

Employee Engagement: Antecedents and Consequences

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ABSTRACT

Purpose: In continuously emerging environment, organization needs to gain competitive edge to stay dynamic and sometimes simply to survive. Despite the fact the technology plays a dominant role in providing a sustainable competitive advantage, the essential and significant role played by human resource and its management in the analysis of the competitive advantage cannot be overlooked. This brings the attention of the academia and researchers on investigating the value of employees to organizations by fostering employee engagement (EE). This research aims to study antecedents and consequences of EE.

Design/Methodology: The research uses the quantitative research approach using survey method with analysis conducted on the responses from 150 respondents. The research focused three service sectors namely banking, education and telecommunications in the cities of Bahawalnagar, Bhawalpur, Pakpattan and Lahore.

Findings: Results of the present study provides evidence of existence of a strong relationship between Job Satisfaction (JS), Reward and Recognition (R&R), Leader Membership Exchange (LMX), Employee Engagement (EE), and a negative but significant relationship between Intention to quit (I-Q), JS & EE, but none between Organizational Citizenship Behavior (OCB) and JS.

Managerial Implications: This research offers better understanding of EE in organizational context and in relation to the variables considered highly significant in relation to EE as suggested by literature. This will help organizations to improve EE to enhance overall organizational performance. The limitations are that the OCB organizational and OCB Individual was not differentiated, improved response resulted using translated questionnaire and cross sectional study by using different techniques.

Keywords: Employee Engagement, Job satisfaction, Reward and recognition, LMX, Organizational citizenship behavior, Intention to quit.

1. Introduction

In current unstable economic environment organizations are always in need of employees displaying a high level of engagement, having strong commitment and dedication to their work while delivering and performing at a higher level. This is the only possible way for the organizations

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to exist and compete successfully. EE is an area of organizational practice located within the Human Resource Management but due to the positive impacts that it has on the range of business, service and operational outcomes it is viewed in a wider organizational contexts. Its definition encompasses an array of emotional and rational factors concerned with enthusiasm , passion , satisfaction , positive attitudes, confidence and empowerment (Turner, 2020).Employee Engagement (EE) being one of most trendy topics now days in business world, is concerned with the employee related outcomes, success of the organizations and financial performance (Bates, 2004; Baumruk, 2004; Bakker & Leiter 2010). EE has become a popular phenomenon (Robinson & Morrison 1995). EE is attachment of organization's personnel to their task roles, allowing employees to use it as a vital tool to express themselves physically, cognitively, and emotionally in performing their roles in the organization role performances (Kahn, 1990). On the other hand, it is considered as an optimistic yet at the same time a satisfying state of mind related to task that is represented by dynamism and vigor, dedication , absorption (Saks & Gruman, 2011) as well as energetic involvement with fulfilling activities enhancing the employees sense of professional efficacy (Turner, 2020). It is the involvement in organization's task to the extent that they display optimum level of productivity and maximum outcomes. Hence, defined as amalgamation of commitment and cognitive actions towards his or her organization. Burnout is exactly opposite of engagement (Moorman, 1993).

Engagement is explained by energy, attachment and efficiency contrary to burnout aspects of inefficiency, tiredness and pessimism (Maslach, Schaufeli, & Leiter, 2001). Employee engagement has its basis on Social Exchange Theory (SET) as it is most widely accepted phenomenon (Saks & Gruman, 2011). In another view persons at large take decision while keeping in view of benefits and losses (Cropanzano & Mitchell, 2005). Employees can reciprocate to their organization by showing increased level of engagement. It is matter of choice for employees to engage themselves or not in return of the benefits they get. This idea gives the basis of "give and take" what an employee gets as a support from organization and in return what will he deliver to organization as an individual and team member. The involvement and emotional attachment of employee with his organization and task that can be converted negative and positive set of behavior at their job. Employees have array of choices to indulge in their tasks and organization in return of the benefits they get from their organization. The way people involve themselves emotionally psychologically into their organization, shows their level of engagement. This research aims to explore and investigate the antecedents and consequences of EE. The research attempts to address the problem of applicability of western research on variables having a significant relationship with EE in Pakistani context.

The research attempts to study the literary supported relationships of certain variables found in the previous research to have a strong impact on EE in Pakistan. Earlier studies emphasized on job engagement and the role which a person performs shows the person's level of engagement (Randall, M. L., Cropanzano, R., Bormann, C. A., & Birjulin, A. ,1999). JS is an expression emotions and feeling the employee have about their jobs, hence the job satisfaction shows the level

of pleasure from job that person perceives (Moorman, 1993) and if people considers themselves happy and contented the emotion of satisfaction arises (Campbell & Pritchard, 1976). Reward and recognition can be divided into extrinsic and intrinsic rewards. The link between a supervisor & subordinates is usually termed as leaders-member exchange (LMX) theory, based on faithful, respectful, trustworthy attitude and unfaithfulness, disloyalty and arrogant behavior demonstrates negative relationship (Meijman, Mulder, Drenth, Thierry, & de Wolff, 1998). Turnover intention is to leave the job or the idea of leaving job exists in two ways one is physical and other psychological. Organizational citizenship behavior (OCB) defines as these set of behavior that person exhibits while on job and those go beyond their job description (Organ & Ryan 1995) and adds value to organization and person's task.

The present research attempts to address the following research objectives

- To explore the relationship of Job Satisfaction (JS) with Employee Engagement (EE).
- To investigate the relationship of Reward and Recognition (R&R) with Employee Engagement (EE).
- To study the impact of Leader Membership Exchange (LMX) on Employee Engagement (EE).
- To study the impact of Employee Engagement (EE) on Intention to Quit (I-Q).
- To investigate the relationship between Employee Engagement (EE) and Organizational Citizenship Behavior (OCB).
- To explore the impact Job Satisfaction (JS) has on Intention to Quit (I-Q)
- To investigate the impact of Job Satisfaction (JS) on Organizational Citizenship Behavior (OCB).

2. Literature Review

2.1 Employee Engagement (EE):

In Human Resource literature, EE became prominent as a new term after year 2000. Out of 1000 communication & HR practitioners almost 74 percent focus only the issues came forward from year 2000 to 2004 (Shaw & Bastock 2005). EE is a commitment of work force which exists to accomplish the work, vision & mission of the organization morally & intellectually. When employees want to work for the profit of internal & external clients for the growth of organization as a whole, engagement is visible in them. Organization can acquire increased profits and stable their competition through HR as their assets in every business environment. EE is all about creating and developing a connection of organizational members to their task related roles. Especially due to the contribution made by engagement to the bottom line within the organization, it holds great importance for the organization as a whole (Demerouti, Cropanzano, Bakker, & Leiter, 2010).

However the engagement being an individual level construct needs to be considered first in terms of its impact on individual level outcomes before it leads to any business results. This is the very reason as to why the employee engagement is expected to be related to individual attitudes, intentions and behaviors (Saks, 2006). It is the positive attitude of the employees for their employers as characterized by vigor, absorption and dedication creating a positive, fulfilling, work-related state of mind in the employee (Schaufeli., Salanova, González-Romá, & Bakker, 2002).

EE is also defined as the immersion, satisfaction and motivation that an individual has with the work he performs (Harter, Schmidt, & Hayes., 2002). EE is when employees of the organization work for the growth & profit of their employers. Researches show that work engagement has a strong impact on professionalism in all aspects (Harter et al., 2002, Park & Guroy 2012). Increased work effort by employees results in more motivational and promising outcomes for them. Elements of commitment are a part of employee engagement but it does not rely on these parts completely (Robinson, Perryman, & Hayday, 2004). Engagement relates to the safety, availability & meaningfulness (May, Gilson, & Harter, 2004). Six areas which include values, perceived fairness, recognition and reward, control, workload, community and social support of work life runs its way to burnout and engagement (Maslach et al., 2001). Important physiological goals are advance study & peace of mind & willingness (Peterson, Park, & Seligman, 2005). Organizational practitioners & researchers of academics consider employee engagement as an important debate (May et al., 2004; Schaufeli & Bakker 2004). These undeniable proofs will develop relationship of different variables such as reward, recognition, satisfaction, and professional ethics with EE.

2.2 Reward and Recognition (R&R):

R&R is that profit which employees are entitled to against their services for organizational growth. Job Demands-Resources (JD-R) model (Bakker, Demerouti, & Verbek, 2004) concluded that jobs are the social, or physical, organizational areas of a task that decrease job requirements, and the linked psychological price. Role of job resourcing is very motivational. R&R is a key feature to encourage the EE (Maslach et al., 2001). It appears that R&R relates to the extent to which the organization provides sufficient R&R for the workload that had been completed in acquiring defined goals. Tangible rewards such as increase in basic pay, bonuses, and incentives offered to employees are known as “Extrinsic”, whereas rewards which employees receive in form of recognition by getting the jobs done is physiological and are known as “Intrinsic”. It is advised to encourage R&R as its lacking it can cause disengagement. SET states that when employees are offered with R&R from entities they honor the appreciation & in response they offer noticeably increased engagement (Robinson et al., 2004). R&R has been reported as one of the work life areas contributing motivation towards the improvement of the employee engagement (Maslach & Leiter 2008). In another study it was found that there existed a significant relationship and an impact of 43.2% of the organizational

practice namely organizational communication and R&R on EE (Choo, Mat, & Al-Omari, 2013). Employee perceptions of the total rewards including monetary rewards has a significant impact on the employee work engagement and happiness at work (Gulyani & Sharma 2018). Business bodies should always offer suitable packages to motivate the employees to increase their engagement. Based on this we posit:

H1: R&R is positively associated with EE.

2.3 Organizational Citizenship Behavior (OCB):

For explaining organizational behavior in general, by interaction between individual characteristics and contextual variables (Bogler and Somech 2004), we need to understand role of this interaction in explaining OCB's (Podsakoff, MacKenzie, Paine, & Bachrach., 2000). Organizational Citizenship behavior can be understood as the passion of employee of being identified with the organization of which he/ she is a part of. Focus has been specifically on positive relationship between EE and OCB (Chughtai & Buckley 2009, Babcock-Roberson & Strickland, 2010). OCB are behaviors aimed at individual and the organization (Williams & Anderson, 1991). The previous studies and theories such as SET (Blau, 1964 ; Cropanzano & Mitchell, 2005) where a teacher becomes more engaged then before through bestowed recognition and beneficial behavior in return for beneficial conduct (Saks & Gruman, 2011), support the give and take relationship between EE and OCB (Wat and Shaffer 2005 ; Babcock-Roberson & Strickland, 2010).

Some of the earlier researches found a correlation between the Employee Engagement and OCB. OCB, having a proactive behavior is considered as an antecedent or internal constructs of employee engagement (Saks 2006). Employee engagement holds the potential to improve the team performance in an organization under the mediating effect of with organizational commitment and citizenship behavior (Uddin, Mahmood, & Fan,2019). Although engagement factors when mediated with employee engagement the contribution of employee factors to OCB is greatly increased and enhanced. As according to a study the relationship between Work life balance, communication and OCB is strongly enhanced and strengthened due to EE (Subramanian, 2016). On basis of former research, this study hypothesizes a positive relationship among EE and OCB's.

H2: Employee engagement is significantly and positively relates to Organizational Citizenship Behavior.

2.4 Intention to Quit (I-Q):

An estimated prediction by individual about leaving the organization in near future is defined as intention to leave (Vandenberg & Nelson, 1999). This phenomenon is considered significant by both employee, thinking about quitting as well as for the manager faced by hiring costs, training costs and organizational production (Siong, Mellor, Moore, & Firth, 2006), having negative effects on organizations effectiveness and efficiency (Hom & Kinicki, 2001). Although

behind the scene triggering psychological process of this phenomenon is still vague. Behaviors are immediate consequences of intentions and their true indicators (Van Dick, Christ, Stellmacher, Wagner, Ahlswede, Grubba, & Tissington, 2004); McCarthy et al., 2007). By identifying I-Q factors, predictions about subsequent behavior and hence effective preventive measures, could take taken. The contest to retain the capable employees in the petrochemical industry is an important example for the organizations (Hwang & Kuo, 2006). Previous researches validate the negative relationship among EE and turnover Intention (Saks & Gruman, 2011), where intention to leave is caused by low EE (Harter et al., 2002 ; Firth, Mellor, Moore, & Loquet, 2004). Replicating past literature, we propose:

H3: EE correlates negatively with turnover intention (I-Q)

2.5 Job Satisfaction (JS):

Job satisfaction (JS) can be defined as the degree to which people are likely to be are indulged in work they perform, having completely or specifically an attachment to some reward or condition (Spector, 1997). Causally speaking JS, through its association with practical success on the job is effected by self-efficacy (Judge & Bono 2001; Luthans, Zhu, & Avolio, 2006). Only a satisfied employee can become an engaged employee. Engaged employees have JS and commitment by focusing on broad job and work attitudes. Fruitful output is based on these positive experiences and emotions. Relationship of six work conditions with various work is mediated by the variable of engagement outcomes and should be related to outcomes such as lower performance, increased withdrawal, commitment and JS (Maslach et al., 2001). So, based on this we hypothesize that

H4: Job satisfaction is positively associated with employee engagement.

Previous literature reports various evidences of a positive relationship existing between OCB and JS (Bateman & Organ 1983; Organ, 1988; Williams & Anderson, 1991; Lee & Allen, 2002). In "supervisory ratings of OCB" and "employee self-reported levels of job satisfaction." were compared concluding a longitudinal and cross lagged relationship (Bateman & Organ, 1983). There is a positive link between JS & OCB. Supervision & incentives makes this link more permanent. Positive connection has been found between Extrinsic and intrinsic JS & OCB dimensions (Williams & Anderson, 1991; Lee & Allen, 2002). Intrinsic satisfaction has been found to be positively related to Organizational Citizenship Behavior Organization (OCBO) and not to Organizational Citizenship Behavior Organization Individual OCBI (Lee & Allen, 2002) yet some studies did not find a significant relationships of JS with either OCBO or OCBI (Chen, Hui, & Sego, 1998 ; Randall et al., 1999). In the Malaysian context academicians' citizenship behaviors has been found to be positively and directly affected by four job attitudes which include organizational commitment, JS, procedural justice as well as distributive (Zulaiha, 2006).

H5: JS is positively associated with OCB.

Employee turnover is also known as the intention to quit (I-Q) an organization voluntarily. The JS and I-Q are inversely related and I-Q is strong when total JS is low (Kinicki & Miao 2008). JS is one of the factors that contribute to people's I-Q their jobs (Moore, 2001) yet importance of identifying the factors that mediate the relationship between job turnover and job stress, from the perspective of managers as well as individual cannot be underestimated or ignored. One of the main reasons behind employees leaving their jobs is the level of satisfaction employees have with their jobs (Mor Barak, Nissly, & Levin, 2001). A survey measuring team commitment, OCB and JS involving self-directed teams conducted at three geographically diverse manufacturing facilities found that JS and OCB are related and team commitment mediated this relationship (Foote & Tang, 2008).

H6: JS is negatively associated with I-Q. 2.6 Leader Membership Exchange (LMX):

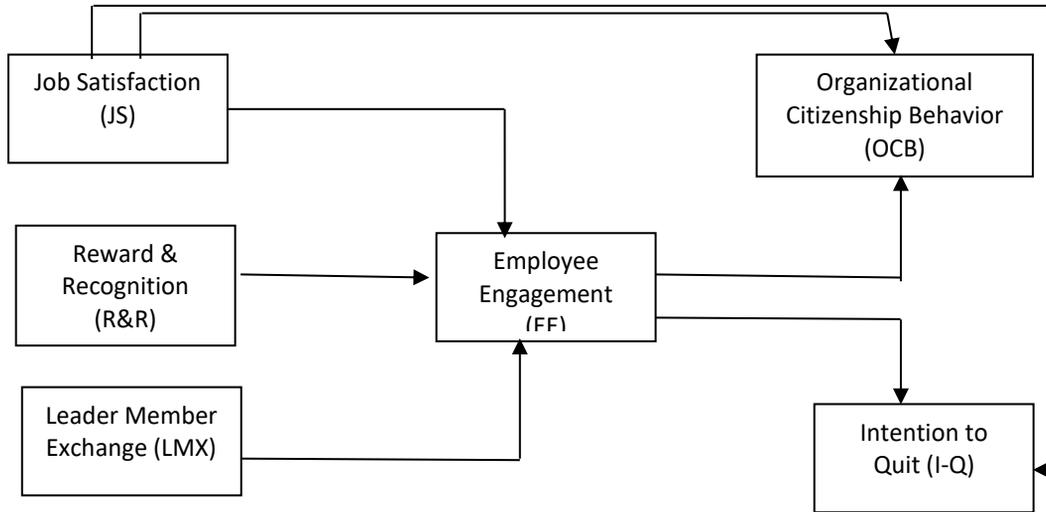
Considering the leadership with an organization brings us to the concept of LMX formed on the assumption that a mature relationship among leader and follower is brought about by effective leadership (Dansereau, Graen, & Haga, 1975; Gerstner & Day 1997). The maturity of relationship is determined by characteristics of mutual trust, influence, and respect for one another in developing mutual responsibilities. A relationship in which the leader can depend on follower for support and productive feedback and the follower can also depend and rely at time of need on leader for motivation, assistance and career investments (Graen & Uhl-Bien, 1995). The individuals with high quality LMX relationship are better due to benefits they get such as more time, direction and emotional assistance from leaders, are mentored (Scandura & Schriesheim, 1994) and are introduced to key people in social network, generally an important source of political as well as social resources and additional information (Sparrowe & Liden, 1997). Most importantly high quality LMX relationship existing among the subordinate and manager provides psychological safety which in turn enhances work engagement by restoration of vigor (a core dimension of EE).

Another perspective for viewing the link between LMX and EE is offered by SET theory which supports the reciprocation, as a fundamental human belief (Macey, Schneider, Barbera, & Young, 2011). In return for the growth opportunities from leader the subordinates do feel compelled to repay it with higher organizational commitment, citizenship behavior (Bhal, 2006), trust (Bauer & Green, 1996), competency, innovation (Scott & Bruce, 1998) and most importantly with dedication, absorption and vigor (Saks & Gruman, 2011). The mentors experiencing high quality exchange relationship provide subordinates with resources to achieve work related goals, provoke personal development and enhance work engagement as well as EE (Bhatnagar, 2007). Quality of exchanges between the employee and immediate supervisors do have an impact on the engagement within the organization. Moreover the study found that relationship between LMX and innovative work behavior is mediated by work engagement and partially mediates I-Q (Agarwal, Datta, Blake-

Beard & Bhargava, 2012). On basis of previous literary evidence, we propose the following hypothesis.

H7: LMX correlates positively with work engagement.

3. Research Model



4. Research Methodology

4.1 Causal Research

We collected the data through survey method. Being a self-administrated study we used questionnaire as a tool to measure our scale for the study. Our research is causal research that is the testing of a hypothesis on the cause and effect within a given market. To determine causality, the variable causing a change in the other variable(s) is considered as a constant and then measure the changes in the other variable (s). A common design of causal research is educational research studies.

4.2 Sample/Data

It is essential to select a sufficient and large number of participants in order to develop confidence in the survey results while making these results representative at the same time .In order to ensure that there is a good and adequate sample size in a study, a 95% confidence level is used (Niles, 2006). The study uses a self-administered survey technique to gather the responses from the respondents with a 75% response rate. From the target population, a total of randomly selected 200

respondents were contacted out of which 150 respondents completed the survey which happens to be quite good when comparing the response rates where the sample sizes tend to quite less.

The sampling technique which we used was convenient sampling and non-probability sampling. Non-probability is a sampling method which is used when elements of the population have either very few or no chance of selection at all where as in convenience sampling is about getting a representative data through selecting people either due to the ease of their volunteering or selecting respondents because they are either easily available.

4.3 Instruments and Measures

The first section was designed to include the demographics of respondents consisted of gender, age, income and educational level. Section 2 includes the latent variables that are important in the current study (Table 1). The scales of the study were based on past researches. Respondents used a five-point Likert scale (1= strongly agree 2=agree 3=neutral 4=disagree 5=strongly disagree).

Table 1 Scales of the Study

| No. | Variable | Items |
|-----|---------------------|---|
| 1 | EE | <ol style="list-style-type: none"> 1. I find the work that I do full of meaning and purpose. 2. Time flies when I am working. 3. I am enthusiastic about my job. 4. When I am working, I forget everything else around me. 5. When I get up in the morning, I feel like going to work. 6. I am proud of the work that I do. 7. It is difficult to detach myself from my job. 8. I can continue working for very long periods at a time. 9. To me, my job is challenging. 10. At my work, I always persevere, even when things do not go well. |
| 2 | JS | <ol style="list-style-type: none"> 1. My basic salary is sufficiently paid according to my daily working hours and workload. 2. I am satisfied with my chances for salary increases. 3. The work I do is appreciated. 4. I believe those that do well on the job have fair chances of being promoted. 5. It is possible to get promoted fast in my job. |
| 3 | I-Q | <ol style="list-style-type: none"> 1. I will likely actively look for a new job in the next year. 2. I often think about quitting. 3. I probably look for a new job in the next year. |
| 4 | OCB (individual) | <ol style="list-style-type: none"> 1. I am willing to help others with work related problems. 2. I can adjust my work schedule to meet off time requests of others. |

| | | |
|---|-------------------------|--|
| | | 3. I am willing to give up my time for others with work /non work problems. |
| | | 4. I am willing to assist others with their duties. |
| 5 | OCB (Organizational) | 1. I attend non required functions for organizational image. |
| | | 2. I do offer ideas for organizational functioning improvement. |
| | | 3. I am willing to take actions to protect the organization from potential problems. |
| | | 4. I defend the organizations when other employees criticize. |
| 6 | LMX | 1. I like my supervisor very much as a person. |
| | | 2. I admire my supervisor's professional skills. |
| | | 3. I do not mind working my hardest for my supervisor. |
| | | 4. My supervisor would defend me to others in organization if I made an honest. |
| 7 | R & R | 1. I believe a pay raise is the reward my efforts. |
| | | 2. I prefer job security as a reward of my services. |
| | | 3. I feel promotion will reimbursement of my services to organization. |
| | | 4. I believe in more freedom and opportunities as a reward. |
| | | 5. I desire respect from people I work with in return for my services. |
| | | 6. In return for my services, I want training and development opportunities. |
| | | 7. I feel rewarded when efforts are publicly admired and applauded. |

4.4 Procedure

The research was conducted on service sectors including banks, educational institutes and telecommunication franchise of four cities: Bahawalpur, Bahawalnagar, Pakpatan and Lahore. After the completed questionnaires have been collected, data in these questionnaires were entered and coded into SPSS and further analysis was done.

4.5 Reliability Analysis:

Overall Cronbach's alpha of EE questionnaire items was 0.915, which is that is more than acceptable and recommended values of 0.50 (Nunnally, 1970) and 0.60 (Moss, Prosser, Costello, Simpson, Patel, Rowe, & Hatton, 1998). The results of the reliability indicate that all the 37 items were reliable and valid in order to measure the opinions of respondent towards engagement.

Table 2 Reliability of Measurements Instrument

| Scales | Items | Cronbach Alpha |
|--------|-------|----------------|
| EE | 10 | 0.892 |
| JS | 5 | 0.797 |
| I-Q | 3 | 0.871 |
| OCBI | 4 | 0.740 |

| | | |
|------|---|-------|
| OCBO | 4 | 0.675 |
| LMX | 4 | 0.805 |
| R&R | 7 | 0.844 |

5 Analysis and Results

5.1 Profile of the Respondents

Personal and demographic information of the respondents is given in the following table.

Table 3 Respondents Profile

| Variable | Category | Frequency | Percentage |
|-------------|---------------|-----------|------------|
| Gender | Male | 91 | 60.7 |
| | Female | 59 | 39.3 |
| Age(Years) | 20-30 Years | 100 | 66.7 |
| | 30-40 Years | 31 | 20.7 |
| | 40-50 Years | 14 | 9.3 |
| | 50-60 Years | 4 | 2.7 |
| | Above 60 | 1 | 0.7 |
| Education | Matriculation | 8 | 5.3 |
| | Intermediate | 3 | 2.0 |
| | Bachelor | 25 | 16.7 |
| | Masters | 81 | 54.0 |
| | MS/M Phil | 27 | 18.0 |
| | PHD | 6 | 4.0 |
| Income(Rs.) | Below 15,000 | 32 | 21.3 |
| | 15,000-25,000 | 44 | 29.3 |
| | 25,000-35,000 | 29 | 19.3 |
| | 35,000-45,000 | 22 | 14.7 |
| | 45,000-50,000 | 7 | 4.7 |
| | Above 50,000 | 16 | 10.7 |

5.2 Hypothesis Testing:

In this section, after meeting the reliability requirements, the proposed relationships in the model are tested.

5.2.1 EE, LMX, R&R and JS

In this study the proposed relationship H₁, among EE and LMX is validated by regression results, where ($\beta=0.206$) and ($p<0.01$), supports a strong positive relationship between EE and LMX. Also regression results confirm H₂, indicating a very significant and positive relationship existing between EE and Reward & Recognition with results ($\beta=0.526$) and ($p<0.001$). A positive/significant relationship between EE and JS with ($\beta= 0.241$) and ($p<0.001$) was confirmed by the regression analysis.

5.2.2 OCB (OCB), EE and JS:

The regression analysis show a very strong positive relationship between EE and OCB resulting in ($\beta=0.608$) and ($p<0.001$). This validates the proposed H₃. But results of the regression analysis conducted do not validate the H₆, that there is a significant positive relationship between OCB and JS giving values of ($\beta=0.55$) and ($p= .460$).

5.2.3 I-Q, EE and JS:-

The regression results do support a negative and significant relationship between EE and I-Q and accept H₄. The resulting values are ($\beta= -0.167$) and ($p<0.010$). The relationship between I-Q and JS or H₇ is confirmed by supportive evidence of ($\beta= -0.97$) and ($p<0.05$). Table given below summaries the above regression results conducted under this study and Figure 1 shows the graphical arrangement of the structural model.

Table 4 Regression Results

| Hypothesis | Model Variables | Estimates | S.E | p | Results |
|------------|-----------------|-----------|------|------|---------------|
| H1 | LMX → EE | .206 | .052 | ** | Supported |
| H2 | R&R → EE | .526 | .062 | *** | Supported |
| H3 | EE → OCB | .608 | .072 | *** | Supported |
| H4 | EE → IQ | -.167 | .153 | ** | Supported |
| H5 | JS → EE | .241 | .048 | *** | Supported |
| H6 | JS → OCB | .55 | .060 | .460 | Not Supported |
| H7 | JS → IQ | -.097 | .128 | * | Supported |

Where *** $p<0.001$, ** $p<0.01$ and * $p<0.0$

6. Discussion

In recent time EE is matter of great discussion especially among consultants. There is little proof available about the importance of EE in organizations and it is still unclear whether it is really

important or is it just a new concept in management cult. This research gives us insight in the antecedents and consequences of EE. SET is an important concept in understanding the construct of EE. Our research studied the mutual relationships and the relationships of job satisfaction, reward and recognition, LMX on EE and effects of EE on OCBO and I-Q were discussed. Earlier studies confirmed that autonomy in job leads to JS as employee feels successful (Judge & Bono 2001). Our study confirmed that there is strong relationship between JS and EE. One important aspect is reward and recognition in creating EE in employees. The benefits and rewards is the main cause of employee to be engaged with his /her job. Previous studies found out 26 key antecedents to EE and R&R is one of them. The research confirmed that people feel more satisfied and engaged if they are rewarded materially, financially and emotionally (psychologically). Our findings confirmed that there is very strong relationship between EE and R&R whereas level of satisfaction also exist on positive side. Previous studies showed that when people are contented with HR procedures in the organizations, they are energetic, perform better and are supportive towards supervisor /subordinates. Findings suggested that standard of relationship with immediate boss defines engagement level. The more the employee is engaged with his organization more he will feel pleasure and enjoy his work and working environment (McCarthy, Tyrrell, & Lehane, 2007 ; Saks & Gruman 2011). Another study suggested the immediate leader or manager is just like guide and teacher who gives their subordinates direction and information moreover they create positive attitude to put more efforts and abilities to their assigned task whereby enabling them to generate Engagement within themselves (McCarthy et al., 2007). Our study confirmed that a good leader or supervisor is very important to foster engagement in their subordinates. Previous researches showed the strongest relationship between OCBO and JS suggesting that engaged employee are more satisfied, having higher productivity levels and adding value to organization. Moreover they have no intentions to leave as they perceive organization's goals as their own personal individual goals (Schaufeli & Bakker, 2010). They become risk takers and pioneers in better interest of organization. The results of the present finding are in support of the evidence from previous research work employee engagement (job and organization engagement) mediated the relationship between reward and recognition and job satisfaction, Intention to Quit and OCB (Saks, 2006).

The concept of SET best explains the OCBO according to that the benefits and rewards one receive from organization is returned in the form of high level of engagement (Blau, 1964 ; Cropanzano & Mitchell, 2005). Our study confirmed that people showed high level of OCBO and OCBI if they are highly engaged and high levels of engagement showed higher level of OCBO and OCBI, but study does not confirm that satisfied employee showed high standards of OCBO and OCBI. Employee Turnover can be avoided by taking preventive measures against leave intentions and turn over intentions (Hwang & Kuo, 2006). Studies showed that low EE leads to leave intentions (Firth, Mellor, & Loquet, 2004). Our studies confirmed these results and it was found out that there is negative relationship between EE and turnover intentions. It was also found out that JS and turn over intention is also related to each other.

6.1 Limitations and Future Findings

A combined measure of OCB including both individual and organization factors with majority data gathered is the first limitation. Future research could better understand and interpret effects of both OCB types on employee engagement. Secondly, research is irrespective of employee status (full-time versus part-time employees) or specific work context. Future studies of variables effecting EE, of a single profession / industry, considering employee status could be more useful. Thirdly, though questionnaires were self-administered, people found it difficult to understand of questions asked due to lack of language (English) proficiency and command .A translated questionnaire might provide more accurate responses. Fourthly, self-reports limited possible answers to questionnaire items thus failing to incorporate the richness and diversity of the participants' responses and inclining them to give sociably suitable or biased responses. Fifthly the cross sectional data was gathered using survey method. Multiple data collection methods and longitudinal research design across different employee designations and levels could be used. Lastly the small random sample selected could have overlooked some significant aspects. Future replicative researches with larger sample sizes, using other sampling techniques can help to validate the research findings.

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