

Relationship between Organizational Benefits and Employee Job Engagement

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Abstract

Current research explores the association of components of organizational benefits i.e. employee empowerment and employee compensation with employee job engagement. The current investigation does not only discover the relationship of these variables with employee job engagement but at the micro level this study incorporates the actual concept of employee job engagement (Khan 1990 model) i.e. physical engagement, emotional engagement and cognitive engagement. A designed questionnaire with 23 items was utilized for collection of primary data. 312 fully completed questionnaires were utilized in the final analysis. Results of current research validate that employee empowerment has low positive impact on employee job engagement and employee compensation has a prominent positive influence on employee job engagement. The result reports that employee empowerment has a minor positive effect on physical engagement. Additionally, employee compensation benefits have remarkable effect on physical engagement. Results impart that employee empowerment has a positive but very insignificant effect on emotional engagement. Employee compensation benefits have a positive momentous effect on emotional engagement. Lastly the influence of employee empowerment and Compensation Benefits on cognitive engagement demonstrates that both variables have a predominant influence on cognitive engagement.

Keywords: Organizational Benefit, Employee Empowerment, Employee Compensation Benefits, Employee Job Engagement, Physical Engagement, Banks, Lahore, Pakistan

Introduction

Employee job engagement is considered as the main element of organizational behavior research. Employee job engagement is also reflected as a critical variable in management studies (Wildermuth, 2008). Similarly, this idea has been extensively utilized by human resource consultation firms (Wildermuth, 2008). Frank et al., (2004), argued that employee job engagement remains the utmost challenge encountered by the organizations of the modern age (p.15). Furthermore, Welbourne (2007) stated that employee job engagement is the hot topic of management sciences (p. 45). Currently number of researches emerges regarding employee job engagement and investigators are forfeiting considerable responsiveness to the features of employee job engagement for accomplishment of a competitive advantage and firm performance (Kular et al., 2008). Employee engagement is mentioned as a “new and emerging area” of the 21st century (Saks, 2006). According to Rich (2006), employee engagement is considered as the variable of interest by different researchers but there is still space for further academic studies.

Initially, researches about employee job engagement were directed by consultation organizations such as Gallup and Tower Perrin. Quantitative researchers dealing with firms of other fields are very rare. Due to this reason “Sacks (2006) claimed that there is a surprising dearth of researches on employee engagement in the academic literature”. On the other hand the phenomenon of employee job engagement has been discovered widely with the help of qualitative researches (Woodruffe, 2006, Seijts & Crim, 2006, Stairs et al., 2006, Smythe, 2007, McBain, 2006, Wildermuth & Patrick, 2008, Kular et al., 2008, Gonring, 2008, PUGH & DIETZ, 2008, Pritchard, 2008, Pegg, 2009, Srivastava & Bhatnagar, 2008, Townsend & Gebhardt, 2008, Drake & Blake, 2009, Gee, 2011, Gibson A. , 2011).

Researchers claim that level of employee job engagement is unexpectedly very low in almost all the organizations (Bates, 2004; Richman, 2006). Current research ponders the notion employee job engagement as an imperative organizational practice which can enrich the efficiency and output. In the previous two decades, employee job engagement has been receiving abundant consideration of the academicians and researchers as well beside the consulting firms. This concept further split into three dimensions which are named as emotional engagement, physical engagement and cognitive engagement (Rothbard, 2001; Rich, 2006).

The current study also considers dimensional constructs of organizational benefit i.e. employee's compensation and employee empowerment based on following reasons. Compensation Benefits is the component of organizational benefit (Koyuncu et al., 2006). In the view of Shari & Seddon (2000) empowerment is an integral component of the organizational benefit. That is why current research considers the organizational and individual factors named as Compensation Benefits and employee empowerment or predictors of employee job engagement.

It is noted that employee job engagement reduces 87% employees wish to leave (Stairs, 2005). Consulting organizations like Towers Perrin and Gallup conducted their researches about the level of employee job engagement and found “3 out of 4 workers were not engaged during their jobs” (Welbourne, 2007). Furthermore, Towers Perrin steered the follow up researches in 2003, 2005, and 2007. Those researches conducted in 16 countries and sample of research consisted of approximately 85,000 staffs. Outcomes they indicated that 24% employees amazingly disengaged world widely (Towers Perrin, 2008). Level of employee job engagement was in U.S.A. 21%, Brazil 31%, in Canada 17%, in Asia 7% and in Europe 11%. Different researchers found that nearly ½ of American workforce disengaged with their jobs and firms (Bates, 2004; Johnson, 2004; Kowalski, 2003). Moreover, they stated such low level of employee engagement “as an engagement gap” and surprisingly caused a \$300 billion loss in productivity.

This research is planned to estimate the relationship of organizational benefit and employee job engagement. Organizational benefit comprises employee empowerment and employees' Compensation Benefits. Variables of interest of this research, i.e. employee job engagement and employee empowerment and employee's Compensation Benefits are treated as independent variables.

Literature Review

Kahn's Model of Employee Job Engagement

The academic concept of employee job engagement was proposed by William Kahn in 1990. He proposed the idea on the basis the concept of Goffman's (1961) social roles. Goffman (1961) explained that workers displayed diverse roles on the basis of detachment and attachment. Whereas Kahn (1990) describes employee job engagement, “as the harnessing of organizational members themselves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. Furthermore, he affirms that harnessing is split into three types of situations. These are dubbed as safety, meaningfulness and availability.

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Safety elucidates the worker's posturing attributes which can eloquent realistic personality of employees regardless of the distress of reckoning or further damaging concerns. Meaningfulness describes the ostensible situations which provide the basis to the employees to use their strengths in their job role. It is noted that if employees recognize that the job roles are "meaningful" then they feel that they are more deferential and helpful. Meaningfulness is altered due to features of one's job and his/her job attachments (Kahn, 1990). According to Kahn (1992) safety describes the relational connotation, intergroup forces, shared grouping thoughts, administration attitude, culture and norms of the organizations. Availability is the perception of employees which utilizes to estimate the suitability of resources for the accomplishment of work activities (Kahn, 1990).

It is noted that due to spoiling emotional and physical abilities employees suffer from the condition of timidity or when employees live relatively tough life then they make themselves disengaged from their job. When employees feel their jobs are reminiscent, their job environment is better, and organizations offer extra paybacks then staffs attempt to show themselves vigorously and exhibit better job performance (Kahn, 1990). The notions (safety, meaningfulness and availability) are associated with cognitive, physical and emotional engagement. Employee engagement is a deep association between the work roles and self-roles in which employees completely show their roles cognitively, physically and emotionally during their jobs (Kahn, 1990).

There are three kinds of employee job engagement i.e. emotional engagement, cognitive engagement and physical engagement (Rothbard, 2001; Rich, 2006). Emotional engagement can be defined "as a powerful connection between one's true emotions, thoughts, and feelings with the job (Kahn, 1990) leading to feelings of enthusiasm and pride (Rich, 2006)". Cognitive engagement is "the intense focus of one's attention on the work tasks leading to thorough absorption and resistance to disturbances" (Rothbard, 2001). Physical engagement is "the strong involvement of one's physical energies towards a certain task, ranging from lethargy to vigorous involvement" (Rich, 2006). On the basis of above facts current research is considering the three-dimensional constructs of employee engagement i.e. emotional engagement, cognitive engagement and physical engagement. It is proven fact that more engaged employees result in more welfare for their organizations and the main source for attaining the competitive advantage on comparable organizations. They achieve the stated organizational objectives (Macey & Schneider, 2008b). Erickson (2005) proves that employee job engagement is the main cause for achieving the predefined objectives. Researches approve that employee job engagement is a key factor for valued consequences (Harter et al., 2002; Rich, 2006).

Organizational Benefit

Bradley (2010) defined "benefit as an outcome of change which is perceived as positive by a stakeholder", which leads "immediately to the concept of vision, defined as the highest expected achievement of the organization (Machicao & Machicao, 2009)". In the present study, employee empowerment and employee compensation are reflected as the dimensions of organizational benefit because of following reasons. According to Shari & Seddon (2000) empowerment is an integral part of the organizational benefit. Furthermore, Compensation Benefits is the essential portion of organizational behavior benefit (Tooson, 2003).

Employees Compensation Benefits

Kahn (1990) suggested that employee job engagement is distinguished and that might be dependent on beliefs of workers about the income and rewards which were provided by their organizations. Also, employee Compensation Benefits is reflected as acute feature for their contentment (Chang et. al. 2010). Compensation Benefits can be defined "as rewards that could be monetary and non-monetary for the workers individually and in the shape of teams to improve the organizational performance (Blackburn & Rosen, 1993)". These are the main aspects of creating the knowledge atmosphere in the organizations (Bennett & O'Brien, 1994). According to Lippit (1997), department

of the human resource must relook the Compensation Benefits processes time to time for cultivating creativity, organizational learning and investigation. Maslach et al. (2001) clinched that inadequate Compensation Benefits may result in withdrawal behaviors. The Compensation Benefits plan is considered as a key cradle source for the organizational success. These programs will enhance the functioning of workers, organizational processes and help in shaping the strategic plans of the organizations (Heneman et al., 2000).

It is noted that many organizations now use huge wealth and funds for managing, planning, organizing and emerging efficient Compensation Benefits policies. On the other hand, these plans are not yet considered as the complete Compensation Benefits programs and researchers are not fully successful for establishing the effective procedures (Heneman et al., 2000). Now Compensation Benefits procedures are undergoing notable expansion (Heneman et al., 2000). Organizations use variable pay configuration on the bases of diverse types of skills and jobs (Milkovich & Newman, 2003). Equity theory explained that variable salaries of employees have a remarkable effect on employees' duties (Heneman & Judge, 2000). Above discussion indicates that Compensation Benefits is key consideration of the organizations of the modern era. Without establishing effective benefit plans organizations cannot mold their employees in an effective and efficient employee. Saks (2006) found that Compensation Benefits had a positive impact on employee job engagement. Furthermore, Robinson et al., (2004) affirmed that Compensation Benefits is the antecedent of employee job engagement. Research of Alvi et al., (2014a) had also found that Compensation Benefits has noteworthy positive influence on employee job engagement.

Employee Empowerment

According to Tulloch, (1993), the actual meaning of employee empowerment is "to authorize or give power to". Conger & Kanungo (1998) explained that power is basis of employee empowerment. They further asserted the dissimilarity between the motivational and inspirational meaning of employee empowerment. Lee & Koh, (2001) propose that employee empowerment is the combination of sensational thoughts of employees which are positively influenced by the better behavior of the supervisors and managers. Kieffer (1984) and Vincenz (1990) define "the empowerment as, the sense of personal power and control in one's life and the ability to interact effectively with the environment to affect personal and social change". In the decade of 1980, employee empowerment emerged and was used by the psychological experts (Kieffer, 1981; Rappaport, 1981, Rappaport 1984). After that this term was utilized in diverse disciplines e.g. nursing, anthropology, organizational management, health care and education (Gibson, 1991; Ellis-Stoll & Popkess-Vawter, 1998; Hokanson, & Hromek, 1992; Gilbert, 1995; Rodwell, 1996; Skelton, 1994; Ryles, 1999). Empowerment is a broader term and has different dimensions (Gibson, 1991; Fulton, 1997; Zimmerman, 1995; Perkins & Zimmerman, 1995; Vincenz, 1990). Vincenz (1990) and Kieffer, (1981, 1984) established that social psychological theory was the key foundation for explaining the term employee empowerment. This philosophy essentially influences the advancement of living canons of organizational groups and individuals. In an organizational setting, Kanter, (1993) proposed that employee empowerment is diligently linked with the power which must be an emissary to the employees. He also narrated that this power is basic part of their job performance. In organizations, empowerment is concentrated on workers' individual development which can enhance the level of their self-awareness and career development (Kaminski et al., 2000; Connelly et al., 1993; Taylor, 2001; Moores, 1993).

Hypothesized Research Model

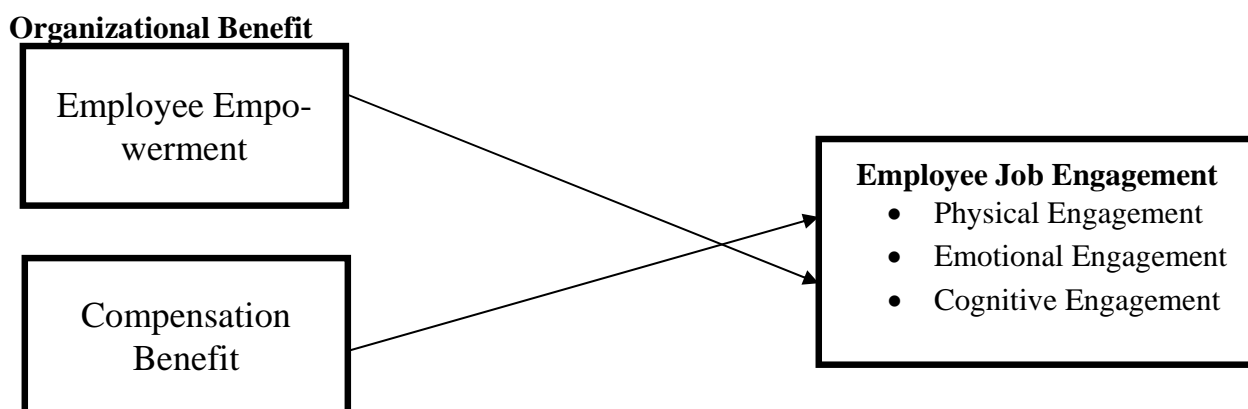


Figure 1. Conceptual Framework

Hypotheses

Saks, (2006) proposed that employee Compensation Benefits has a positive influence on employee job engagement. Koyuncu et al. (2006) and Robinson et al. (2004) also declared that employee Compensation Benefits is as significant predictor of employee job engagement. Research of Alvi et al., (2014a) had also found that Compensation Benefits has a noteworthy positive influence on employee job engagement. Current research proposes the following hypotheses.

H1: Employee Compensation Benefits has positive influence on employee job engagement

Sack (2006) claimed that there may be the effect of (Human Resource Management) HRM practices on employee job engagement. Employee empowerment is a significant HRM practice. Moreover, Alvi et al., (2014 b) have also found that employee empowerment has a positive effect on employee job engagement. So, the current research proposes the following hypotheses.

H2: Employee empowerment has positive impact on employee job engagement

From the best of researcher knowledge, no previous research has checked the relationship of employee Compensation Benefits and employee empowerment with the three dimensions of employee job engagement i.e. physical engagement, emotional engagement and cognitive engagement. In this regard current research suggests the following hypotheses.

H3 (a): Employee Compensation Benefits has positive influence on physical engagement

H3(b): Employee Compensation Benefits has positive influence on emotional engagement

H3(c): Employee Compensation Benefits has positive influence on cognitive engagement

H4(a): Employee empowerment has positive impact on physical engagement

H4(b): Employee empowerment has positive impact on emotional engagement

H4(c): Employee empowerment has positive impact on cognitive engagement

Methodology

Data Collection Procedure

Questionnaire of the current study comprises 23 items. 423 questionnaires were distributed to the officer rank employees of 48 randomly selected banks of city Lahore (Pakistan). 326 questionnaires were returned and 14 questionnaires were incomplete. 312 fully completed questionnaires were utilized in final analysis i.e. 48 were from International banks and 264 questionnaires were from local banks. The response rate of these banks was 15.39% and 84.61 % respectively.

Measurement

Employee job engagement scale was comprised of 18 items which were adopted from the previous researcher (Rich, 2006). This scale was based on actual thoughts of William Kahn's (1990) of employee job engagement. First 6 items were about physical engagement, e.g. "I work with intensity on my job". 7-12 items were about emotional engagement, e.g. "I am excited about my job". 13-18 items were about cognitive engagement, e.g. "at work I'm absorbed in my job" (Rich, 2006). Reliability of physical engagement was 0.93, the emotional engagement was 0.94, the cognitive engagement was 0.89 (Rich 2006). Reliability of entire scale was 0.93 (Rich 2006). The scale of organizational benefit consists of two scales i.e. employee Compensation Benefits and employee empowerment. Three items were used to measure the concept of employee Compensation Benefits (Jun et al., 2006). Reliability of that scale was 0.82 (Chang et al., 2010). Two item scale was used to quantify the concept of employee empowerment that scale was also adopted by previous researchers (Lytle et al., 1998) and reliability the scale was 0.80 (Lytle & Timmerman, 2006).

Results

Reliability and Correlation Analysis

Analysis of the data starts from the reliability test. Data is reliable if the value of cronbach Alpha is > 0.50 . Value of cronbach of compensations benefit is 0.615 this value is more than 0.50. Moreover, the value of cronbach of employee empowerment is 0.733, this value is more than 0.50. Similarly, the value of cronbach of employee job engagement is 0.960, physical engagement is 0.932, emotional engagement is 0.918, and cognitive engagement is 0.931. These values are greater than 0.50. Thus, we conclude that data is reliable and will be utilized in the final analysis.

Table 1. Correlation

	Physical Engagement	Emotional Engagement	Cognitive Engagement	Employee Engagement	Empowerment	Compensation Benefit
Physical Engagement	1					
Emotional Engagement	0.654**	1				
Cognitive Engagement	0.756**	0.698**	1			
Employee Engagement	0.896**	0.872**	0.905**	1		
Empowerment	0.244**	0.139*	0.293**	0.244**	1	
Compensation Benefit	0.328**	0.254**	0.329**	0.339**	0.459**	1

Correlation analysis imparts the nature of relation among variables of the research. Results specify that all the variables are positively correlated with each other.

Regression Analysis

Regression analysis for the association of employee empowerment, Compensation Benefits with employee job engagement

Table 2. Relationship of Employee Empowerment and Compensation Benefits with Employee Engagement

	R Square	F	Sig.	β	t	Sig.
(Constant)	0.259	22.043	0.000	2.359	12.157	0.000
Employee empowerment				0.087	1.880	0.061
Compensation benefit				0.234	4.794	0.000

Regression analysis for the association of employee empowerment, Compensation Benefits with employee job engagement provides the following results. Value of R^2 is 25.9%. This value is more than 25%. Value of F is 22.043. Value of p of F is 0.000 which is < 0.01 . Furthermore, value of β for the relationship of employee empowerment and employee job engagement is 8.7%. This specifies that if we bring one-unit change in employee empowerment this will result in 8.7% alteration in employee engagement. This change is positive but not more significant. Also, value of p for this relationship is 0.061. This value is less than 0.10, so, hypothesis no.2 is accepted. Sack (2006) who claimed that there may be the effect of HRM (Human Resource Management) practices on employee job engagement. Employee empowerment is a significant HRM practice. Moreover, this result is matched with the result of Alvi et al., (2014b) who already claimed that employee empowerment has a positive effect on employee job engagement.

Additionally, value of β for the relationship of employee Compensation Benefits with employee job engagement is 23.4%. This specifies that if we bring one-unit change in this will result in 23.4% alteration in employee engagement. This change is positive and significant. Also, value of p for this relationship is 0.000. This value is less than 0.01, so, hypothesis no. 1 is accepted. This result matched with proposed ideas of previous researchers for e.g. idea of Koyuncu et al. (2006) and Robinson et al. (2004). This result is also matched with the result of Saks, (2006) and Alvi et al., (2014a) who had already focused that Compensation Benefits has a noteworthy positive influence on employee job engagement.

Regression analysis for the association of employee empowerment, compensation benefits with physical engagement

Table 3. Relationship of Employee Empowerment and Compensation Benefits with Physical Engagement

	R Square	F	Sig.	β	t	Sig.
(Constant)	0.319	20.775	0.000 ^a	38.096	12.168	0.000
Employee empowerment				283.313	1.959	0.051
Compensation benefit				321.409	4.556	0.000

Regression analysis for the association of employee empowerment, Compensation Benefits with physical engagement provides the following results. Value of R^2 is 31.9%. This value is more than 25%. Value of F is 20.775. Value of p of F is 0.000 which is < 0.01 . Furthermore, value of β for the relationship of physical engagement is 9.6%. This specifies that if we bring one-unit change in employee empowerment this will result in 9.6% alteration in physical engagement. This change is positive but not more significant. This result also follows the trend of the previous trend for the relationship of employee empowerment with employee job engagement. Also, value of p for this relationship is 0.051. This value is less 0.10, so, hypothesis no. 4(a) is accepted.

Additionally, value of β for the relationship of employee Compensation Benefits with physical engagement is 23.4%. This specifies that if we bring one-unit change in this will result in 23.4% alteration in physical engagement. This result is the same as the previous trend for the relationship of employee empowerment with employee job engagement. This change is positive and significant. Also, value of p for this relationship is 0.000. This value is less 0.01, so, hypothesis no. 3(a) is accepted. Results of hypothesis no. 4(a) and 3(a) are the findings of this research.

Regression analysis for the association of employee empowerment, compensation benefits with emotional engagement

Table 4. Relationship of Employee Empowerment and Compensation Benefits with Emotional Engagement

	R Square	F	Sig.	B	t	Sig.
(Constant)	0.351	20.765	0.000 ^a	2.527	11.248	0.000
Employee empowerment				.024	.452	0.652
Compensation benefit				.220	3.895	0.000

Regression analysis for the association of employee empowerment, Compensation Benefits with emotional engagement provides the following results. Value of R^2 is 35.1%. This value is more than 25%. Value of F is 20.775. Value of p of F is 0.000 which is < 0.01 . Furthermore, value of β for the relationship of emotional engagement is 2.4%. This change is positive but very insignificant. Value of p for this relationship is 0.652. This value is greater than 0.10. So, hypothesis no. 4(b) is rejected.

Additionally, value of β for the relationship of employee Compensation Benefits with emotional engagement is 22%. This specifies that if we bring one-unit change in this will result in 22% alteration in emotional engagement. This result also follows the previous trend for the relationship of employee empowerment with employee job engagement and physical engagement. This change is positive and significant. Also, Value of p for this relationship is 0.000. This value is less 0.01. So, hypothesis no. 3(b) is accepted. Results of hypothesis no. 4(b) and 3(b) are the findings of this research.

Regression analysis for the association of employee empowerment, compensation benefits with cognitive engagement

Regression analysis for the association of employee empowerment, Compensation Benefits with cognitive engagement provides the following results. Value of R^2 is 26.4%. This value is more than 25%. Value of F is 28.831. Value of p of F is 0.000 which is < 0.01 . Furthermore, value of β for the relationship of employee empowerment and cognitive engagement is 14.7%. This change is positive and significant. Value of p for this relationship is 0.003. This value is less than 0.05, so, hypothesis no. 4(c) is accepted.

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Table 5. Relationship of Employee Empowerment and Compensation Benefits with Cognitive Engagement

	R Square	F	Sig.	β	t	Sig.
(Constant)	0.264	28.831	0.000 ^a	2.251	11.062	0.000
Employee empowerment				.147	3.025	0.003
Compensation benefit				.211	4.124	0.000

Additionally, Value of β for the relationship of employee Compensation Benefits with cognitive engagement is 21.1%. This specifies that if we bring one-unit change in this will result in 21.1% alteration in cognitive engagement. This result also follows the previous trend for the relationship of employee empowerment with employee job engagement, physical engagement and emotional engagement as well. This change is positive and significant. Also, value of p for this relationship is 0.000. This value is less 0.01, so, hypothesis no. 3(c) is accepted. Results of hypothesis no. 4(c) and 3(c) are also the findings of this research.

Conclusions

The researches about employee job engagement have been extended considerably from the time when Kahn's (1990) originated the concept employee engagement. This research is incorporating the original concept of employee job engagement along with its three-dimensional construct i.e. physical engagement, emotional engagement and cognitive engagement. Mainly the experts of human resource development explore the phenomenon of employee job engagement with its relationship with problems of health care, for industrial problems, for organizational change with the different industrial sectors, numerous work setting and in countries (Albrecht, 2010; Truss, Delbridge, Kerstin, Shantz, & Soane, 2014). The current study explored the prodigy of employee job engagement with the help of predictor names as organizational benefit with its two components i.e. Compensation Benefits and employee empowerment. Results of current research demonstrate that employee empowerment has less positive impact on employee job engagement. Likewise, employee Compensation Benefits has significant positive influence on employee job engagement.

The present research also examined the effect of organizational benefit on physical engagement at the micro level. The result reports that employee empowerment has less positive effect on physical engagement. Additionally, employee Compensation Benefits has a remarkable effect on physical engagement.

Existing research has examined the impact of the second component of employee job engagement with the support of organizational benefit i.e. Compensation Benefits and employee empowerment which give the mix results. Employee empowerment has a positive but very insignificant effect on emotional engagement. Employee compensation benefits have a positive significant effect on emotional engagement. Employee empowerment has a prominent influence on cognitive engagement. Additionally, employee Compensation Benefits has a strong positive influence on cognitive engagement.

In future researches some other variables for e.g. supervisor support, organizational support, workplace environment kinds of organizational justice may also include as predictors of employee job engagement. It is also worthwhile to check the mediating role of employee job engagement for the relationship of different independent and outcomes variables.

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