PERCEIVED ROLL BENEFITS AND EMPLOYEE JOB ENGAGEMENT; A CASE STUDY OF BANKING SECTOR OF PAKISTAN

[1]**Abdul Khaliq Alvi ,** [2] **Muhammad Yousaf Khan** [3] **Ali Adnan Ahmed**

[1] Department of Social Sciences University of Management and Technology, Lahore
e-mail: khaliqalvi@gmail.com Mobile: +92 03334287808

[2] **Department of Statistics, Govt**. Post Graduate College , Bahawalnagar
e-mail:usafkhanstat@gmail.com Mobile: +923336320767

[3] Department of IIIE Islamic University, Islamabad
e-mail: aliadnan399@yahoo.com Mobile: +923327010434

ABSTRACT*: The focus this research is to check the effect of perceived roll benefits on employee engagement. For this purpose this study is choosing the banking sector of Pakistan. In this regard, this research has proposed the single hypothesis. This study has confirmed the outcome of past research regarding the association of perceived roll benefits and employee job engagement. Current research also verifies that perceived roll benefits is the best predictor of employee job engagement. Primary data is gathered with the assistance of a structured questionnaire. The questionnaire is consisted 20items.In future researches some important antecedents of employee job engagement, HR practices etc. possibly incorporated.*

1-INTRODUCTION

Employee engagement is mentioned as a "new and emerging area" of 21st century [1]. Thus, employee engagement is visualized as the prominent factor for the success of organizations. However, there is a huge gap of empirical studies regarding employee engagement. However, there is a huge gap of empirical studies regarding employee engagement. But despite of this reality, the investigations of employee engagement are conducted from consulting firms like Tower Perrin and Gallup. But firms in other industries are lacking behind about empirical researches regarding employee engagement. [2] Also concluded that "there has been surprisingly few academic and empirical studies on one of most popular concept, i.e. employee engagement" Despite of the critical factor of the organizational performance, employee engagement is not investigated extensively [3]. The current study is conducted to fill this gape about the empirical research of employee job engagement. This study considers the perceived role benefits as the predictor of employee job engagement in Pakistani cultural context. From the best of author knowledge this relationship is investigated by [4] in 2010 in Norway.

2-LITRUTURE REVIEW

Employee Job Engagement

Kahn's define employee job engagement as the "harnessing of organizational members themselves to their work roles" [5]. Kahn's model of employee job engagement is consisted of physical, cognitive, and emotional stages. According to [5], in the process of employee job engagement "people employ and express themselves psychically, cognitively and emotionally during role   performances". On the basis of Kahn work, researchers have proposed the three kinds of engagement. And [8] visualize the employee job engagement as "passion for work". The researchers [9] defines the physical engagement as "it is the strong involvement of one's physical energies towards a certain task, ranging from laziness to vigorous involvement" Rich concluded that physical engagement varies from lethargy to

vigorous participation. For illustration, Kahn's (1990) points out that one participant in his study is reported "just laying around" instead of doing his real tasks. One more contributor detached himself physically from work for doing the job of his assistant. According to [10], "cognitive engagement is the intense focus of one's attention on the work tasks leading to thorough absorption and resistance to disturbances" However, [10] clarified that engaged employees are capable to ignore rival distracts and mainly focus on their duties. Despite of this, cognitive detachment means that the little concentration to one's job duties [9]. Whereas an emotional engagement is a dominant link with employee's precise feelings, ideas, and views about the job [5] "leading to feelings of enthusiasm and pride" [9].

Perceived role benefits

Perceived role benefits is defined as a person's perception of the benefits regarding status enhancement [4]. More precisely, perceived role benefits describe the personal expectations about career development and professional growth [4]. Perceived role benefits (PRB) are likely to have in those employees who ensure dealings directly with the potential consumers. The concept of perceived role benefits is generated through the role theory [4]. The employees are concerned with two types of "masters" named as "outside masters" (target market of the organization) and "internal masters" (the managers) [11] and the expectations from both types of masters considers the term as role set. The roles of employees that are perceived are described as the combination of attitudes [12]. The role theory illustrates that a worker who is not completing the given tasks, he has to face role stress. A lot of researchers considered the impact of role theory negatively, due to its consequences but there are significant aspects of this theory (e.g. Opportunities of practical desirability, job development, diversity and stimulation) [4].

3-HYPOTHESIS

The researchers [4] propos that if the resources of the organization are significantly for the welfare of employees then the employees of these firms are more engaged in their jobs. On the other hand, if the employees of any firm perceive that the resources of the firm are not used meaningfully for the betterment of the employees in the result disengagement is increased in these employees. Insignificant labor is frequently linked with laziness and detachment [13]. But, propose research is concentrated on positive perceptions of employees. The researchers [4] conclude that that employee's perception about role benefits is supplement for enhancing the level of employee job engagement in their work. The researchers [4] proved that perception of real benefit was positively associated with the employee job engagement.

On the basis of above discussion current study proposes the following hypothesis.

H1: Perceived role benefit is positively correlated with employee job engagement.

Research Model
Independent Variables   Dependent Variable
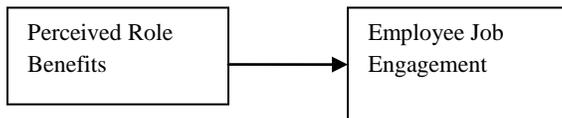
Scale for Study
Scale of 2 objects is used for calculating the perceived role benefit [4]. The reliability of this scale is a 0.757.Employee job engagement scale was constructed by [14] during the completion of his thesis from the University of Florida. This scale is actually based on William Kahn's concept of employee job engagement. This scale consists of 18 statements.

Validity of Scale
Validity of scale is tested with the help of AMOS. Factor loading of each scale is being checked with the help of its loading value. If the factor loading value is greater than 0.50 than this statement will used for further calculation otherwise statements of below values are rejected. All the statements of the scale have value greater than 0.50. These statements will be used in further tests I.e. correlation, regression analysis etc.

Factor loading of the statements

PRB1	1.386
PRB2	1.291
EE1	1.000
EE2	1.094
EE3	1.141
EE4	1.054
EE5	.938
EE6	.999
EE7	1.000
EE8	1.348
EE9	1.444

EE10	1.353
EE11	1.427
EE12	1.403
EE13	1.000
EE14	.957
EE15	.953
EE16	.883
EE17	.909
EE18	.979

Model Fitness Ratios
Model Fitness Indicators:
According to some researchers for fitness of good model, ratio of CMIN/DF is must be less than 5 [15]. In this study value of CMIN/DF is 3.87. From this, it is concluded that the model is a good fit for this study. Moreover, all other ratios represent the best values. GFI (goodness of fit index) is also measured the fitness of model, results provides the value which is equal 0.77 [16]. This value is also in good one. The value of NFI (Normed Fit Index) is 0.78. This is also in good range [16].Value of CFI (Comparative Fit Index) is 0. 84. This value can use to check the collective fitness of the model and it is a good one for current research [17]. Furthermore, the value of RMSEA (Root Mean Square Error of Approximation) is 0.096. [18] proposed that good value of RMSEA was always < 1. All the values of CFA are in an acceptable range. This indicates that the model of this study is a good fit.

4- ANALYSIS
Data Collection
A structured questionnaire with 20 statements was given to 423 employees of selected local and international branches of banks randomly. The managers of these branches were given the appropriate information about the objectives of the current study and its significance for the banking industry of Pakistan. Furthermore, managers were making sure that the data collected from these branches will be used for this research purpose only and the data will be kept confidential. All essential information about the questionnaires were provided to the employees by the researcher. In this study, total distribution of questionnaires is 423. Furthermore out of total questionnaires 326 questionnaires are returned back and 14 returned questionnaires are incomplete. 312 questionnaires were fully completed and were used for further investigation. The sample size in this study is 312. 264 questionnaires were collected from local banks and 48 were collected from foreign banks. Respondents from local banks in this study were 84.61 % and the respondents from foreign banks were 15.39%.

5-RESULTS AND DISCUSSION
Reliability of Data
Reliability of data is checked with the assist the value of Cronbach alpha. SPSS 17 is used for that test. For reliability of data cronbach alpha must be › 0.50 [19]. Cronbach alpha is 57.3. This value is greater than 0.50. This shows that that

collected data is reliable. And we shall use it for further calculation.

Correlation Analysis

Table No2

	Employee Engagement	Perceived Role Benefits
Employee Engagement	-	0.413[**]
Perceived Role Benefits		1

** Correlation is significant at the 0.01 level,

* Correlation is significant at the 0.05 level

Table No 2 indicates that perceived role benefits and employee job engagements are correlated positively. The value of the coefficient of correlation is 0.413. This indicates that both variables has well correlates with each other.

Regression Test

Table No3

	β	t	P
(Constant)	2.484	16.850	
Perceived Role	0.326	7.976	0.000
R Square	0.270		
F	63.615		0.000
Durbin-Wt.	1.506		

Dependent Variable: Employee job Engagement

***Significant at the 0.01 level.

**Significant at the 0.05 level.

* Significant at the 0.10 level.

Table No.3 shows the relationship of perceived role benefits and employee job engagement.

The value of R Square explains the level of effect of the independent variable on the dependent variable. This value is good and in acceptable range when it is > 25%. In the current study this value is 27.00. The P value describes the genuine level of relationship. This value is in acceptable range if p is less than 0.01, 0.05, or 0.10. If this value falls in this range, then the hypothesis is accepted otherwise it is rejected. The value of F explains the degree of relationship between dependent and independent variable. If the value of F is greater than 25 percent then we say that there exist greater among variables. In the current study value of F is 63.62. This value is good one. In last, value of β shows the level of effect of the independent variable on the dependent variable. The value of β for this relationship is 0.326. And the value of p is 0.000 and this value is < 0.01. This implies that a perceived role benefit has a noteworthy effect on employee job engagement. Perceived role benefits may cause 32.6 % change in employee job engagement.

6-CONCLUSION

Results of current study explains that that perceived rol benefits has a prominent role in endorsing employee job engagement in banking sector of Pakistan. Banking sector of Pakistan might amplify the level of employee job engagement by employing the concept of perceived roll benefits in their organizational procedures. Due to endorsing this concept, loyal and committed employees may be increased in the banking sector. And in a result, employee job turnover is reduced. Furthermore, organizational competence and output will be improved. In future studies, the effect of other variables like perceived, Job autonomy, perceived supervisor support, and job security on employee engagement can be evaluated. This can also give the important results to increase the efficiency of the banking sector of Pakistan.

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