who perceive distributive and informational justice during the performance appraisal process are more like to be engaged in their work and exhibit greater well-being (Vishal & Sushil, 2013).

Engaged employee stay longer and contribute in a more meaningful way a highly engaged workforce is a sign of healthy organisation whatever its size, geographical location and economic sector (V. Rama Devi, 2009). The effects of engagement on retention and productivity have been proved by many studies. But, a disengaged employee would leave the organization and those employee who do not leave the organization would have low productivity.

#### Job Satisfaction:

Job satisfaction is the state in which employees feel the situation of pleasure from his or her job or it is the positive and emotional state of the employee as a result of appraisal of his or her job and performance (Shaikh, Bhutto, & Maitlo, 2012).

(Locke, 1992) defined employee satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience". Researchers in the past suggested that a person's job satisfaction comes from how he or she feels is more important than the fulfilment of his or her needs. Job satisfaction is an important aspect that organisation desire for their employees. The concept is linked to performance, organisational productivity, commitment and organisational citizenship behaviour (Sunny & Joshua, 2016). A study conducted by (Wei (Amy) Tian-Foreman, 2009) shows a negative correlation in job satisfaction and employee turnover in Chinese industry context. Studies have also proved that there is a positive correlation between job dissatisfaction and employee turnover. The fundamental question which arises out of this is that 'how to make the employees satisfied in their job?' the question has been answered by many studies. (Martin, 2012) have discussed that to harness the fruits of job satisfied employees, organizations need to follow certain practices like keep the employees in the loop by making them part

of processes, discuss the result with the employee, have a good communication channels, have a appropriate reward and recognition program, have defined career progression for employees, provide adequate training, build the right culture, etc.

(Bontis, Richards, & Alexander, 2011) have shown that there is a direct correlation of job autonomy and job challenges with the job satisfaction, the study was conducted on the large national telecommunications organization in North America. Amongst the various factors contributing to effective communication, "opinion-count" is the most important factor having greatest implication on job satisfaction (Malik, 2013). A study conducted by (May-Chiu, 2011) presented that career mentoring is positively related to employees' satisfaction in job itself.

### **Job Involvement:**

(Lodahl & Mathilde, 1965) defined job involvement as "the degree to which a person is identified psychologically with his work or the importance of work in his total self- image and the degree to which a person's work performance affects his self-esteem". Whereas Paullay et al., (1994), defined job involvement as "the degree to which one is cognitively preoccupied with, engaged in, and concerned with one's present job". The job-involved employees are one whose job is integral part of his/her self-definition (Rotenberry & Moberg, 2007). They have shown in their studies that higher level of job involvement is associated with increased performance and citizenship behaviour.

On the other hand, researchers argues that job involvement is a personal factor which cannot be influenced by the organizational factors and more likely to be influenced by the personal characteristics (Dubin, 1956) (Rabinowitz & Hall, 1977).

There have been not much of research studies evident which could show the impact of involvement of an employee on staying with the organization regardless of the job satisfaction (Marsh & Manari, 1977), which could be considered as the different set of personal characteristics. A study by (Carmeli, 2005) concluded that both situational and personal related factors predict the job involvement. In similar lines, the research conducted by (Keng, Veeri, Samaun, & Nooh, 2007) have considered various factors influencing job involvement. The factors which are taken are leadership, empowerment, teamwork, communication, customer focus, reward and recognition, employee participation, training and development. The research was conduct on the employee of the six major semiconductor companies of Malaysia. The research reveals that there is a strong correlation between empowerment, communication, employee participation and customer focus with employees' job involvement.

### **Organizational Commitment:**

Organizational commitment is the perception which an employee develops toward the organization he is working. "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (Meyer & Allen, 1991) and "a psychological link between the employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization" (Allen & Meyer, 1996). (Meyer & Allen, 1997) Proposed a three-component model of Organizational commitment which integrates three forms of commitment as components rather than types of commitment: affective (attachment to the organization); continuance (aware about the cost of leaving); and, normative (obligation to remain). Their three-component Organizational commitment scale has been influential in commitment measurement research.

A number of writers Kahn, (1990); (Alan M. Saks, 2006) argue that engagement is different to organizational commitment and describe it as an antecedent, a facet or a variable component of commitment. Meyer et al. (2010) have discussed that organizational commitment is the enthusiasm an employee show towards his organization. This perception of organizational commitment by the employee echoes (Macey & Schneider, 2008) which could be evident when the employees would talk about the organization in social group to which they are associated with. Also when the employee feel that his value and ethics are in line with the organizations value, When there is a feeling of accomplishment, When the employee feel that they are associated to a great organization. Then the organizational commitment level of an employee is really high.

### **Employee Engagement as Job Satisfaction & Job Involvement:**

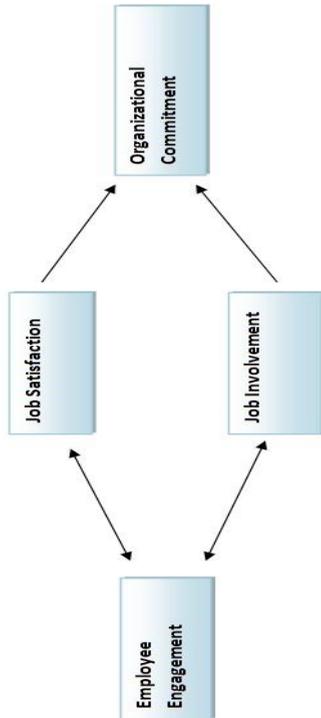
Employee engagement refers to "the individual's involvement and satisfaction with, as well as enthusiasm for work" Harter et al. (2002). (I. E. Jernigan, III, & Gary, 2002), they have shown a significant relation between job satisfaction and employee engagement. (Macey, Schneider, Barbera, & Young, 2009) propose that engagement as a broader term which includes individual's personality traits, work involvement and organizational citizenship. As discussed many authors have defined employee engagement in many different ways but the most evidently it is coming out as combination of job satisfaction and job involvement.

### **Research Objective:**

The present study aims the following:

- To study the effect of Employee Engagement on Organizational Commitment in the public sector bank.

**Proposed Conceptual Model:**



**Figure 1: Proposed Conceptual Model**

The conceptual model depicts the effects of Employee Engagement in terms of Job Satisfaction and Job Involvement on Organizational Commitment.

**Hypothesis:**

The present study aims at testing the following hypothesis:

- H<sub>1</sub> - Higher the Job Satisfaction at work, the greater is the organizational commitment.
- H<sub>2</sub> - Higher the Job Involvement at work, the greater is the organizational commitment.

**Research Methodology:**

The study was carried out on 30 employees working in a leading public sector bank. Employees who had been working in the same firm for more than five years were only included in the study as we believe their responses would be more reliable in obtaining the results and coming out to conclusion. These employees would be able to use their experience to verify the level of satisfaction that they have with their work and the extent to which they are involved in their job. A questionnaire was prepared on 5 likert scale and contains mainly three sets. Each set contained the defined number of questions on Job Satisfaction, Job Involvement, and Organisational Commitment. Where each question is followed by defined number of option to choose. The questionnaire aimed to collect the perception of employees about the Job Satisfaction, Job Involvement, and Organisational Commitment.

After assessing the score of all the participating subjects, the data was compiled and statistically analysed. A correlation analysis was done. The questionnaire has three parts. The same are mentioned below along with their source:

1. **The Job Satisfaction Questionnaire:** Weiss et al., 1967
2. **The Job Involvement Questionnaire:** Kanungo, 1982
3. **The Organizational Commitment Questionnaire:** Mowday, Steers, and Porter, 1979

**Reliability:**

Questionnaire circulated to collect the data and ultimately to prove the hypothesis has been taken from the research articles which have a significant reliability in order to prove the reliability of the questionnaire, reliability test has been run. The result of the same are listed below.

**Case processing summary**

		N	%
Cases	Valid	30	100.0
	Excluded <sup>a</sup>	0	.0
	<b>Total</b>	30	100.0

- a. Listwise deletion based on all the variables in procedure

**Reliability statistics:**

Cronbach's alpha	N of items
.863	45

The result of the test for the reliability of questionnaire shows that it is very reliable that "cronbach alpha" is coming out to be 0.863 which is very close to 1 for all the variables of the questionnaire.

**Data Analysis and Inference:**

As discussed above the data has been collected from thirty employees from a branch of Indian public sector bank. The data collected aims to measure three aspects that is 'Job Satisfaction', 'Job Involvement', 'Organizational commitment'. The analysis of this data would reveal the impact of employee engagement (Job Satisfaction and Job Involvement) on Organizational commitment.

**Data Analysis:**

For the hypothesis testing correlation is run on SPSS. The results of the same are given below:

**To test the effect Job Satisfaction on the organizational commitment:**

**Correlations**

		Job Satisfaction	Organizational Commitment
Job Satisfaction	Pearson Correlation	1	.387**
	Sig. (2-tailed)		.005
	N	30	30
Organizational Commitment	Pearson Correlation	.387**	1
	Sig. (2-tailed)	.005	
	N	30	30

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

The results shows that there is a significant correlation between Job satisfaction and Organizational commitment with the Pearson correlation coefficient 0.387 at 99% confidence interval.

Though, results show significant correlation between Job satisfaction and Organizational commitment the value of correlation coefficient is coming out to be less (i.e., 0.387) the reason for the same could be variables considered in the job Satisfaction may not have the collective impact on Organizational commitment. Also it could be possible that the results which are contributing to the correlation may be coming from few of the variables.

**To test the effect Job Involvement on the organizational commitment:**

**Correlations**

		Organizational Commitment	Job Involvement
Organizational Commitment	Pearson Correlation	1	.495**
	Sig. (2-tailed)		.005
	N	30	30
Job Involvement	Pearson Correlation	.495**	1
	Sig. (2-tailed)	.005	
	N	30	30

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

The result shows that there is a significant correlation between Job Involvement and Organizational commitment with the Pearson correlation coefficient 0.495 at 99% confidence interval.

Though, results show significant correlation between Job satisfaction and Organizational commitment the value of correlation coefficient is coming out to be less (i.e., 0.495) the reason for the same could be variables considered in the job Involvement may not have the collective impact on Organizational commitment. Also it could be possible that the results which are contributing to the correlation may be coming from few of the variables.

**Correlation and Significance:**

As shown in the above study that there is a direct correlation between Job satisfaction and job involvement on Organizational commitment.

**Practical Implication:**

An employee is engaged when he/she is satisfied with the kind of work he/she is doing and very much involved in his/her work. This in turn lead to the feeling of commitment towards the organization. The employee would feel committed if he/ she is likes the work offered to him which would be of his interest so that he would be fully involved in the same. The study conducted here have considered variable such as job satisfaction and job involvement which have significant impact on the Organizational commitment. In-order to harness employees' commitment toward the organization, organizations need to follow the following practices:

Organizations should provide sufficient amount of work to the employee so that the employee should remain busy and should not feel that his capabilities are underutilized. Majorly the employees who leave the organization are because they feel that they could perform much more than what they are currently performing. Employee should have feeling of busyness in work. Employees usually share their experience at work with their colleagues and friends. The feeling of busyness gives them sense of their importance in the organization and sense being important part of the organization.

Employees should be given enough space to do the work alone may be on the project or on the work place. This feeling of autonomy gives them the sense of empowerment to perform their task on their own. This could also be perceived by the employees that the organization have a faith in the employee.

Many researchers have shown the common reason for turnover of the employee is because of monotonous work assigned to the employee. Organization should provide enough diversification in work assignments and projects. If not possible then atleast the rotation of work would help in maintaining the engagement of the employee which in-turn would lead to organizational commitment.

There should be enough engagement activities in which each and every employee of the organization could participate without any hesitation or restriction. They should be welcomed in community gathering and should be allowed to be the part of the same. The same will help the employee in understating the culture and values of the organization with which an employee would be able to connect to. This perception of being the part of the community acts like catalyst in employee's perception of his organizational commitment.

Another factor which organizations should consider is that there should be a friendly, caring and supporting

environment. Especially when it comes to the supervisor - subordinate relationship, there should be healthy relationship between the supervisor and subordinate. The subordinate should feel that he has been given enough time and attention, in other words subordinate should be given enough realistic preview of what the supervisor or organization wants from him. This reduces the frustration of an employee towards the work he/she is expected to do.

Training also is an important aspect where employees learn about nuances of business and get to know about what would be expected from them in near future. Also training is a kind of event where employee gets the chance to know the other employee and build social network, develop social group. This lead to the most effective mode of communication. As discussed above that communication is an important part of engagement, very effective and fastest with low capital utilization.

Another aspect is values and security, it is not possible that the organization's values would be in complete sink with each and every employee, but it is possible that a common set of values which would be completely or partially in sink with all the employees. This practice would require a organization change if the organization is facing an issue of difference in values of organization and employee which in turn leading to the attrition of employees. Organization should have high values and straight on integrity.

As discussed that there is a difference between the perceptions about the employment in the organization. Employees of the private sector organization feel that their employment is not that secure in comparison to the perception of the employee of the public sector organization. If the organization could build the culture where the employee would feel that their organization provides a steady employment then employee would be loyal and committed toward the organization. The aspect of steady employment could trigger employees to take their task assigned casually but that could be corrected by positive reinforcement.

Being able to or get chance to do something for the other people, gives a chance to the employee to build social network. It becomes important to understand that the way these practices are executed is well accepted and liked by the employee so that they should be not only able to understand also be comfortable with the policies made and executed.

Another important rather most important is the reward system of an organization. This aspect creates the direct impact on attracting the employees towards the organization and helps in retaining the employees of the organization. As according to the 'equity theory' employees do compare their effort given to the work and the compensation received in return in comparison to the effort given by other employees and the amount of compensation received by them in their organization and as well as in other organizations.

This comparison leads to high turnover ratio of employee. Therefore it becomes very much implicit that the organization should pay in line with the market. To support the compensation system of an organization tend to make fancy career path, this is also an important aspect to which the employees get attracted to. But for the organization it becomes very important that whatever is promised or followed in the organization should be equal for all employees and should not have any discrepancy. The discrepancy would lead to distrust towards the organization by employees which in turn lead to attrition.

When an employees is made free to use his judgment. He develop the perception organization belies in him and trust that the organization, would lead to profitability to organization. As discussed this gives them autonomy to do their work in their own way. Therefore the organization should foster this feeling of employee which leads to the high level of organizational commitment.

Another important aspect is recognition. The survey result shows that employee have given high rating for the question asked i.e., "The praise I get for doing a good job". This is again a perception of the employees that whatever they are doing is getting observed and evaluated fairly. This also one of the most important aspect on which the employee feel that they have been evaluated fairly and the work done by them is getting recognized and appreciated the results of the same leads to the high level of trust in the policy and culture of the organization by the employees. So the organizations need to have fair and robust policies for the evaluation of the employees which should be transparent enough that employees themselves would be able to evaluate if they wish to do so and get the same results as recorded for them. Also the when it comes the reward associated with the recognition of good work this should also be fair and equal for all the employees.

The indicator of that the employees are feeling that their work is getting recognized and in turn getting the fair rewards for the same is that when the employee have feeling of accomplishment to evaluate the same employees in this current study have been asked the "The feeling of accomplishment I get from the job". The survey results shows that those employee who have given high rating to the question "The praise I get for doing a good job" have also given the high rating to the question "The feeling of accomplishment I get from the job". So, it is like a snowball effect that if the organizations would fairly recognize their employee and give equal rewards for the same the employee would have high level of feeling of accomplishment which leads to high level of employees' high level of organizational commitment.

**Conclusion:**

In today's time when the competition is cut throat, high level of employee engagement will definitely give the competitive advantage to the organizations. The results of this study suggest that 'There is a significant relation between employee engagement and organization Commitment'.

This conceptual article provides an overview of employee engagement literature with a novel contribution identifying evolutionary stages in the development of the concept. The model provides link between employee engagement and organizational commitment. The model explains employee engagement in terms of its two sub-factors i.e., Job Satisfaction and job involvement. These were further divided into various factors; all the factors do not contribute in increasing the organizational commitment. Clearly, the complexity of organizational commitment needs to be recognized with adequate research in the field; so that all the variables under organizational commitment could be triggered.

The study also proposes practical implications of the model as it encourages employee engagement as a potential factor to increase organizational commitment. The result of the correlation test shows that there is a high level of correlation in employee engagement (Job Satisfaction and Job Involvement) and organizational commitment. The results shows that attributes of job satisfaction and Job involvement i.e., "Autonomy, Variety, Social status, Supervisor-Subordinate relations, Security, Social service, Authority, Ability utilization, Company policies and practices, Compensation, Advancement, Responsibility, Relatedness Creativity, Working conditions, Co-workers, Recognition and Achievement" collectively have great impact on the organizational commitment which is attributed by the "Sense of achievement, Sense of belongingness, Sense of being part of great organization, Sense of accomplishment, Believe in organizational Values.

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