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Relationship among Employee Motivation, Employee Commitment, Job Involvement, Employee Engagement: A Case Study of University of Gujrat, Pakistan

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Abstract– Employee motivation is very important in organizations because it is basically the practice on which outcome depends. Motivated and committed employees are more innovative and often come up with creative ideas. Such employees become more engaged and involved and contribute in growth of organization. They may change the market conditions with positive actions. This paper was determined to explore the link between employee motivation, commitment, engagement and job involvement. For this study sample of 200 faculty members were selected from University of Gujrat. Questionnaire was used for the data collection. Data was analysed using s SPSS. Based on statistical result postulated hypotheses H1, H2 and H3 were accepted. Employee motivation is positively related to Employee commitment, Job involvement and Employee engagement. This paper discussed the implications of these findings on employee motivation, commitment, engagement and job involvement.

Keywords– Employee Motivation, Employee Commitment, Job Involvement and Employee Engagement

I. INTRODUCTION

The purpose of this research was to build the understanding regarding the relationship among Employee motivation, Employee commitment, Job involvement and Employee engagement in University of Gujrat. This research focused to find out how motivated employees are more committed, more involved and more engaged in their job. The research was conducted in education sector of Pakistan. Out of this sector, a public sector university from Gujrat division of Pakistan was selected for this purpose. Teaching and non-teaching employees of university of gujrat was selected for research purpose.

In today's continuously changing corporate environment, employees from all around the world want to use maximum potential of their skills to stay ahead of the fierce competition and survive in the middle of the quest. So employees who are motivated and committed with greater level of involvement in

their jobs are the real assets of the organizations. Such employees help organizations to grow at faster level (Nawaz, 2004). Employees are real makers of the organizations and if they don't show commitment towards organization and lack in involvement then there is no question to carry on their jobs with this attitude. This paper addressed the main question that how several management practices i.e., employee motivation, employee commitment, and job involvement and employee engagement could be interrelated

A. Statement of Problem

Due to economic crisis employers are very much concerned to keep their employees motivated, committed and engaged. This study aimed to assess the commitment, motivation, involvement of the employees of University of Gujrat. Institute has several specialized individuals with competitive skills. But university has been experiencing employee turnover currently and facing a lot of challenges to prevent loss of employees. This study focused on employee's commitment towards work, what things motivate them most, through which sort of task employees can be more involved in their work and what tasks they find more challenging to be highly engaged in their work.

Individuals work for money but they can switch off from one work to another for more money. At the same time people want recognition and also want to be proud of their company, they want very good relationships with co-workers. There are several factors which affect employees in the organizations. In case of commitment involvement and engagement of employees in work are mostly linked with the prevailing culture and environment in the organization (NAICKER, 2008). So the problem statement for this research was formulated as follows:

"Relationship among employee motivation, employee commitment, job involvement and employee engagement".

B. Objectives of the Study

Following are the main and sub objectives of the study:

Main Objectives: To find out the relationship among Employee motivation, Employee commitment, Job involvement and Employee engagement in University of Gujarat.

Sub Objectives: Following are the sub objectives of this study:

- To find out the relationship among employee motivation and employee commitment.
- To find the relationship among employee motivation and job involvement.
- To examine the relationship among employee motivation and employee engagement.

II. LITERATURE REVIEW**A. Employee Motivation**

There are always variations in defining a concept. Same is the case with motivation, there are many ways to define it, but mainly it is important to focus on those that are related to the workplace. By understanding the concept of motivation managers can decide that what actions to take to encourage their employees. The definition of motivation begins with the word, motive. Webster's Dictionary defines motive as, something that causes a person to act. That's why motivation can be defined as the action of facilitating motive that causes someone to act (Dictionary). In simple words motivation can causes someone to work positively and it is also possible that someone else cannot be motivated. It depends on the person who will decide if he is going to be motivated or not. Motivated employees and unmotivated employees are not in different directions (opposite), but there are some factors that can become a cause for someone demotivation, for example different life happenings and employee's attitudes towards a specific job (Burton, 2012).

B. Employee commitment

"The process by which the goals of the organization and those of the individual become increasingly integrated or congruent" is commitment. Commitment is a state of being in which an individual become bound by his action and through these action to beliefs that sustain the activities of his own involvement. "Commitment is the strength of an individual's identity and his involvement within an organization in which he is working (Dixit, september 2012).

C. Job involvement

Job involvement has been defined as an individual's psychological identification or commitment to his / her job .It is the degree to which one is cognitively engaged in work and preoccupied with work activities and concerned with current job. (paullay, 1994)Job involvement is related to the internalization of terms about the work done with good potential or it can say that it is to determine the employee's

importance/ worth towards work assigned to him (Kejner, Feb 1965). Those individuals who show high involvement towards their jobs consider their work very crucial part of their lives and whether or not they feel good about themselves is closely related to how they perform on their jobs. So for such highly involved individuals who are performing well on the job is essential for their self esteem. People who have more concern towards work and highly involved can always take better care of their work (Chughtai, 2008).

D. Employee Engagement

If there is the opportunity to grow and flourish, highly engaged and involved employees are ready to take that opportunity and put forth the maximum effort to achieve it. Engagement becomes even more and more essential in periods of recovery because in such times organizations ask less people to do more and more work. Employee engagement is the most critical and important part for organizations in today's competitive and challenging environment (Employee Engagement)

E. Relationship among Employee motivation & employee commitment

Managing people at work is an essential part of the management process. Employees are very important for the organizations, there is need to know that organization and employees are same and they have same worth for each other. Such type of organizations doesn't look towards their capital investment instead of it thinks about employees who are the fundamental source of improvement. A well managed and effective organization will make sure that there is communication, cooperation and sense of commitment and also satisfaction among workers. For the sake of making employees satisfied and committed to their jobs, there is necessity for strong and effective motivation at different levels (Tella, 2007).

F. Relationship among Employee motivation & job involvement

Employees are the real assets of the industries. Making of a committed and motivated workforce is considered as the main objective and. a key to success in the competitive environment of today. The employee involvement in the job also has productive implications. All these job related behaviors seem to be interrelated. Well motivated and committed workforce feels that organization really value them and they are an essential and crucial part of organization which automatically increase both sides performance (Mohsan, 2004).

G. Relationship among Employee motivation & Engagement

There is need for individuals that they must also be clear in their mind that which factors are motivating them and how these factors can motivate them and satisfied them as well at work place. Employees should be more concerned and open about this issue and they should also discuss their values with co-workers and can also be with their employer.

Organizations need to help individuals take more responsibility in this case and should make a strategy and processes that can help the individuals in understanding that they have a responsibility for their own development (Holton, september 2009).

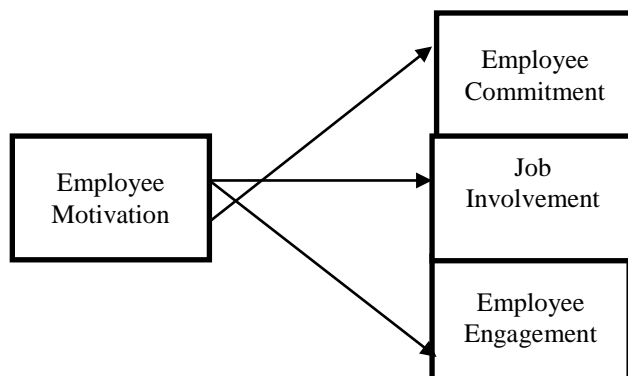
III. THE STUDY

A. Hypothesis

H1: Employee motivation will be positively related to employee commitment.

H2: Employee motivation will be positively related to job involvement

H3: Employee motivation will be positively related to employee engagement.



Predictive Model of Study with Factors of employee motivation, employee commitment, job involvement and employee engagement.

Fig. 1: Theoretical framework

B. Design

Research design is a plan of research, a strategy of inquiry, that explain the way research is conducted from the underlying assumptions to research design, and data collection (Myers, 2009).

Positivism paradigm

A Positivist approach to research is basically the knowledge gained from positive verification of observable experience like intuition. Methods with scientific base or by experimenting are the best way of achieving this knowledge. There are presuppositions regarding this research paradigms that there is reality with objective and people are also aware of that reality. There is empirical verification with measurement and observation which will provide the accurate data. Positivism approach seemed appropriate for this study. Because this study was descriptive in nature and it allowed the objective and precise measurement of the variables which were measured in this study. (B, 2010).

Ontology

Ontology is concerned with assumptions about the variety of phenomena throughout world. It is based on reality nature. It is a theory of being and is concerned with issues of what exists and also refers to the claims that a particular paradigm

makes about reality or truth. In this research the reality was to study the relationship among employee motivation, commitment, and job involvement and employee engagement. The data has been gathered from the employees of University of Gujrat which was concerned about issues of what exist and the truth (Strydom D. a., 2003).

Epistemology

Epistemology is the study which investigates the possibility, limits, origin, structure, methods and truthfulness of knowledge and how knowledge can be acquired, validated and applied (Paul M Brewerton, 2001). In this study the hypothesis about relationship among employee motivation, commitment, job involvement and employee engagement has been formulated and it was analyzed by collecting information from employees of university of Gujrat on basis of reality.

C. Methodology

According to Guba and Lincoln methodology is a guiding principle. Methodology is a distinct way of approaching educational research with an exact comprehension of the aim, data collection, observation, analytical relationship between data and what the make reference to. My research also followed these steps by developing hypothesis and then testing it, developing instruments, identifying sample, analyzing results and at the end it was generalized (Guba, 1994).

Population

University of Gujrat (Hafiz Hayat Campus) was the site for this study. University has a staff population of 400 employees covering different range of jobs in its employment i.e. teaching and non teaching staff.

Sampling Design

Stratified sampling is a method of sampling from a population. Stratification is the process of dividing members of the population into homogeneous subgroups before starting sampling. (Rubin) So the stratified method of sampling was used here due to its requirement in the study Heterogeneous population was divided into two strata, one stratum was of teaching staff and the other was of non teaching staff. Teaching staff consisted of 250 employees and the non teaching staff consisted of 150 employees. Sample was collected from these strata in the ratio of 0.62 and 0.37 respectively.

Sample Size

The sample has been extracted from the teaching and non teaching employees of University of Gujrat (Hafiz Hayat Campus). The sample size was determined by using Taro Yamane's formula.

Taro Yamane's Formula:

n = Sample Size

N = Total Population

e = Margin of Error

1 = Constant Number

$$n = N / 1 + N (e)^2$$

$$n = 400 / 1 + 400(0.05)^2$$

$$n = 200$$

D. Measures

Employee motivation was measured by using scale of Maslow's hierarchy of need theory about motivation. (Jahagirdar, Jan 22, 2012) Factors considered for Employee Motivation were basic needs, safety, esteem, love and self actualization. Employee commitment was measured by using Naicker's scale of employee commitment. (NAICKER, Organizational culture and Employee commitment, 2008) Employee commitment comprised of affective commitment, continuance commitment and normative commitment. Job involvement was measured by Chin-Chih HO scale of Job Involvement. (HO, 2006) Employee engagement was measured by best companies' group survey on Employee Engagement and Satisfaction Survey sample. (Employee Engagement and Satisfaction Survey, 2014) The main factors involved in measuring employee engagement were organization's leadership and planning, organization's corporate culture and communication's, employee's role within the organization and the work environment. The main aim of the data collection was to measure the level of employee motivation, commitment, engagement and job involvement among employees of University of Gujrat. The items used in the questionnaires were measured using a 5-item scale ranging from "strongly disagree" (1) to "strongly agree" (5).

IV. PROCEDURES

The 200 questionnaires were distributed among the selected sample of the target population of university of Gujrat out of which 171 were completed and returned. Data collected through questionnaire was processed and analyzed with the help of SPSS 16. The first stage was to analysis the demographic profile of respondents. The second stage of the analyses was the conducting of reliability estimates to ensure consistency. The third stage of the analysis of the conceptual model was regression analysis.

V. RESULTS

Table 1 presents the frequency of job title, work additional hour, salary rang live with a spouse and gender. Out of total figure of 200 participants 50.9 per cent respondents were teaching staff and 49.1 per cent were non- teaching. In this study 70.2 per cent respondents work additional hour and 29.8 per cent respondent's not working additional hour in their job. Out of total respondents 65.5 per cent respondents have salary below 30000, 24.0 per cent employees have salary range from 30000-49000, 5.8 per cent of total respondent's have salary range from 50000-69000, 4.7 per cent respondents have salary ranged more than 100000. Furthermore 46.8 per cent respondents live with a spouse and 53.2 per cents not live with a spouse. 63.7 per cent were male and 36.3 per cent were female participate in this study.

Table 2 presents the means and standard deviations of the examined variables. The mean scores of employee motivation is 48.2222, employee commitment is 47.2690, job involvement is 34.2222 and employee engagement is 30.9181. Moreover, the standard deviations for the four variables ranged from 10.87403 to 6.41302 indicating that the data were reasonably homogeneous. Table 2 displays the Pearson correlation result for all the variables in this study. The dependent variable of employee commitment has strongly positively related with employee motivation. In addition, the other hypothesized dependent variables job involvement and employee engagement had a positive correlation with the employee motivation variable. Results in table 2 show that Cronbach's alpha of the employee motivation, employee commitment, job involvement and employee engagement were .877, .721, .797, .873.

Regression analyses tested the hypothesis which is formed in conceptual model. To test hypothesis H1, whether employee motivation has a positive effect on achievement of employee commitment, regression analysis examined the effect of the assessed linkage. Table 3 shows that .337 per cent of the variance in the assessed linkage was explained by the independent variable employee motivation some degree of confidence in interpreting the result. The results of regression table 3 indicate that employee motivation has significant positive relationship with employee commitment signified by the coefficient of Beta factor of employee motivation is 0.584 and T value is 9.344 is significant at $p < 0.001$ significant level. Based on the given statistical results H1 is accepted as it shows that strong positive relationship exists between employee motivation and employee commitment.

Regression analysis tested hypothesis H2, whether employee motivation has a positive effect on achievement of job involvement. Table 4 shows that .467 per cent of the variance in the independent variable, employee motivation was explained. The results of regression table 4 indicate that employee motivation has significant positive relationship with job involvement signified by the coefficient of Beta factor of employee motivation is 0.685 and T value is 12.240 is significant at $p < 0.001$ significant level. Based on the results H2 is accepted as it shows that strong positive relationship exists between employee motivation and job involvement.

Regression analysis tested hypothesis H3, whether employee motivation has a positive effect on achievement of employee engagement. Table 5 shows that .485 per cent of the variance in the independent variable, employee motivation was explained. The results of regression table 5 indicate that employee motivation has significant positive relationship with employee engagement signified by the coefficient of Beta factor of employee motivation is 0.698 and T value is 12.685 is significant at $p < 0.001$ significant level. Based on the table 5 result H3 is accepted as it shows that strong positive relationship exists between employee motivation and employee engagement.

VI. CONCLUSION

The objective of this research was to build the understanding regarding the relationship among Employee motivation, Employee commitment, Job involvement and

Employee engagement in University of Gujrat. The findings of the research conclude that there was a significant positive impact of employee motivation on employee commitment, job involvement and employee engagement. According to the result of table 3, 4 and 5 postulated hypotheses H1, H2 and H3 were accepted. Employee motivation is positively related to Employee commitment, Job involvement and Employee engagement. Motivated employee was more committed with their job. So employer need to provide motivation to employees at different levels. Positive relation shows that motivated employees were more involved and more engaged in their job. From this research it was explored that motivation of employees was very necessary and have positive relationship with employee commitment, job involvement and employee engagement.

VII. SIGNIFICANCE

This research extends the understanding about the influences of employee motivation, on commitment, engagement and job involvement by examining these practices in employees who are working in highly dynamic institution. This study has surely contributed in the future studies for the researchers, students and theory builders. This research identified that there are several patterns through which employees can be motivated and committed. These patterns will help policy makers in future to make their policies critically with respect to employees. By changing the industry sector there might be different experiences and work patterns but these changes will not affect employee commitment, job involvement and employee engagement.

VIII. LIMITATIONS

- The respondents did not respond accurately due to exam in the university.
- Some respondents gave biased responses. They do not give true information.
- Time limitation was major constraint.

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Table 1: Demographic Profile of Respondents (N=171)

Background Information

Job title	%age	Frequency
Teaching	50.9	87
Non-teaching	49.1	84
Wok additional hour		
Yes	70.2	120
No	29.8	51
Salary range		
Less than 30,000	65.5	112
30,000 – 49,000	24.0	41
50,000 – 69,000	5.8	10
More than 100,000	4.7	8
Live with spouse		
Yes	46.8	80
No	53.2	91
Gender		
Male	63.7	109
female	36.3	62

Table 2: Descriptive Statistics and Correlation Analysis (N=200)

Variables	Mean	SD	EM	EC	JI	EE
Employee Motivation	48.2222	10.87403	.877			
Employee Commitment	47.2690	7.49730	.584*	.721		
Job Involvement	34.2222	6.41302	.685*	.660*	.797	
Employee Engagement	30.9181	7.36880	.698*	.496*	.618*	.873

Notes: a. S.D. = Standard deviation.

b. * = p<0.01 (2 tailed).

c. Bold values across the diagonal are reliability alphas.

Table 3: Regression analyses for the effect of employee motivation on employee commitment (N=200)

Dependent variable	Independent variable	R square	F	t	B
Employee commitment	Employee Motivation	.337	87.303	9.344	.584

Notes: a. F = F statistic, t = t statistic.

b. * p<0.001.

Table 4: Regression analyses for the effect of employee motivation on job involvement (N=200)

Dependent variable	Independent variable	R square	F	t	B
Job Involvement	Employee Motivation	.467	149.810	12.240	.685

Notes: a. F = F statistic, t = t statistic.

b. * p<0.001.

Table 5: Regression analyses for the effect of employee motivation on employee engagement (N=200)

Dependent variable	Independent variable	Adjusted R	F	t	B
Employee Engagement	Employee Motivation	.485	160.900	12.685	.698

Notes: a. F = F statistic, t = t statistic.

b. * p<0.001.