

Decoding the Relationship between Employee's Jobs Related Behaviors: A Study of Telecom Sector of Pakistan

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Abstract

Employees being the most important asset for organization have always been of significant importance. Considering the importance of human resource/work force, numerous studies have been conducted to find out various factors that can influence them positively or negatively. These studies are conducted both from organizational perspective and employees' perspective. This research is basically from employee perspective, and attempts to identify how various behavioral traits can be related. This study considers two important behavioral traits of employees i.e. commitment and job involvement, and tries to identify whether they are related with each other. For the study 318 employees of telecom companies of Pakistan were randomly selected. Questionnaire was used for data collection. Findings of the study suggest that there is positive and significant relationship between employee commitment towards organizations and their level of involvement in organizational activities.

Key words: Employees, telecom sector, Pakistan, Affective Commitment, Normative Commitment, Continuance Commitment, Job Involvement

Introduction

Out of all of the organizational resources human resource/workforce is considered to be the most vital. Exploitation of all the resources is impossible without the physical or mental efforts of human resource. Using workforce for the betterment of organizations has been debate for long time. Organizations are always looking for the best human resource in all respects so that they can offer even the best to organization in shape of performance. While looking at determinants of performance there are numerous factors that have been identified and agreed upon by researchers. Out of realm of determining factors commitment of employees towards the organizations is a commonly observed factor. For Overall strength of an employee's identification and involvement in an organization is been considered as organization commitment (Col, 2004). Organization commitment has become a great issue of importance to deal with, because of that it helps employees of an organization to increase their performance (Shore & Martin, 1989; Meyer *et al.*, 1989) and this also helps employees to minimize absenteeism as well as leaving intentions (Meyer *et al.*, 1993). Meyer *et al.* (1989) studied relationship between employee organizational commitment and employee involvement level and found that there is positive relation between active commitment and employee involvement and there is negative correlation among continuance commitment and level of involvement. Richerd (1977) also conduct a similar study in the service sector and he concluded that demographics like, job characteristics and job experience influenced organizational commitment.

Employees with the high commitment and job involvement usually go on work and in time and are motivated to put more efforts but individuals having low level of commitment and job involvement are least motivated. And individuals with low level of motivation, commitment and job involvement try to give excuses like illness or transportation problems etc. but highly motivated individuals can not think of it to be late or absent from work. Individuals having high level of job involvement and commitment have fewer excuses as compared to those individuals who have low level of commitment and job involvement (Blau, 1986; Blau & Boal, 1987). So job involvement in workplace is obvious. Job involvement is considered to be an important factor which affects both employees and organizational outcomes. (Lawler, 1986). Employee with high job involvement put more attention on their jobs (Hackett *et al.*, 2001), likely to have less absenteeism and turnover intentions (Blau, 1986; Blau, & Boal, 1987), and their overall motivation towards job and organization (Bashaw & Grant, 1994), job involvement can be source of organizational socialization (Ramsey *et al.*, 1995). Considering importance of employees' level of organizational commitment and their job involvement for organization, this study is aimed to study the relationship among these two important variables, which can contribute a lot towards organizational development and performance.

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This study is conducted in telecom sector of Pakistan, one of the most developed sectors of Pakistan.

Literature Review

Organizations in the rapid changing business world are always looking to have lasting competitive advantage. In order to survive and to sustain the competitive advantage, organizations always try to make best utilization of their resources especially human resource. Organizations try to earn their willingness and commitment to get things done in the proper way. As noted by Feldman and Moore (1982) employees who are with the high level of organizational commitment are always willing to put their efforts for uplift of their organization and are source of competitive advantage for organization. The term organizational commitment has been focused in a number of research studies but still there is no single definition that covers all of its discipline (Morrow, 1983). The primary reason for that are the researchers from various studies i.e. organizational behavior, social psychology and sociology have deal with the same topic based on their field of studies (Col, 2004).

Organizational commitment can be defined as the level of participation in the work and recognition with the organization. In this context of the definition of the organizational commitment this involves three basic elements such as: (a) acceptance of the organizational desired outcomes and having strong belief on these goals, (b) willingness to perform cent percent on behalf of the organization and (c) having a desire to maintain organizational membership (Chen *et al.*, 2002; Allen & Meyer, 1990; Agarwal *et al.*, 1999; Uygur, 2004). Meyer and Allen (1991) identify three types of commitment; affective commitment, continuance commitment and normative commitment.

Affective Commitment can be defined as the emotional attachment, identification and involvement that an employee has with its organization and its goals (Mowday et al, 1979, Meyer & Allen, 1993). Porter et al. (1974) categorize the affective commitment in the following types; (a) acceptance of the organization's goals and values, (b) a willingness to focus efforts to achieve the organization's desired outcomes, and (c) a willingness to maintain organization's membership. Mowday et al. (1979) further state that affective communication is "when the employee identifies with a particular organization and its goals in order to maintain membership to facilitate the goal".

Continuance Commitment is willingness of the employee to remain in the organization due to the nontransferable investment. This nontransferable investment includes the things like retirement, relationship with the other coworkers and all those things that are special to the organization. This type of commitment also includes all the incentives and benefits that the workers may receive from their organizations (Reichers, 1985). It becomes very difficult for those employees to leave the organization who share continuance commitment with their employers (Meyer and Allen, 1997).

Normative Commitment means that a person believes that they have to the organization or their feeling of obligation to their workplace (Bolton, 1997). Weiner (1982) has discussed that normative commitment is the generalized value of loyalty and duty. Meyer and Allen (1991) supported this definition by saying that "a feeling of obligation". Weiner (1982), discussed the normative commitment as the other commitments like marriage, religion and family etc. therefore the employees with this type of commitment often feel like they have moral obligation to the organization.

Organizational commitment has been considered as factor of significant importance for both employees and organization. Shore & Martin (1989) found that employee commitment is of great significance as it contributes towards the organizational performance. Meyer *et al.*, (1989) also found that greater level of employee commitment leads towards increased employee performance and which ultimately contributes towards the increased level of organizational performance. High level of employee commitment helps employees to minimize absenteeism as well as leaving intentions (Meyer *et al.*, 1993). Ridge Associates (2008) in their research regarding significance of the commitment for organizations found that employee commitment increases employees productivity, which in return increases value experience of customers and makes them ore loyal customers and greater the level of loyalty greater will be profitability of the organization. While defining the relationship of commitment with various variables, different studies have given difference answers like, Richerd (1977) conducted a research and found that demographical factors like, job characteristics and job experience influenced level of organizational commitment of employees. Various outcomes like employee retention, attendance and decreased absenteeism, organizational citizenship behavior and job performance are the widely accepted consequences and outcomes of the organizational commitment of employees (Schultz, n.d.).

Steers (1997) found that there is positive relation between employee commitment and their attendance at work. Similar findings were given by Somers, Bae & Luthans (1996) when he found that lower the level of commitment higher will be absenteeism rate in organization. Blau & Boal (1987) found employees with high level of commitment were more present in job and less intended to leave their jobs. Porter et al. (1974) also discussed that greater the level of commitment less will be chances for leaving the organization. Like other variables employee performance is also an important outcome that is being widely discussed by the researchers, as noted by Baugh & Roberts (1994) that as the level of commitment increases performance of employees also increases. Like other variables job involvement is one of the most widely outcome discussed by the researchers, like Meyar *et al.* (1989), while considering relationship between organizational commitment and job involvement found that there is positive and significant relationship between active commitment and job involvement of employees but there is negative relation between continuance commitment and job involvement. Job involvement has been defined as an employee's psychological identification or commitment to the job (Kanungo, 1982). Job involvement is the degree to which one is cognitively engaged in, preoccupied with and concerned with one's current job (Paullay, Alliger, & Stone-Romero, 1994). Lodahl and Kejner (1965) stated that job involvement is the internalization of the values about the goodness of the work or importance of work in an employee's total self-image.

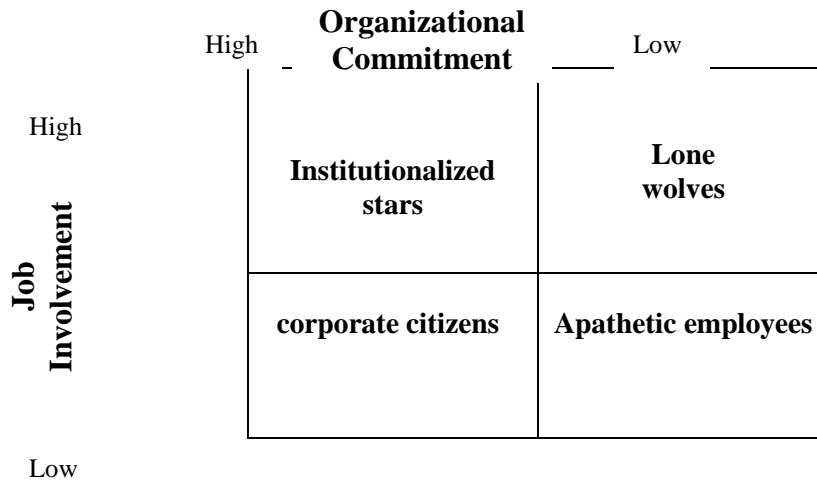
Importance of job involvement in the workplace is obvious. Job involvement is considered to be an important factor which affects both employee and organizational outcomes (Lawler, 1986). Employees with high job involvement make the job as central part of their personal character and focus most of their attention on their jobs (Hackett *et al.*, 2001). Similar findings were given Blau (1996) and Blau & Boal (1997), as they concluded that employees those who have high level of job involvement are less likely to be absent from their job and are not late in their duties, but the results are opposite for those who are with less level of job involvement. Job involvement is directly related with the work motivation that a person has with the job (Bashaw & Grant, 1994). Job involvement is not only important for the organization, but it is equally important for the employees. With the high level of job involvement an employee can be socialized with its organization. Socialization with organization is that process by which employees understand the values, abilities, behaviors, norms and social knowledge about the organization in order to work with it as its member (Ramsey *et al.*, 1995).

Job involvement can be categorized in four ways; that are (a) work as the central life interest, (b) actively participation in the job, (c) performance as central to self-esteem and (d) performance compatibility with the self concepts. In work as the central life the employees have greater chances to satisfy their main needs. In actively participation in the job, gave the opportunity to make decisions, to make an important role in the organizations goals. This also helps an employee to achieve high self regard and self-esteem (Ramsey *et al.*, 1995; Blau & Boal, 1987).

Cohen (1999) while considering what makes employees involve in the job found that individual factors contribute a lot towards the level of involvement one shows towards his job. He found that personal traits like age, gender, marital status, work experience, number of children, and level of education are very important factor that affect the level of individual's involvement in the job. He also found that level of involvement doesn't make any difference for performance of the employees. Job involvement is negatively related to intentions to quit and positively associated with job satisfaction and positive organizational climate perceptions (Mcelroy *et al.*, 1995; Mcelroy *et al.*, 1999). In the same way researchers found that job involvement and the absenteeism are negatively related with each other (blau and Reyan, 1997) and positively related to performance. Job involvement promotes organizational citizenship behaviors (OCB) as OCBs are more influenced by what employees think and feel about their jobs and that job involvement shows a positive attitude towards the job (Diefendorff *et al.*, 2002; Rotenberry, & Moberg, 2007). Meyar *et al.* (1989) found that there is significant relationship between commitment level of employees and their overall involvement with the job. He further concluded that there is positive relation between active commitment and job involvement but there is negative correlation between continuance commitment and job involvement. Individuals with high job involvement are more interested in business decisions, make good contribution towards achievement of those goals, and are determined to do something for organization; it is also source of self-respect, self-regard and autonomy and these are central factors towards the better job performance (Ramsey *et al.*, 1995; Blau & Boal, 1987; Balay, 2000). Employees with the high commitment and high job involvement are more motivated to go on work regularly and in time also, but employees with low involvement and commitment are not motivated to do so and they are prone to make more excuses for absenteeism and in time (Blau, 1986; Blau & Boal, 1987).

Balu and Boal (1989) while discussing the relation between organizational commitment and employee involvement found that there are four types or categories among which employees can be divided.

These categories are presented in Figure-1 below:

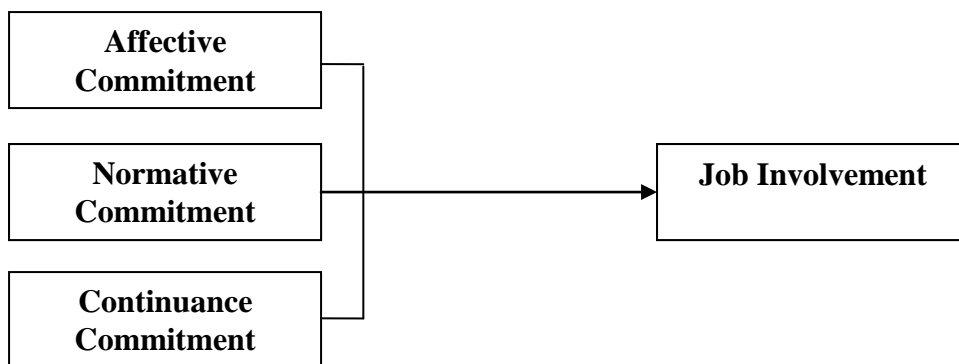


They named the first group as “institutionalized stars” second group as “lone wolves” third group as “corporate citizens” and finally fourth group as “apathetic employees”.

Researchers have also discussed relationship among the elements of organizational commitment and employee job involvement. Like, Employees with the strong ethical level are not only more involved in their jobs but also have strong normative commitment (Allen and Meyer, 1996). Another theoretical argument is that there is a positive relationship between the normative commitment and the job involvement. Employees who are more loyal with their jobs are more involved in their jobs (Meyer and Allen, 1997). Carmeli (2005), also find that normative commitment and job involvement are positively associated with each other; he also found that there is positive relationship between affective commitment and job involvement. Similar findings were given by Mathieu and Zajac (1990) found in his study a strong positive relation between normative commitment and job involvement and a weak but positive relation between continuance organizational commitment and job involvement. Likewise these findings were more strengthened by the findings of Ketchand and Strawser (2001) as they found strong positive relation between Affective commitment and job involvement and a weak relationship between continuance commitment and job involvement. Kuruu`zu`m et al. (2008), also found a weak relationship between the continuance organizational commitment and job involvement and more strong relations between normative commitment and job involvement and affective commitment with job involvement.

On the basis of up given literature following theoretical framework and hypothesis can be formulated:

Research Model:



Hypothesis of the study:

- H1: There is a positive relation between continuous commitment and job involvement.
H2: There is a positive relation between normative commitment and job involvement.
H3: There is a positive relation between affirmative commitment and job involvement.

Research Methodology

This study is aimed to find out the relationship between three dimensions of organizational commitment (Affective, Normative, and Continuance) and job involvement. This study is conducted in telecom sector of Pakistan. There are total seven telecom companies in Lahore (Pakistan) and three companies were selected on simple random basis. 400 employees were selected for the study as sample. Questionnaire was used for data collection. Questionnaire consists of 38 questions, out of which 15 questions were to measure commitment level of employees and rest 23 questions were to judge level of employee involvement in the organization. To measure commitment scale developed by Mowday et al. (1979, 1982) was used, and job involvement scale was adopted from Knungo (1982). Out of 400 questions distributed 318 were received back (response rate 79.5%). SPSS 17.0 was used for data analysis.

Data Analysis and Discussion

Findings of **table-1** show the demographical characteristics of respondents, 61.9% of the respondents were male and the 39.1% of the respondents were females. When respondents were divided on the basis of their age, majority of the respondents (65.4%) were between age of 25-40 years of age, respondents with age of less than 25 years were only 15.4% while only 19.2% of the respondents were above 40 years of age. Most of the respondents were belonging to lower or middle level of organizational hierarchy, as 44.7% were from lower level and 38.1% of the respondents were in the middle of organizational hierarchy, only 17.3% of the respondents were belonging to top level management.

Respondents were also inquired about their marital status, 39.9% of the respondents were married and rests were single/unmarried. Out of the 126 married respondents majority of them were having one, two or more children (28.7%, 33.6% and 22.1% respectively), only 15.6% of the married respondents were not having children. While dividing respondents on the basis of qualification it was found that only 56.3% hold masters degree, 32.9% hold bachelor degree and rest (10.8%) are having qualification below bachelor's degree. Out of the 318 respondents 51.9% have 0-2 years experience with their current organization and 31.6% of them have 2-5 years overall experience of their job and 29.4% of them have experience of 5-10 years.

Descriptive Statistics are given in **Table-2**; it consists of the mean and standard deviation of the organizational commitment and job involvement among employees of telecom sector. The instrument used for data collection comprises five points Likert scale ranging from strongly disagree to strongly agree. The mean score of job involvement is 2.9636 which represents that respondents are very near to the neutral with their overall job involvement and on the other hand the table indicates that most of the employees of telecom sector are also neutral regarding continuance, affirmative and normative organizational commitment. In summing up we can say that employees are neutral about their organizational commitment and job involvement and their level of job involvement and organizational commitment is moderate.

Results of Pearson Correlation are shown in **Table-3**. The table indicates relationship between three dimensions of commitment i.e. normative commitment, affective commitment and continuance commitment and job involvement.

Findings of the table show that there is significant and positive relation between continuance commitment and job involvement ($r=0.337$, $p<0.000$). Similarly, affective commitment is also positively and significantly related with job involvement ($r=0.831$, $p<0.000$). While discovering relationship between normative commitment and job involvement, positive and significant relationship was found ($r=0.420$, $p<0.000$). From the up given findings it can be inferred that all the dimensions of commitment are positively related with the job involvement and as their will be increase in the commitment level of employees there would be positive shift in the job involvement of the employees. But the most significant and strong relationship was found between affective commitment and job involvement (when compared with continuance and normative commitment), which shows that when employees have more affection towards the organization they are more like to involve in their jobs.

Table 1: Demographical Distribution

VARIABLES		F	%	TOTAL	
				f	%
Gender	Male	197	61.9	318	100
	Female	121	38.1		
Age	less then 25	41	15.4	318	100
	25-40	208	65.4		
	above 40	61	19.2		
Designation	Lower Level	142	44.7	318	100
	Middle Level	121	38.1		
	High Level	55	17.3		
Marital Status	Single	190	60.1	316	100
	Married	126	39.9		
Number of Children	None	19	15.6	122 out of 126 married	100
	One	35	28.7		
	Two	41	33.6		
	Three or More	27	22.1		
Qualification	below Bachelor	32	10.8	295	100
	Bachelor	97	32.9		
	Masters or Above	166	56.3		
Current Organizations Experience	0-2 Years	162	51.9	312	100
	2-5 Years	121	38.8		
	5-10 Years	26	8.3		
	above 10 Years	3	1		
Total Job Experience	0-2 Years	74	23.9	310	100
	2-5 Years	98	31.6		
	5-10 Years	91	29.4		
	above 10 Years	47	15.2		

Table 2: Descriptive statistics

	N	Mean	Std. Deviation
Continuance	318	2.95533	.508732
Affirmative	318	3.17555	.510089
Normative	318	3.19122	.536294
Organizational commitment	318	3.1217	.35774
job involvement	318	2.9636	.38662

Table-3: Pearson Correlation

		Job Involvement	Continuous Commitment	Affective Commitment
Continuous Commitment	Pearson Correlation	.377**		
	Sig. (2-tailed)	.000		
Affective Commitment	Pearson Correlation	.831**	.185**	
	Sig. (2-tailed)	.000	.001	
Normative Commitment	Pearson Correlation	.420**	.071	.264**
	Sig. (2-tailed)	.000	.206	.000

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

Table-4 shows the T-Test findings used to find out differences between variables. Findings of the table show that there is significant difference between organizational commitment and the job involvement ($p < 0.01$). When looking at the difference, mean score of both the variables shows that organizational commitment of the employees is higher when compared to their level of involvement in the job.

Table 4: Test of Differences for Organizational Commitment and Job Involvement

Variables	N	Mean	S.D	T	P
Organizational Commitment	318	3.12	0.357	14.33	0.000
Job involvement	318	2.96	0.386		

Conclusion

Findings of the study prove that there is significant and positive relation between organizational commitment and job involvement. Findings of the study prove that all the dimensions of commitment are positively related with the job involvement and as their will be increase in the commitment level of employees there would be positive shift in the job involvement of the employees. But the most significant and strong relationship was found between affective commitment and job involvement (when compared with continuance and normative commitment), which shows that when employees have more affection towards the organization they are more like to involve in their jobs. Similarly, it was witnessed that employees' level of commitment was high in telecom sector of when compared to job involvement of the employees. As a whole it can be inferred that employee involvement and commitment are closely related if employees are committed their involvement level with the organization would also be high and vice versa. So if organization want to get the involvement of their employees, their commitment level should be increased and every aspect should be considered to increase employees commitment level so that organization may have more involved employees in the job and get better returns in shape of productivity and performance.

Future Directions and Limitations of the study

This study considers only two variables i.e. commitment and job involvement, but there are numerous other variables like employee satisfaction, organizational citizenship behavior, turnover intentions, motivation etc. that can be investigated as outcome of job involvement. Similarly study can be further broadened by looking at the antecedents of the organizational commitment as well.

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