



## Antecedents and Consequences of Employee Engagement: The Case of Pakistan

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### Abstract

*Employee engagement is becoming a hot topic among business organizations and decision making bodies. The main aim of this study is to check the relationship between the antecedents and consequences of employee engagement in the banking sector of Pakistan. A survey was carried out on 303 employees working in the private and public banking sector of Lahore Pakistan. Participants were currently doing job in their organization from at least 2 years and having at least 2 years work experience. In this study correlation among antecedents and consequences of employee engagement is measured. Results of this study indicate that there is a positive relationship among the antecedents and consequences of employee engagement. But variables are less correlated with each other.*

**Keywords:** employee engagement, antecedents, consequences.

### Introduction

In recent years the term “employee engagement” has taken a fundamental role on organizational effectiveness. This is gaining popularity because it poured significance impact on employee outcomes, explaining a rich level of involvement, passion and exuberance for work as compare to other variables like organizational commitment and job satisfaction. This thesis examines how “employee engagement” is a comparatively new and attractive research topic, its impact on organizational performance and its various drivers. It will also search the significance role of employee engagement on the organizational performance. Employee engagement was firstly introduced by the Kahn (1990) that “harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.” Perceived Organizational support, perceived supervisor support and organizational justice are various antecedents of employee engagement and organizational citizenship is the consequence of employee engagement (Saks 2006; Balain 2009). These can be defined as: Perceived organizational support represents the common belief of employees that organizations consider the values of employees and care about the well-being of employees. Perceived supervisor support (PSS) is defined as it is general view of employees that how much supervisor give importance to the employee’s contribution, take care of

employee's well-being, interest and benefits (Kottke and Sharafinski 1988). Distributive justice represents the fairness of organization in the distribution of outcomes and procedural justice means the perceived fairness of employees regarding the means and processes used to measure the amount and distribution of resources. Bolino, Turnley et al. (2003) defined organizational citizenship behavior as employee efforts that go "above and beyond the call of duty".

## **Problem Statement**

The aim of this research study is to investigate those factors which are working as antecedents and consequences in the banking sector of Pakistan. Many studies are conducted on this topic in foreign countries but a few are conducted in Pakistan's banking sector. This study will fill this gap. So this study will focus on identifying the factors serving as antecedents and consequences of employee engagement in sample banks.

## **Research Questions**

The aim behind conducting this study is to find out the answers of the following questions:

1. What are the various antecedents and consequences of employee engagement?
2. What factors are serving as antecedents of employee engagement in Pakistan Banking sector?
3. What factors are serving as consequences of employee engagement in Pakistan Banking sector?

## **Purpose of the Research**

The main purpose of this study is to examine that which are the main drivers which make employee to be engaged in job and in organization and what are the results of this engagement. In particular, this paper will provide an insight to the concept "Employee Engagement", its key drivers and its consequences and their impact on the construct Employee Engagement.

## **Significance of the research**

This study will significantly help the future researchers who are willing to conduct study on this topic.

- This study will provide guidance to the employer of banking organizations.
- This research will also be helpful for management and other decision making bodies.
- This study will be useful for policy makers and practitioners.
- It will provide certain direction for future researchers.
- Stakeholders will also get help from this study.
- Current research will be helpful for banking employees.

Moreover this research study will provide recommendations for management of banking sector that how they can increase the engagement level of employees in job and as well as in organization.

## **Literature Review**

Employee engagement is a way through which employees put all their powers and devotions to assist the customers of the organization. This results in organization success if employees have capability of giving all supportive efforts and acts with their full eagerness (Cook 2008). Kahn (1990) provided the very first definition of employee engagement as “the harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance”. Employee engagement is emotionally attachment of employees with job, fellow workers and organization whether positively or negatively which intensely affect employee consent of gaining something new and performance of work. Robinson, Perryman et al. (2004) define that employee engagement is a positive attitude of employees for the organization values, goals and work environment.

### **Antecedents of employee engagement**

Perceived Organizational support, perceived supervisor support and organizational justice are various antecedents of employee engagement (Saks 2006; Balain 2009).

### **Organizational justice**

Organizational justice was firstly defined by Greenberg (1987) as it is person’s conception and reaction towards the fairness in an organization. Tabibnia, Satpute et al. (2008) said that organizational justice or fairness leads towards the concept that the activity is appropriate in accordance with the code of conducts, which can be explained in terms of ethic, religion, fair-play, or law. The attention of individuals towards the fairness of events and circumstances is naturally in their routine lives. Byrne and Cropanzano (2001) argue that organizational justice is the study of fairness at work. Greenberg (1990) explain that organizational justice is the study of the question that whether fairness is being considered in the organization or not. Organizational justice is comprises of three dimensions: distributive justice, procedural justice, interactional justice (Colquitt, Conlon et al. 2001). The fairness in the allocation of resources, benefits and rewards of the organization among the members is known as distributive justice (Landy and Conte 2007). Distributive justice relates to outcomes while the procedural justice relates to the methods and procedures through which these rewards and outcomes are divided (Landy and Conte 2007). Procedural justice level is high when members feel that they have a right to give opinion in the procedures or the processes includes the characteristics just like flexibility, correctness, ethicality, consistency and lack of biasness (Leventhal 1980). In a study conducted by Saks (2006) it is resulted that “the employee who have higher perception of procedural justice are more likely to reciprocate with greater organizational engagement.” Interactional justice is the third component of organizational justice which explain the types and way of explanations for the division of rewards and the method adopted thereof (Bies and Shapiro 1987; Greenberg 1990) . Term “Interactional justice” was first introduced as a third form of justice by Bies and Moag (1986) and also called “the social side of fairness” (Greenberg 1993). Interactional justice is the consciousness that persons shows to “the quality of the interpersonal treatment they receive during the enactment of organizational procedures” (Bies and Moag 1986). Social factor is included in interactional justice that is one point which make a distinction from procedures and rewards (Claffey 2008).

## **Perceived organizational support**

Perceived organizational support has attained an important attention in industrial/organizational literature (Shore and Tetrick 1991). Perceived organizational support is defined by Jain and Sinha (2005) as it is an individual's socio emotional needs, struggles, dedication, and allegiance realization by the organization. Rhoades and Eisenberger (2002) Perceived organizational support is also seen as a guarantee that the organization will help the employee when they need any aid to run their jobs and tasks effectively and easily handle the nerve-wracking conditions. Junak (2007) argue that according to organizational theory employees has generated a global belief that up to which extent an organization consider employees contribution and take care of their welfare and benefits. Eisenberger, Huntington et al. (1986) suggest that the opinions of members regarding the organizational support are the bases for the perceptions of employee commitment.

## **Perceived Supervisor's Support**

Just like the concept of perceived organizational support (POS) a measure of Perceived Supervisory Support (PSS) was also developed. Perceived supervisor support (PSS) is defined as it is general view of employees that how much supervisor give importance to the employee's contribution, take care of employee's well-being, interest and benefits (Kottke and Sharafinski 1988). PSS define the global view point of employees that how much the organization give importance to the employees contributions and how much consider their well-being (Eisenberger, Stinglhamber et al. 2002). As the supervisor perform just like agent for the organization, with the duty of guiding, evaluating subordinates performance, the employees also examine that whether supervisor is giving favorable or unfavorable orientation towards them as a symbol of organization's support (Levinson 1965; Eisenberger, Huntington et al. 1986). Perceived supervisor support (PSS) has been established as a factor of employee welfare (Repetti 1987; Shinn, Wong et al. 1989; Thomas and Ganster 1995).

## **Organizational Citizenship Behavior**

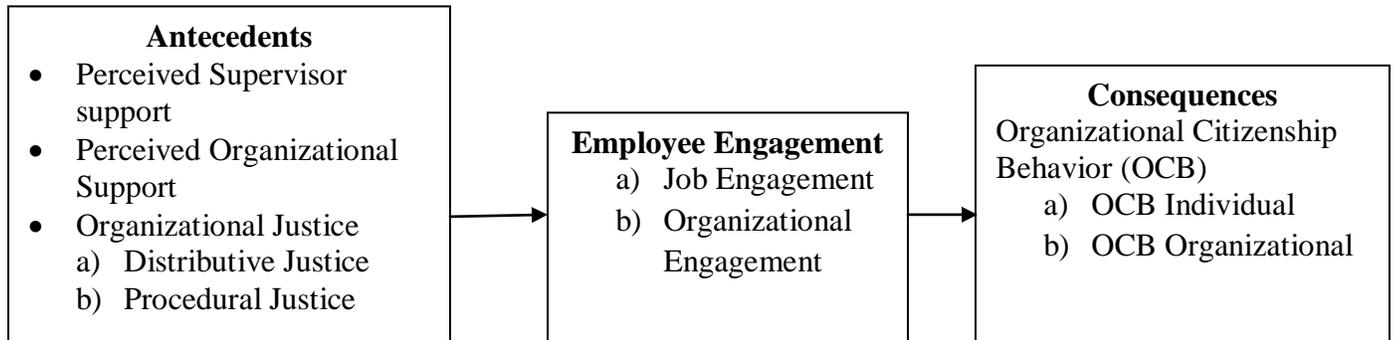
There is another variable that closely related to employee engagement that is organizational citizenship behavior. These behaviors are developed when employee perceive supervisor support, organizational support and organizational justice. Organizational citizenship behavior was 1<sup>st</sup> time demonstrated in the work of Bateman and Organ (1983) about twenty nine years ago and has recently gaining power. In the past, it is examined by various researches the measurement of performance was mainly focused on financial index or working outlook evaluation, like satisfaction level of employees on job, organizational commitment and a very little attention was paid on the behaviors of workforce in spite of performance on the specific task or sometimes said as organizational citizenship behavior (Smith, Organ et al. 1983).

## **Research Methodology**

This study is conducted to identify the antecedents and consequences of employee engagement. This study type is descriptive in nature.

## Research Model

The specific aim of this study is to test the model which is defining the interrelationships between the variables of antecedents and consequences of employee engagement as shown in figure 3.2.



**Figure 3.2.** Proposed model of employee engagement

### Hypotheses:

Following are hypothesis which are developed for the purpose of this study

#### Antecedents of employee engagement

**H1a:** Perceived Supervisor Support is positively related to Job Engagement.

**H1b:** Perceived Supervisor Support is positively related to Organizational Engagement.

**H2a:** Perceived Organizational Support is positively related to Job engagement.

**H2b:** Perceived Organizational Support is positively related to Organizational Engagement.

**H3a:** Perception of Procedural justice is significantly related to Job engagement.

**H3b:** Perception of Procedural justice is significantly related to Organizational Engagement.

**H4a:** Perception of distributive justice is positively related to Job engagement.

**H4b:** Perception of distributive justice is positively related to Organizational Engagement.

#### Consequences of employee engagement

**H5a:** Job Engagement is positively related to Organizational Citizenship behavior Individual.

**H5b:** Job Engagement is positively related to Organizational Citizenship behavior Organizational.

**H6a:** Organizational Engagement is positively related to Organizational Citizenship behavior Individual.

**H6b:** Organizational Engagement is positively related to Organizational Citizenship behavior Organizational

### Population

For this study banking sector of Pakistan is selected as a population. There are 44 Banks working in Pakistan out of which 5 banks are Public and remaining 39 banks are private with total 9399 branches all over Pakistan. Employees of private and public banks working in Lahore, is the population of this study. Employees working on middle and upper level are selected with age started from 25 to 36 or more with average 2 year job experience. Reason behind this is that employees are doing job from some time period and in a better position to analyze that at which level they feel themselves engaged with their job.

## **Sampling technique**

For this study multistage sampling technique is used. In this technique, multiple phases are adopted for selecting sample from population. Two-stage sampling is selected. On first stage by using simple random sampling 4 public and 17 private banks were selected. Because public banks are less so 4 banks from public were randomly selected and private are more in numbers so high proportion of private banks were randomly selected as sample.

On the other hand at second stage, employees working in the banks operating in Lahore were selected and questionnaires were distributed among them by adopting simple random sampling technique. The main reason behind selecting the simple random sampling technique is that each employee of population has an equal chance of being selected as sample for this study.

## **Sample**

The sample size of current study is 303 employees working in the banks which are operating in Lahore, Pakistan which are selected randomly.

## **Data Collection Method**

In Management Sciences usually surveys are used for the purpose of collecting data from sample selected for the study. In this study survey method is used for data collection. Considering the factors like cost and time questionnaire were distributed to the employees of private and public banks. Because reliability of using this method is high for collecting data and this method will help in elaborating the response of employees more elicit. In this questionnaire five point likert scale is used to measure the views of employee **1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree.**

## **Data Interpretation**

For the purpose of this study a survey is conducted to obtain the different views of employees of banking sector so as to find result of the level of employee's engagement in banking sector. Total 450 questionnaires were distributed among the employees of Public and Private sector Banks. But only 303 questionnaires were filled by the employees. Questionnaires were distributed among both males and females. Results indicate that among 303 employees, 214 employees are male and remaining 89 employees are females by whom questionnaires are filled. The response rate shows that in this study 70.6 % are male and 29.4% employees are females. 68 employees from 303 employees belong to public sector and remaining 235 employees belongs to private sector. Results show that 22.4% employees who participated in this study are from public sector and 77.6% employees are from private sector. In demographics, question about the nature of job is also asked that whether employees are doing job on permanent bases or on contract base. Results indicate that out of 303 banking employees, 204 employees are permanent and 99 employees are working on contract bases. The percentage of permanent employees is 67.3% and that of working on contract bases is 32.7%. As far as designation of employees is concerned the results reveals that 4.3% employees are working on the lower level designation, 92.1% middle level and 3.6% are on upper level designation. On the other hand it can be estimated that out of 303 employees, 13 employees are designated on lower level, 279 employees are working under middle level designation and 11 are on upper level. Number of middle level employees is greater

as compared to the upper level and lower level employees. With respect to age out of 303 respondents 77 respondent's age is less than 25 years, 165 respondents' age is between 25-30 years, 43 respondents' age is between 31-35 years and 18 respondent's age is above 36 years. This indicates that in this study 25.4% employee are less than 25 years old, 54.5% are between 25-35 years, 14.2% are between 31-35 years and only 5.9% are above 36 years old. In demographical questions asked from employees their qualification is also considered. 104 employees out of 303 are bachelors, 195 employees are masters and only 4 employees have degree of M.phill. That reveals the fact that 34.3% are bachelor, 64.4% are masters and 1.3% employees are M.phill degree holders. Employee's job experience with current organization as well as their total job experience is also asked. Results indicate that 127 employees out of 303 are working from 2 years in current organization, 109 employees are working from 2-5 years, 54 employees are working from 5-10 years and 13 are working from more than 10 years with current organization. on the other hand it shows the fact that 41.9 % employees have 2 year experience, 36% have 2-5 years' experience, 17.8% have 5-10 year and 4.3% have more than 10 year experience with their current organization. Results of employees total job experience with current organization as well as with other organizations show that 78 employees out of 303 employees have total 2 year experience which is 25.7% employees, 109 employees have 2-5 year total job experience which are 36%, 90 employees have 5-10 year total job experience which are 29.7% and 26 employees have more than 10 year total job experience which are 8.6% employees. To measure the engagement level of employee survey is conducted. In which different questions were asked. I asked the employee by using the five point likert scale that they really "through" themselves into their job? Above table indicate that 201 respondents out of 303 sample size are agreed with statement that "I really "throw" myself in to my job." While 37 respondents are disagree with this stamen and 65 are neutral. In other words it can be said that 66.4% are agreed, 12.2% disagree and 21.5% are neutral. When from the targeted respondents, I asked the question that "sometimes I'm so into my job that I lose track of time". Data were collected from 303 employees of whom 160 (52.9%) respondents are agreed that they lose track of time when they are on the job, while 53 (17.5%) respondents are disagreed with the statement and 90 (29.7%) respondents are neutral. It indicate that majority of employees are engaged in their job so that they lose track of time. Question was asked that "This job is all consuming; I'm totally into it." Which indicate total 303 sample size of which 174 (57.5%) respondents are agreed that their job is all consuming, they are totally into it, while 45 (14.8%) are disagreed with this statement and 84 (27.2%) are neutral. Results show that majority of employees are agreed and small number of employees are disagreed. When a question was asked from the subjects that "is their mind often wonders and they think of other things when doing their job?" Results indicate that total subjects were 303 on which study was conducted of which 86 (28.4%) employees are agreed that their mind often wonders and they think about other things during job while 137 (45.2%) employees are disagreed with the statement and 80 (26.4%) employees are neutral. Responses of employees on the question that "I'm highly engaged in this job" show that out of total 303 sample size 206 (68%) employees are agreed that they are engaged in their job, while 35 (11.6%) employees are disagree that they are not engaged with their job and 62(20.5%) employees are neutral. These results indicate that majority of employees working in the banking sector are highly engaged in their job and employees who are not engaged are in minority. From our targeted employees question was asked that being a member of their current organization is very captivating for them? The results indicate that 202 (66.6%) employees out of total 303 sample size are agreed that being a member of their organization is very captivating for them, on the other hand 21 (7.3%) employees are disagreed, while 79 (26.1%) are neutral. Results shows

the fact that majority of employees it is very captivating for them for being member of their organization. To measure the engagement level of employees with their organization question was asked from the targeted employees that “they are very exciting in getting involved with things happening in their organization?” Out of 303 employees of which 182 (60.1%) employees are agreed that it is exciting for them to get involve with the things happening in their organization on the other side 37 (12.2%) employees are disagreed and 84 (27.7%) employees are neutral. When question was asked from the targeted employees that they are not into the “going-on” in their organization following results are derived from the responses of employees. Results indicate that 88 (29.1%) respondents out of total 303 are agreed that they are not involved in the going-on of this organization on the other hand 80 (26.4%) respondents are disagreed and 135 (44.6%) employees are neutral. Majority of employees are not involved into the “going-on” of their organization. To measure the engagement level of employees with the organization I asked the question from the targeted population that “being a member of this organization make them come alive?” results show that 158 (52.1%) respondents out of total 303 subjects are agreed that being a member of their organization make them come “alive”, on the other side 41 (13.6%) respondents are disagreed with the statement and 104 (34.3%) employees are neutral on this point of view. From the targeted sample I asked the question that “being a member of this organization is stimulating for them? 146 (48.2%) respondents out of 303 sample size feel that being a member of their current organization is very stimulating for them on the other hand 47 (15.5%) employees disagreed and 110 (36.3%) employees are neutral. To measure the engagement level of employees with their organization question was asked that whether employees are highly engaged in their current organization? 193 (67%) respondents out of 303 sample size are highly engaged with the organization, on the other side 25 (8.2%) employees disagreed with the statement while 75 (24.8%) employees are neutral. When the question about the outcomes of the employees was asked which they receive from their organization against their efforts that they put into the organization and the results indicate that indicate that 172 (56.7%) respondents out of total 303 subjects are agreed that outcomes which they receive from the organization reflect the efforts which they put into their work, on the other side 44 (14.5%) respondents disagreed with this statement and 87 (28.7%) are neutral. From our targeted subjects question was asked that “outcomes they receive are appropriate for the work they have completed.” Out of 303 employees, 175 employees which are 57.8% of total sample are agreed that outcomes are appropriate for the work they complete, while 59 employees which are 19.4% are disagreed and 69 employees which are 22.8% are neutral. From our targeted respondents question was asked about the outcomes which they receive reflect what they have contributed to the organization. Results state that 168 employees out of total 303 agreed with the statement that outcomes which they receive reflects what they have contributed to the organization, 51 respondents disagree with the statement and 84 are neutral. On the other side we can say that 55.4% employees are agreed, 16.9% disagreed and 27.7% employees are neutral. From targeted subjects views were taken that outcomes justified their given performance to the organization and results demonstrate that 153 employees out of 303 are agreed that outcomes justified their given performance, on the other side 59 employees disagreed and 91 are neutral. In other words it can be said that 50.5% employees are agreed that outcomes justified their given performance, 19.5% disagreed and 30% employees are neutral. From our targeted subjects question was asked that whether they are able to express their views and feelings during the procedures of the organization and results indicate that 140 employees out of 303 employees which are 46.2% of total sample are agreed with the statement that they are able to express their views and feelings during the procedures of the organization, 50 employees disagreed that they cannot express their

views and feelings during the procedures of the organization which are 16.5% and 113 respondents are neutral which are 37.3%. From our targeted respondents question was asked from the employees that is they have any influence over the outcomes arrived by the procedures applied by the organization. From our survey responses 118 subjects out of 303 sample size, are agreed with the statement that they have influence over the outcomes arrived by the procedures of the organization which are 38.9% employees, 62 respondents disagreed with the statement which are 20.4% and 123 respondents are neutral which are 40.6%. Employees were asked the question that is their organization applied all the procedures consistently? Results show that out of total 303 respondents 173 (57.1%) employees are agreed with the statement that all procedures are applied consistently in their organization while 51(16.9%) subjects disagreed; on the other hand 79 employees are neutral that is 26.1% of total sample. Are procedures free of biasness which are applied in organization? When this question was asked 144 (47.5%) respondents out of 303 sample size agreed that all the procedures applied in their organization are free of biasness, 68 (22.4%) employees disagreed and 91 (30%) respondents are neutral. From our targeted subjects question was asked that is procedures applied in their organization are based on accurate information? Results indicate that 188(62%) respondents are agreed that procedures applied in their organizations are based on accurate information, 42 (17.2%) disagreed with the statement and 63 (20.8%) are neutral. It indicates that majority of employees are agreed with the statement that procedures which are applied are based on accurate information. Is employees are able to appeal the outcomes arrived at by those procedures? This question was asked from the targeted employees results show that 124(40.9%) employees out of total 303 employees are agreed that they are able to appeal the outcomes arrived at by the procedures which are applied in their organization, 61 employees disagreed which means 20.1% respondents are not able to appeal the outcomes arrived at by the procedures applied on the other hand 118(38.9%) are neutral. A question was asked from the employee that “Is their organization’s procedures are meeting ethical and moral standards” and 191 (63%) employees out of 303 employees are agreed with the statement that procedures which are applied in their organization are meeting ethical and moral standards, 30 (9.9%) are disagreed and 82 (27.1) are neutral. When I asked from the employees that is their organization really cares about the well-being of employees? Results indicate that 155(51.2%) respondents out of 303 total respondents are agreed with the statement that their organization cares about their well-being while 46 employees which are 15.2% of total sample are disagrees with the statement and 102 employees which are 33.7% are neutral. Responses of employees against the question that is their organization strongly considers their goals and values indicate that 151 respondents are agreed that their organization really considers their goals and values, on the other hand 51 respondents disagreed and 101 are neutral. On the other hand it can be said that 49.8% are agreed, 16.8% are disagreed and 33.3% are neutral. Responses of employees when I asked the question from the employees that is their organization shows little concern for them show that out of total 303 employees, 100 employees are agreed that their organization shows little concern for them, 83 employees disagreed and 120 employees are neutral. In other word in can be said that 33% respondents are agreed that organization shows little concern for them, 27.4% respondent disagree with this statement and 39.6% respondents are neutral. When I asked the question from the targeted respondents that is your organization cares about your opinions? 127 (42%) respondents out of 303 subjects are agreed with the statement and think that their organization cares about their opinions, 61 (20.1%) employees thought that their organization did not cares about the opinions of employees and 115(38%) employees are neutral. I asked the question from the employees that is their organization is willing to help them if you need a special favor and

results indicate that 146 (48.2%) subjects out of 303 are agreed that their organization is willing to help them if they need a special favor, 54 (17.8%) disagreed which means that their organization is not willing to help them if they need a special favor and 103(34%) are neutral. I questioned the targeted subjects that Is help is available from their organization when they have a problem? Results indicate that 160 (52.8%) subjects agreed that help is available from their organization when they have a problem, 43 (14.2%) subjects disagreed with the statement and 100(33%) subjects are neutral. I asked question from the employees that would their organization forgive an honest mistake on their part. Results show that 142(46.9%) employees out of 303 employees agreed that their organization will forgive them on an honest mistake on their part while 67(22.1%) disagreed on the other hand 94(31%) are neutral. When the question was asked from our sample selected for this study that if given the opportunity, would their organization take advantage of them? Results demonstrate that there are total 303 respondents of which 150 (49.5%) agreed that if given the opportunity, their organization will take advantage of them, 41( 13.5%) disagreed with the statement while 112 (37%) are neutral. I asked question from the respondents that is your supervisor cares about your opinions? Results illustrate that 178 (58.7%) subjects are agreed that their supervisor really care about their opinion, 34 (11.2%) disagreed and 91(30%) are neutral. Our total sample size is 303 employees. From our sample is asked the question that is your work supervisor really cares about your well-being? Total 303 respondents participated in this study, of which 176 (58.1%) agreed that their work supervisor really care about their well-being, while 44 (14.5%) employees disagreed the statement and 83 (27.4%) employees are neutral. I questioned the targeted subject that is your supervisor strongly considers your goals and values? Results indicate that out of 303, 157 (51.8%) agreed that their supervisor strongly consider their goals and values, 50(16.5%) disagreed with the statement while 96(31.7%) are neutral. I asked question from the respondents that is your supervisor shows very little concern for them? Results demonstrate that 101 employees are disagreed that their work supervisor shows little concern for them, 105 employees agreed and 97 employees are neutral. In other word in can be said that 34.7% respondents are agreed that work supervisor shows little concern for them, 33.3% respondent disagree with this statement and 32% respondents are neutral and when I asked the question from the employees that is they willingly give their time to help others who have work-related problems? Results demonstrate that there are total 303 respondents of which 196 (64.7%) respondents agreed that they willingly give their time to help others who have work related problems, 27(9%) disagreed with the statement while 80(26.4%) are neutral. When the question was asked from our sample selected for this study that do they adjust their work schedule to accommodate other employees request for time off? Results show that 196 (64.7%) employees out of 303 respondents agreed that they adjust their work schedule to accommodate other employees request for time off, 24(7.9%) disagreed the statement and 83(27.4%) are neutral. The responses of employees when I asked that do they give up their time to help others who have work or non-work problems indicate that 192 (63.4%) employees out of 303 respondents agreed that they give up their time to help others who have work or non-work problems, 32 (10.3%) disagreed the statement and 79 (26.1%) are neutral. From the targeted sample I asked the question that do they assist others with their duties. The reposes of employees show that out of 303 employees 199 (65.7%) employees agreed that they assist others with their duties, while 22 (7.2%) disagreed on the other hand 82 (27.1%) are neutral. From our sample is asked the question that do they attend functions that are not required but that help the organizational image. Results illustrate that out of 303 employees 172(56.8%) employees agreed that they attend functions that are not required but that help the organizational image, while 46 (15.2%) disagreed on the other hand 85 (28.1%) are neutral. From our sample I asked the

question that do they offer ideas to improve the functioning of the organization. Out of 303 subjects, 177 (58.4%) subjects are agreed that they offer ideas to improve the functioning of the organization, 41 (13.6%) disagreed which means that they do not offer any idea to improve the functioning of the organization and 85(28.1%) are neutral. I asked question from employees that do they take action to protect the organization from potential problems. Results show that out of 303 employees, 184 (60.7%) employees agreed they took action to protect the organization from potential problems, while 42(13.5%) do not take any action to protect the organization from potential problems on the other hand 78(25.7%) are neutral. I asked question from the employees that do they defend their organization when other employees criticize it. Results illustrate that 185(61.1%) employees out of 303 employees agreed that they defend their organization when other employees criticize it, while 19 (6.3%) disagreed on the other hand 99(32.7%) are neutral.

## Descriptive Statistics

Descriptive statistics are given in table 1 which consist on the mean and standard deviation values of job engagement, organizational engagement, distributive justice, procedural justice organizational support, supervisor support, Organizational citizenship Behavior organizational and individual. Results are derived by using SPSS and Instrument used is five point likert scales. Mean score of job engagement is 3.4231 and standard deviation is 0.622 which indicate that mostly employees are agree that they are engaged in their organization.

**Table 1**  
**Descriptive statistics**

<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job Engagement	3.4231	.62200
Organizational Engagement	3.4835	.68685
Distributive justice	3.5124	1.23319
Procedural justice	3.3824	.65950
Perceived Organizational support	3.3144	.57847
Perceived supervisor support	3.3655	.62860
Organizational citizenship Behavior organizational	3.5561	.65967
Organizational citizenship Behavior Individual	3.6741	.63820

Mean scores and standard deviation of organizational engagement, distributive justice, procedural justice, organizational support, supervisor support, Organizational citizenship Behavior organizational and individual are 3.4835(.6868), 3.5124(1.2331), 3.3824(.65950), 3.3144(.5784), 3.3655(.6286), 3.5561(.6596) and 3.6741(.6382) respectively. This indicates that most of the employees are agreed with the explained variables.

## Correlation

Correlation is a statistical technique which is used to show that how much pair of variables are related with each other. So in this study correlation is also measures to check that how much variables are related with each other. Table 2 shows the Pearson's correlation results:

**Table 2**  
**Pearson's Correlation Table of Study Variables**

Variables		Job Engagement	Organizational Engagement
<b>Perceived Supervisor Support</b>	<i>R</i>	.303**	.350**
	<i>P</i>	.000	.000
<b>Perceived Organizational Support</b>	<i>R</i>	.211**	.376**
	<i>P</i>	.000	.000
<b>Procedural Justice</b>	<i>R</i>	.259**	.469**
	<i>P</i>	.000	.000
<b>Distributive Justice</b>	<i>R</i>	.193**	.269**
	<i>P</i>	.001	.000
<b>OCBO</b>	<i>R</i>	.329**	.399**
	<i>P</i>	.000	.000
<b>OCBI</b>	<i>R</i>	.228**	.228**
	<i>P</i>	.000	.000

**Note:** \*\*correlation is significant at the 0.01 level (2-tailed)

Above table indicate the results of Pearson's correlation of the study variables. Results indicate that there is a significant relationship between perceived supervisor support and job engagement where  $R=0.303$  and  $P<0.01$ . So we accept our hypothesis H1a and reject our alternate hypothesis. These results also shows positive relationship between perceived supervisor support and organizational engagement where  $R=0.350$  and  $P<0.01$ . So we accept our hypothesis H1b. Perceived organizational support is correlated with job engagement and organizational engagement at  $R=0.211, 0.376$  at  $p<0.01$ . It shows that there is a significant relationship between perceived organizational support, job engagement and organizational engagement. So our hypothesis H2a and H2b are accepted. There is also a significant relationship between procedural justice, job engagement and organizational engagement where  $R=.259, .469$  at  $P<0.01$  level respectively. It shows that relationship among these variables is positive and our hypothesis H3a and H3b are accepted. In case of distributive justice above results shows that that there is a significant relationship between distributive justice and job engagement where  $R=0.193$  and  $P<0.01$ . On the other hand there is a significant relationship between distributive justice and organizational justice where  $R=0.269$  and  $P<0.01$ . It shows positive relationship but not highly correlated. So we accept our hypothesis H4a and H4b. OCBO and OCBI are also correlated with job engagement  $R=0.329$  and  $0.228$  respectively at  $p<0.01$ . It shows positive relationship so we accept our hypothesis H5a and H6a. On the other hand OCBO and OCBI are also correlated with organizational engagement at  $p<0.01$  and  $R=0.399$  and  $0.228$  respectively. It also shows positive relationship so we will accept H5b and H6b.

### Limitations

- Sample size of this study is low and for future considerations sample size should be increased.

- Data is collected only from banking sector of the country. If data was collected from other organizations such as industrial and other service sector such as educational sector then the antecedents and consequences of employee engagement can be reshaped.
- Most of the employees feel reluctant to disclose true facts and figures but I try my best to get original and accurate information from employees.
- There may be many other variables which predict the antecedents and consequences of employees which are not included in this study. They are not part of current study.
- Sample size was low due to the shortage of time.
- The sample of present study includes only white collar managerial and non managerial employees with graduation or more qualification.

## **Recommendations**

The following are some recommendations for the future researchers:

- Sample size can be increased to measure the engagement level of employees.
- If sample size increased then there are more of low biasness in the data and more chance of accurate results.
- This study can be conducted on the other sector for example educational, industrial sector etc.
- This study includes employees working only on middle and upper level. Lower level employees are not the part of this study. It is recommended for future researchers to include the employees of low level as well such as employee working on the post of cashier etc.
- Future researchers should also find the factors which engage the employee with the organization.
- Organizations should provide their employees more monetary and non-monetary benefits so that employee's engagement level becomes high.
- Last but not least is that Justice is the most important factor that help employee to be engaged with the organization and with job.

## **Conclusion**

In this changing world both in the terms of global perspective and aging of workforce, engaged employees are competitive advantage for organizations. Employee engagement is now considered as a critical indicator for the success of the organizations, it needs to be closely examined by the organizations. Because through engaged employees significant outcomes can be achieved. So organizations should recognize employees as their strong factor then other factors, as a powerful indicator of competitive position in the market. So we can conclude that employee engagement should be continuous process of learning, improvement, measurement and action. The enhancement, raising and improvement of employee engagement is in the hand of organizations and needs a suitable blend of time, commitment, involvement and investment to be successful.

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