RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENTS, EMPLOYEE ENGAGEMENT AND CAREER SATISFACTION A CASE OF UNIVERSITY OF GUJRAT, PAKISTAN

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A B S T R A C T

This study is proposed to find out the relationship between Organizational Commitment (OC), Career Satisfaction (CS) and Employee Engagement (EE). The purpose of the study was to create awareness in employees about Career Satisfaction and Employee Engagement by analyzing that how it is positively related to Organization Commitment. Hypothesis were developed and tested on a sample size of 124 in University of Gujrat, Hafiz Hayat Campus. A valid and reliable Questionnaire was used as data collection tool. Results indicated that there exists a positive significant relationship between OC, CS and EE but Organizational Commitment was more closely related to Employee Engagement whereas Career Satisfaction was found to be significant but not in close relationship with OC. It was observed that employees are more engaged and satisfied with their careers when provided with learning opportunities and in turn their commitment level with the organization increases.

Keywords: Organizational Commitment, Employee Engagement, Career Satisfaction, Career Development, Career Management.

INTRODUCTION

With the growing pace of business operations, organizations pay attention to their employee's needs and wants. Organization commitment is not necessarily increased by giving training and development opportunities. Because there can be a mismatch between employees perceptions about their job and development being provided. Person-Organization fit, rewards and recognition schemes are an important sign of commitment and lowers turnover rate (Chan & Chew, 2008). But some studies show that affective and normative commitment can be increased by providing continuous learning. Moreover allowing employees to self-manage their careers and giving them value can also affect commitment (Bambacas, 2010). HR practices backed up by reward can help to ensure additional commitment level of employees because there is recognition and it becomes harder for them to leave the organization (McElroy, Morrow, Liu, & Weng, 2010).

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Career satisfaction of employees can be enhanced by developing a supportive culture and taking into account the differences in employees. It may also help to reduce the turnover intention as the workforce becomes more committed when motivated and given importance (Joo & Park, 2010). Research shows that organizations need to manage cultural differences to retain highly talented workforce and supporting them to manage their career through which career satisfaction can be increased (Joo & Ready, Career Satisfaction, 2012). For increasing commitment of employees, their career goals need to be considered at the time of hiring them (McElroy, Morrow, Liu, & Weng, 2010). People rely on self-assessment of employees while evaluating their careers. Moreover, satisfaction is related pay package and people pay close attention to their salary when they evaluate their careers (Dries, Pepermans, & Kerpel, 2008). Employees compare their career success with their peers and colleagues. It affects the commitment, turnover intention and the career satisfaction of employees that may increase or decrease depending upon the value they give

to the careers of their colleagues (Eddleston, 2009). Career success is related to satisfaction level with employees' career. It depends upon the extent to which employees are engaged in their career (Heslin, Conceptualizing and evaluating career success, 2005). Satisfaction with one's career can be enhanced by designing and implementing career strategies. Moreover awareness about environment and self has significant correlation with career satisfaction (Yean and Yahya, 2011).

Employees prefer to work in that organization where the workforce is engaged and their involvement is encouraged in business decisions (Hoffmeister, 2006). Engagement encourages high levels of commitment, performance and helps in bringing innovation. It may require offering meaningful work to employees so that they can practice their skills and recognize their contribution in achieving objectives. In this way, organizations can attract and retain talented workforce which is committed and engaged (Raynald, 2010). Engagement is an important indicator of high degree of performance and it should be extended on individual level to build trust. Organization citizenship behavior is practiced by a workforce who is more engaged and performance outcomes of employees and organization are positive (Whittington and Galpin, 2010). A study by(Barnett & Bradley, 2007) proposed that career satisfaction of employees can be increased by supporting employees in career management behaviors. It was suggested that support and participation in career management behaviors of employees can facilitate in greater employee career satisfaction. Career satisfaction of employees depends upon their long term engagement/disengagement (Timms and Brough, 2013). Research supports that engagement is different from being workaholic. Resources provided at job, personal factors and performance increases employee engagement. Highly engaged employees also try to create resources for their own work and can offer competitive advantage to their organizations (Bakker, Schaufeli, Leiter and Taris, 2008). It can help in increasing commitment and satisfaction level of employees (Taylor, 2011).

This study has examined the relationship between Organization Commitment, Career Satisfaction and Employee Engagement. With the help of literature, variables of the study are described by various researchers. Methodology explains the study population

and sample size selected for data collection. At the end, results are shown which indicates the relationship between study variables.

PROBLEM STATEMENT

With the passage of time, business environment has been changed and it requires every organization to put effort for its employee's well-being by investing in them to increase their engagement in work (Vance, 2006). Commitment is an aspect of employee engagement which in turn has predictive value for organizational commitment (Field & Buitendach, 2011). Commitment with the organization also contributes in career satisfaction which helps in increasing their further advancement. Career Satisfaction is influenced by the success one achieves intrinsically and extrinsically with the help of mentoring and professional linkages (Ganiron, 2013). As a result of increase in Career Satisfaction and Employee Engagement, Commitment with the organization becomes strong. Despite this fact, there are also some factors which can cause loyalty of employees to decrease (Michael, Court and Petal, 2009). This research aims at analyzing the factors that can help in increasing in career satisfaction and employee engagement and how much they are influenced by organizational commitment.

MAIN OBJECTIVES

- To ascertain to what level organizational commitment relates to employee engagement.
- To find out the differences between commitment, career satisfaction and engagement of administrative and non-administrative staff.
- To investigate how employees want to get success in their careers.

Sub Objectives: Some sub-objectives are as follows;

- Create awareness in employers and employees about concepts of commitment, engagement and career satisfaction.
- To help employees involve in the process of career management for achieving success in career.
- Increase knowledge and change attitudes of people about creating supportive culture within organizations.

SIGNIFICANCE

It will help to understand the need of career satisfaction and involve organizations to provide support to their employees in managing their careers. It will add to the existing body of knowledge and help employers to

understand how they should keep their employees engaged and increase their level of commitment (Taylor, 2011). As a result, employee engagement will cause an increase in production and can affect recruitment, retention, profitability in a positive way (Scottish Executive Research, 2007). It will help other researchers to conduct further research on the relevant topic and explore it further in an effective way.

LITERATURE REVIEW

Organizational Commitment: This feature shows attachment and belief in values of an organization and the desire to stay. Organizational commitment is the degree to which employees identify themselves with their organizations. There are different types of commitments an employee can have: (a) Affective commitment; if its strong the employee will stay with the organization because he has emotional attachment with it; (b) Continuance Commitment; employee stay with the organization because he will have to bear cost if he leaves it; and (c) Normative Commitment; employees take it as a responsibility to remain with the organization. It is the individual's psychological attachment and the strength of feeling of responsibility one has towards the mission of his organization. A meta-analysis was conducted on three types of commitment and results showed that there is significant difference in these components (Meyer, Stanley & Topolnytsky, 2002) and organizational commitment is negatively correlated with the turnover intentions (Rasheed, Khawaja & Rasheed, 2013).

Career Satisfaction: Career is defined by 'Oxford Dictionary' as a progress through a person's life. It is an interaction of work roles over the span of one's life for paid and unpaid work. Education, family work roles can help in identifying careers (UNESCO, 2002). Career satisfaction is related to having positive feelings about the work experiences of a person. (Yap, Cukier, Holmes & Hannan, 2010) said that career can be affected by tenure, commitment level, development, education, promotions and skills. Mariani (2012) found that career satisfaction can contribute in retaining workforce and can provide an opportunity to be future leaders. Career satisfaction is an emotional state of an individual resulting from aspirations, interests, employment and abilities (Fellers, 1974).

Employee Engagement: Engagement is a state of mind about an individuals' satisfaction with, pride in and commitment with his job and organization. It is a

positive connection which one has with his work. It is the level to which employees commit to something in their organization and for how long they will stay in the organization as a result of that commitment (Corporate Leadership Council, 2004). It is measured by the degree to which workers have a feeling of satisfaction and emotional alliance for business success. It brings improvement, increases productivity and helps in retaining employees (Taylor, 2011). Employee engagement is not only about positive feelings and behaviors of employees during work. It can also be denoted by "organization citizenship behavior, commitment and high involvement work practices." It is used as a method to get the staff work harder. There are three types of engagements: (a) Intellectual engagement; the degree to which employees are absorbed in their job and think they can do it in much better ways; (b) Affective Engagement; extent to which people feel positive about their work and organization; and (c) Social Engagement; the point at which employees talk about their work experiences and improvements they have made in work with their social group (Purcell, 2010).

RELATIONSHIP BETWEEN ORGANIZATIONAL COMMITMENT, CAREER SATISFACTION AND EMPLOYEE ENGAGEMENT

In the literature, effect of human resource practices on career satisfaction and organization commitment is identified (Janet Chew, 2008). Personal or contextual factors affect the career satisfaction, organizational commitment and turnover intention. Personal factors include (performance goal orientation and) and contextual factors include (organizational learning culture and developmental feedback). The study concludes that career satisfaction is increased when goal orientation is increased or organization commitment increases when both factors have positive affect or increase. Supportive alliances in organizations, leadership, recruiting right persons for the job can facilitate in enhancing employees' career satisfaction (Baek-Kyoo (Brian) Joo, 2010). It is evident that supportive relationships enable employees to learn and help them in developing their career (Ellen, 2011).

All three dimensions of organization commitment have positive effect on job performance of employee but normative commitment has positive and significant relationship on employee's job performance (Negin Memari, 2013). Research shows that career commitment

and organizational commitment are interconnected. Employees who are career focused might develop strong involvement with the organization and would probably increase their desire to remain in the company, if the organization is also paying attention to employees' career development (Andrea M. Moscoso Riveros, 2011). Career development activities by individual and organization also contribute in increasing commitment. Commitment became higher when continuous learning opportunities were provided. There are positive outcomes on success of one's career when they are involved in career related activities (Bambacus, 2011). It doesn't mean that employees work only for their success and for getting promotions. When they are engaged, they do really care for the organizations' they work in and use discretionary efforts to achieve the organizational goals (Kruse, 2012).

Engagement and intention to stay within the organization are affected by relationships built at work and demonstrated behaviors. Employees should be given importance by their employers to make them engage in their work (Kular, Gatenby, Rees, Soane & Truss, 2008). It was found that when organizations provide better work life conditions, employees become more engaged and commitment level is increased (Cho, Laschinger and Wong, 2006). Engagement is important to achieve success in one career. Research shows that employees who are engaged in their career have better control over their career success and failure (Heslin, 2003). Engagement along with other contributors like, behavior, attitudes and intentions of employees can increase the success in work outcomes (Andrew and Sufian, 2012). Besides the engagement factor, work family conflicts, organizational and family support can increase or decrease the work satisfaction. Career satisfaction is also a challenge for dual career employees. Male employees with a dual career were found to be more satisfied with their careers as compared to female employees and they counted on their spouse/wife to fulfill most of the responsibilities at home. Providing leave options, flexible work hours, child care facilities and support from family and organization can help to increase career satisfaction of employees (Komarraju, 2006). Research showed that beliefs related to career and level of work engagement is associated with job stress. When employees are concerned a lot about their job and don't feel satisfied with the work, there may be a problem of stress. It can create disengagement and can

lead to lower commitment level with the organization. Understanding employees' needs, favorable work environment and providing required resources for the job can decrease the stress level and increase the level of engagement (Coetzee and Villiers, 2010). In the same way, less work stress and control over work is a significant predictor of career satisfaction. Therefore, those employees who don't face stress often and have work autonomy are less affected by the imbalance of career satisfaction (Frankulia, McMurray, Linzer & Elon, 1999).

It is a challenge for companies these days to create a suitable environment for employees and make them committed to organizational policies, goals and strategies (Haid and Sims, 2009). So, organizations should pay an active role in supporting their employees in their efforts to pursue their career goals and helping them achieve career success. Career success can be easier to achieve when employees are motivated and have a dynamic work situation and work environment (Kuijpers, Schyns & Scheerens, 2006). It is not only the responsibility of organization to provide career guidance; employees are more responsible for their careers. They should understand the needs of the modern era and identify a career that is boundary less by acquiring new knowledge and skills. It is a necessity to stay within an organization for lifetime if it is fulfilling the needs of employees. So, employees can achieve career success when they create a portfolio of competencies, build strong networks and consult with career counselor or mentor (Sinclair, 2009).

For the purpose of conducting study on above mentioned variables we selected Public sector organization for research purpose because there is more variety than private sector. Employees have more knowledge, experience about management and other occupations. Moreover union presence and exposure is more in this sector (Mayer, 2011). It helped in studying the impact of organizational commitment on engagement, commitment and satisfaction with one's career in a broad way.

CONCEPTUAL FRAMEWORK

Research showed that organization commitment and career satisfaction are positively correlated. They were also affected by age, experience and size of the organization. (Yap, Holmes, Hennan & Cukier, 2010). We are aimed to study organizational commitment by checking its effect on employee engagement and career

satisfaction. Organizational commitment is an independent whereas employee engagement and career satisfaction are the dependent variables. Employee engagement affects career satisfaction and commitment level with the organization. Engagement if affectively managed can create better attitudes towards job and organization. It can lower the turnover intentions. Employers can increase productivity and performance level while engaging the employees by matching resources with their expectations (Parkes, 2011). By keeping in view the positive relationship of variables, following model is proposed.

MODEL
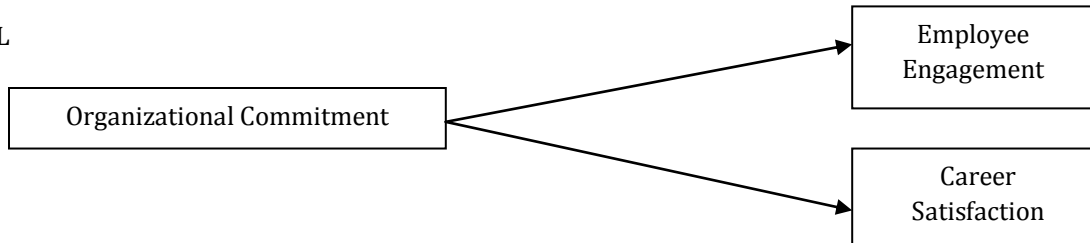
HYPOTHESIS

H1: There is positive correlation between Organizational Commitment and Employee Engagement.

There is positive relationship between organizational commitment and employees' engagement. If employee engagement increases then organizational commitment also increases which help to achieve the organizational objectives. There is a positive relationship between employee work engagement and organizational commitment (Agyemang & Ofei, 2013).

H2: Organizational Commitment has positive correlation with Career Satisfaction.

Organizational commitment and career satisfaction are strong predictors of intention to leave. Therefore, there must be required resources to increase their commitment and satisfaction. Employees exhibit higher career satisfaction when they were given opportunities, constructive feedback and supportive culture. In turn, their commitment level with the organization increased (Joo & Park, 2010).

METHODOLOGY

Research Design: Paradigms are the pattern of model, through which research is conducted and which method is used in research. Paradigms form the basis of data collection techniques. We will use post positivist approach in which quantitative techniques are used to test the hypothesis. It is also known as science research or empirical research in which cause and effect relationship is studied. This tool gives objective and appropriate results while testing hypothesis and is mostly used in quantitative research (Creswell, 2009).

Population: Population is the group we want to select information about and which is related with the study problem we're dealing with Population selected for the study is university of Gujrat, Hafiz Hayat Campus.

Sampling Design: Sampling technique used for the study is simple random sampling. This method gives appropriate information to collect the data about population and it is easy to use because it represents the whole population and every individual has equal possibility to participate (Scheaffer, 1999).

Sample Size: Sample represents the subset of the population. Sample size is 124 from which data is collected.

Data Collection Methods: For this study, questionnaire was used as a tool for data collection on a five point Likert Scale from (1=Strongly Agree to 5=Strongly Disagree).Organizational commitment was measured using the OCQ by (Meyer and Allen, 1990) and Career satisfaction using the CS scale by (Greenhaus, Parasuraman & Wormely, 1990). Employee Engagement was assessed using the work and well-being survey by (Schaufeli & Bakker, 2003). It consisted of 37 items, out of which 15 were related to Organization Commitment, 5 were associated with Career Satisfaction and 17 items were linked with Employee Engagement. Questionnaires were personally administered and collected from the respondents on the given time.

Data Analysis: Data analysis was done by using Statistical Package for the social sciences (SPSS). First stage of data analysis is reliability analysis to evaluate the consistency or reliability of results and tools used for data collection. At the second stage correlation analysis was used to examine the correlation between variables.

Findings: Internal reliability of questionnaires which is used for data collection of variables is measured by Cronbach Alpha coefficients. The standard Alpha value

for organizational commitment, career satisfaction and employee engagement was 0.775 and results from applying reliability analysis showed that tool was reliable. Table 1 shows reliability of variables individually.

Table 1. Reliability Analysis.

Variables	Reliability
Organizational Commitment	.667
Career Satisfaction	.831
Employee Engagement	.677

The following table shows Pearson correlation between the variables. According to the predicted model, all variables correlated positively. Independent variable, Organizational Commitment demonstrated significant positive relationship with dependent variables; Career Satisfaction and Employee Engagement whereas EE was more positively related to OC than CS.

	Employee Engagement	Career Satisfaction
Organizational Commitment		
Pearson's Correlation	.232*	.477*
Significance Level	.028	.001

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

CONCLUSION

In the current article an attempt was made to examine the relationship between organizational commitment, employee engagement and career satisfaction. Results of the study show that organizational commitment significantly correlated with employee engagement and career satisfaction. Both of the hypotheses developed were accepted as employees were engaged and satisfied with their career as a result of organizational commitment. The findings were consistent with the previous literature which shows that engagement was an important factor in job because it is said to be the commitment one feels towards his organization (Werhane & Royal, 2009).

Research showed that administrative employees were more satisfied with their careers than non-administrative employees and engaged in their work. The reason for this may be that they are provided with more opportunities at job, learning culture and constructive feedback than non-administrative employees. It increases their commitment with the organization and they're more engaged and satisfied with their career because their needs and demands are met by the organization. As a result, employees work with motivation to increase in organization success (Carnegie, 2012). Organization should closely pay attention to both administrative and non-administrative employees to make them stay with the organization. They should be provided with necessary support from managers and awareness about self and environment which facilitates employee's career satisfaction (Yean and Yahya, 2011). Today employees are more careers conscious and they demand growth and development at their job. Organizations who fail to fulfill their needs can lose valued employees and customers as well. Effective managers are those who pay attention to employee commitment because it is directly related to organizational effectiveness (Robert C. Merchant, 2004). Therefore, organizations should build up a supportive culture and develop policies that can help to increase commitment. Supervisors and managers should maintain employee's career satisfaction by developing, civilizing and delivering the appropriate practices. They should ensure that the climate of organization is right and suitable for employees to pursue their career (Baek-Kyoo (Brian) Joo, 2010).

LIMITATIONS

There are some limitations to the study. It was based on the sample selected from a single organization. There were time constraints and it was hard to persuade employees to provide data regarding the research variables. It is suggested for future researchers to explore this study with an increase in sample size which will help in getting more precise results and will cause an increase in the body of knowledge.

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