

Antecedents and consequences of employee engagement: Evidence from corporate sector of Pakistan

Mr. Javed Iqbal

Lecturer, Department of Business Administration, BZU, Sahiwal

javediqbal@bzu.edu.pk

Dr. Muhammad Salman Shabbir

Associate Professor, The Orbit Institute of Management and Technology, Lahore

salman.shabbir55@gmail.com

Hashim Zameer

Nanjing University of Aeronautics and Astronautics Nanjing, China

hashimzameer@hotmail.com

Dr Imtiaz Ahmed Khan

Assistant Professor, Department of Law, BZU Sub-Campus, Sahiwal

imtiazahmad@bzu.edu.pk

Dr. Moeed Ahmad Sandhu

Assistant Professor, Department of Business Administration, BZU, Sahiwal

moeed.sandhu@bzu.edu.pk

ABSTRACT

This study is used to explore the employee's engagement in corporate sector of Pakistan and it also tries to overleaf the antecedents and consequences of employee's engagement. A model has been developed to check the employee's engagement and its antecedents and consequences. This model based upon dependent and independent variables those are collected from the existing literature and theories available related to present study. A structured questionnaire has been developed to collect the data from the respondents of present study. Self-administered questionnaire method has been used in data collection. SPSS and AMOS software has been used to test the hypothesis of present study. Findings of our study indicates that job characteristics and rewards and recognition are significant antecedent factors for employee engagement but training and coaching not found as significant antecedent of employee engagement. Our findings further suggest that employee engagement outcomes are employee satisfaction, employee retention and organizational citizenship behavior. This study explores the employee's engagement in corporate sector of Pakistan. This study tries to overleaf the importance of corporate sector in the economy and it also identifies how employee's engagement can be improved.

Keywords: Employee, Engagement, Pakistan, Corporate, Sector, FMCG.

INTRODUCTION

Employees' engagement is an emerging phenomenon that is considered as highly significant by the organizations. Today organization are more sensitive about this scenario. The main objective employee engagement is to improve and refine the performance for sustainable growth of organizations in a highly

competitive working environment. The study by (Carroll, 2006; Mishra et al., 2014) found that today organization focus on their employees and take care of them to build trust and effort for positive communication which will demonstrate respect for all employees in the organization and work integrality in employee relations.

Today, the organizations have recognized that employees' engagement is a significant factor to which play a vital role for sustaining in a competitive environment to achieve organizational success (Albrecht et al., 2015). Nowadays, employee engagement is an significant factor of interest for practitioners in terms of its antecedents and consequences, and literature suggest that there is lack of studies or we can say that academically very less work has been done related to employee's engagement (Saks, 2006). Employee engagement is a concept that is used to describe positive contribution of employees to the success of organization (Devi, 2009). Employee engagement is the degree to which a supervisor places extra effort into their do the job, over and above the needed minimum stage to get the occupation finished, in the form of additional time, Mind electricity or Power (Kahn, 1990). Employees' engagement shows positive association with organizational citizenship behavior (OCB), employee retention, employee satisfaction and productivity (Buckingham & Coffman, 1999). Interest of employee engagement concept in the organizations indicates that in highly competitive environment business outcomes highly are highly dependent upon employee engagement that is the main reason organizations are exasperating tough to focus more and more upon their employee engagement (Macleod & Brady, 2008). Fully engaged employee have passionate connotation with organizations.

Employee engagement is important factor due to its significant contribution in knowledge enhancement as well as theory development. This concept explores employee practical insights in managerial motivation and engagement (Bates S. , 2004). Organizations are now working on several practices to “know how to improve employee’s engagement, particularly to improve performance of the organizations (Bates S., 2004). Organizations with really engaged professionals articulate their values and characteristics by way of “signature functions” visible, distinctive characteristics of labor atmosphere that send out efficient messages with regards to the enterprise’s aspirations as well as qualities, endurance, and motivation that administrators will require in order to reach these corporations (Erickson & Gratton, 2007; Eisenberger, 2016).

The antecedents of employee’s engagement, the role of employee’s engagement as a mediating variable as well as its consequences have not been explored thoroughly in the context of corporate (FMCG) sector of Pakistan. Therefore this study has been used to address that problem by using integrative model combining previous theories regarding employee’s engagement.

LITERATURE REVIEW

The concept of personnel engagement can be traced back from the study of (Goff-gentleman 1961), Kahn (1990) quoted this study and based upon this study Kahn introduced the concept of employee engagement. Goff-man (1961) argues as quoted in the study of Kahn that personnel act temporary attachments and detachments in organizational hierarchy. Guruma and Sakes (2011) found that engagement can be described as personal attachment to the organization in which you work.

The concept employee engagement evolution has been started since 1960’s but at that this concept was discussed only theoretically. With reference to employee’s engagement, Katz and Kahn discussed that employee’s behavior as a significant factor in organizational effectiveness (Khan & Katz, 1966). Study of Musyzk and Reimann (1989) found that employee’s engagement enhances employee’s performance they linked concept in a way and argued that if organizations focus upon this concept it can improve workforce efficiency. During 1980 and 1990, this topic has been reinforced by the different scholars in a quantitative way, In 1990 Kahn, added that the obligatory of participants’ in the organization selves to their work roles; in engagement, people pay and direct themselves substantially, cognitively, and passionately during role performance. Further it has been found that there are three psychological situations those are vital for engagement: meaningfulness; safety; and, availability (Kahn, 1990).

Different scholars focused on the concept of employee engagement and regarded the significance of this concept small and little Endres and Mancheno-Smoak (2008), Schaufeli and Bakker (2010). Buckingham and Coffman (1999) offered the term in their business enterprise e-book and claim that shopper loyalty is pushed by engaged employees which; if ideal function

is offered to ideal person with the ideal employees it will eventually direct toward employee engagement (p. 248). The brief indication of personnel engagement with this guide has long been termed as influencing a unexpected sensation among organization folks (Shuck & Wollard, 2010). In this wave, business curiosity is emphasized in terms of the event of your employee’s engagement.

The concept employee engagement has been emerged as a driver of organizational development and performance to attain growth and competitiveness in highly competitive environment. The main focus of this study is to determine the significance of employees’ engagement who became the decisive factor in organizational consequences due to importance of this concept. The development of a conceptual framework of employee engagement is crucial toward organization performance and growth extensively with its influence on employee’s retention, productivity and loyalty (Nancy R, 2007). Therefore, to attain sustainable competitive advantage organizations are trying hard sustain better employee’s engagement and OCB (Organizational citizenship behavior) (Nancy R, 2007). Organizations those are not focusing on their employee’s engagement, employee’s turnover ratio in these organization has been significantly increased. The main reason found from previous literature is less focus on training and development opportunities for employees within and outside the organization. Harter criticizes the organizational efforts towards employee’s development and feels the need of training on continuous basis to improve their skills, organizations should put extra efforts for employee’s engagement (Hartes & Hayes, 2002).

Harter, in his investigation carried on 200 Administrators, reveals coaching as a vital component which contributes positively to improve employee’s engagement. Harter precedes his experiments by building employee’s engagement design wherein he points out, Supervisor’s engagement is usually marked itself inside the class of output and business overall performance. An extremely engaged Supervisor will regularly deliver outside of her or his personal opportunity (Hartes & Hayes, 2002).

The study by Bijaya Kumar formulated a framework of factors those can significantly influence employee’s engagement and highlighted different factor like employees want to be having empowerment: they want to be involved in decisions that improve their work abilities (Bijaya, 2011). Then it is further argued that organizations having high employee’s engagement create a trustful and flexible work place, in which employees are welcomed to give their insights to improve organizational performance (Bijaya, 2011).

Employee’s Engagement Models and Social Exchange Theory

Previous literature indicates that researchers have focused on developing quantitative and qualitative models those can explain the concept of employee engagement. The study of Khan (1990) was based on qualitative evidence he used members of an architectural firm and summer camp counselors

as respondents of his study to determine the level of engagement on the basis of psychological basis. The study found administrators are more engaged in case in which they present themselves as more focused to getting job done in a meaningful time with psychological availability and mental satisfaction. These evidences are further tested empirically by May, (2004) and found that there is a positive association among psychological conditions and employees' engagement.

Maslach (2001) found that exhaustion association with job engagement is negative. The study indicates that job engagement is associated with job characteristics, sustainable workload, proper feedback and communication and rewards and recognition. Social Exchange Theory provides a theoretical basis to understand the reasons about the level of employees' engagement in their job. Studies by May (2004) and Maslach (2001) can be used to elaborate and understand the socio emotional and economic resources within organizations. So that we can argue here that if employees receive rewards they will focus more on their job which can be in a result of more engagement towards their job by exerting their efforts cognitively, emotionally and physically which results in more satisfaction, retention and OCB (Robinson D. P., (2004).

Psychological Well-Being and Engagement

Evidences from past exploration advise that high amount of psychological effectively-currently being and personnel engagement are extremely important for your productive effectiveness from the Firm and equally participate in a critical part in bringing out beneficial and thriving results for your higher doing Corporation. Very first, investigation has shown that psychological very well-remaining is straight associated with overall performance. Wright and Cropanzano, (2000) done two industry scientific studies in which they showed a constructive romantic relationship among the psychological nicely-staying and work functionality of workers. Cropanzano and Wright, (2004) also carried out a longitudinal research to examine the connection concerning properly-being and general performance around a 5 years period of time. These discipline studies demonstrate that people who have substantial volume of psychological effectively-getting carry out well at perform location even though these with low level of psychological perfectly-getting execute minimal. Nicely-getting of a worker predicts that how very good or terrible someone performs at function. However, Donald et al., (2005) done a analyze of 1600 employees and located that almost 25 per cent from the variance in documented levels of worker productiveness was anticipated by psychological effectively-getting, the perceived commitment on the Corporation to the employee" and "means and interaction.

For employees, psychological nicely-currently being is affiliated with significant particular person results, which encompasses numerous mental and Bodily medical issues; inadequate overall health will be the consequence of low volume of psychological well-being. Cooper & Speedy (1999) researched the effect of position strain on people. Hence, small psychological properly-currently being of the employees ends

in the reason for health issues for workers.

Antecedents and Consequences of Employee Engagement

As outlined by Robinson et al, (2004) engagement will be the beneficial Perspective of the staff toward the corporations and its values. Employee who's engaged while using the Group is very much acquainted with the small business context and he will work with his colleagues in his task for the greater general performance of the Business. That's why companies generally want to improve the employee engagement as a result of cause that engaged staffs does their ideal to improve the efficiency from the Business and tend to be more effective as they've improved very well-staying.

Kahn W. A., (1990) proposed three antecedent ailments to enhance the amounts of staff's engagement; these contain psychological meaningfulness, availability, and safety. These problems if exist; give opportunity to rise in the level of employees' engagement. Psychological meaningfulness is affected by function attributes, for example obstacle. According to Bakker and Demerouti, (2007) perform traits like troubles are discovered to have an effect on Psychological meaningfulness. Psychological availability is drastically affected by person's psychological and Actual physical resources, which include self-assurance, to invest in their function performances. If such resources can be found in abundance then they improve the purpose performance with the folks (Hallberg & Schaufeli, 2006). Psychological basic safety occurs from Social procedure of the organization, when there is regular, solid and supportive conversation among the colleagues and also organizational norms then it nurtures excellent engagement (B. A. Bakker, 2009). Psychological basic safety, and that is the 3rd antecedent affliction, presents much more potential with the Management to influence the engagement. Specifically, if a Management presents a supportive and trusting natural environment to the staff, it motivates the staff for investing on their own physically and mentally in their Employment. Such kind of Management enhances the level of personnel engagement. Kahn W. A., (1990) supplied theoretical and first empirical evidence to indicate the connection concerning supportive leadership and staff engagement.

Job Characteristics

Inherent within the notion of staff's engagement could be the Idea that personnel should really accomplish the duties associated with their Careers. Work Properties consist of process identification, undertaking significance; talent range prospects toward increased engagement in occupation and Firm (Giles & Mossholder, 1990). Though, another perception on task characteristics allows for the roles and assignments affiliated with specific Positions being topic to modification. Despite the fact that clarification in responsibilities wanted for coordinated exercise, there are frequently quite a few cascading ambitions that enables hierarchical coordination. Helpful Work properties might contain allowing workforce to acquire an involvement in the process of engagement (Buchner, 2007). Having this a person phase even further, we contend that career traits might also enabling workers to have a say while in the

design of their function, as well as the roles and assignments they complete will promote workforce engagement and enhance the performance (Kahn, 1992). Job characteristics has been argued as significant factor by (Saks, 2006; Khan, 1992) that positively contribute toward employee engagement. Based upon these argument therefore we developed following hypothesis.

H₁: Job characteristics have significant impact on employee's engagement in corporate sector of Pakistan.

Rewards and Recognition

Favorable recognition and rewards are essential to hold staff members engaged. In line with diverse authors benefits and recognition tend to be the constructive contributors in setting up workforce fulfillment (Heavey, 2013). Schaufeli and Salanova (2008) are on the check out that rewards and recognition tend to be the integral Component of the technique; businesses really should be much more concerned to own this on continuous foundation. Professionals must have cleared in regards to the suggestions procedure; it really should be dependent on the truthful justice to cut back conflict and every supervisor gains recognition on its general performance base (Elicker & Levy et al, 2006). These studies indicates that if organizations focus on reward and recognition it increase the performance of employees as well as organizations. Based upon these arguments therefore we developed following hypothesis.

H₂: Rewards and Recognition have significant association with employee's engagement in corporate sector of Pakistan.

Coaching and Training

Having this a person phase even further, we contend that career traits might also enabling workers to have a say while in the design of their function, as well as the roles and assignments they complete will promote workforce engagement and enhance the performance (Kahn, 1992).

Coaching is a vital supply of aid from just one's supervisor, but social support from co-staff can also be vital for engagement. Kahn (1990) recognized do the job interactions as critical for psychological meaningfulness. Specifically, people today analyze meaningfulness, after they experience rewarding interpersonal interactions with co-staff and clients. Investigate within then JD-R product has located that aid from 1's supervisor and co-employees is associated with a number of good do the job outcomes and negatively related to disengagement and burnout (Bakker et al., 2004; Schaufeli & Bakker, 2004). Supervisor help has also been discovered to buffer the adverse results of job needs (Bakker et al., 2007). Schooling is usually a vital source of employee's engagement as explained by Kahn (1990), people are more obtainable after they sense protected, and self-efficacy, hope, optimism and resilience are important dimensions of stability. Luthans, and Patera (2008) demonstrated that a two-hour, web-cantered education intervention was successful amid a cross area of working Grownups. Schaufeli and Salanova (2008) recommend that enhancing engagement can be promoted by supplying employees coaching that provides ordeals of vocational accomplishment, encouragement, and minimizing the dread of

failure. Based upon these argument therefore we developed following hypothesis.

H₃: Coaching and training have significant impact on employee's engagement in corporate sector of Pakistan.

Employee's Satisfaction and Retention

Participation in Work opportunities was related to bigger perceived fairness, gratification and determination to improve (Levy, 1998; Slack, 2015). Employee's pleasure is always been related to the aspect influencing the worker's engagement it ultimately turns into retention. In the same way, Elicker and Levy et al, (2006) identified that employee perceptions of rewards and recognition have been positively connected to possession of greater pleasure. In help of Maslach and Leiter (2008) have shown that engagement in Positions and corporations is positively affiliated with improving satisfaction. Likewise, (Cropanzano et al., 2008; Huang et al., 2016) observed good correlations between the 3 factors of managers gratification and retention are organizational assets and engagement elements like education benefits and responses. On leading of that, Saks (2006) uncovered that procedural and distributive justice was positively affiliated with gratification and retention. Engagement and job engagement, which The two In the exact same way differing styles of engagement wound up positively affiliated with exclusive gratification. Based upon these argument therefore we developed following null and alternate hypothesis.

H₄: Employee's engagement have significant association with employee's satisfaction in corporate sector of Pakistan.

H₅: Employee's engagement have significant association with employee's retention in corporate sector of Pakistan.

Organization Citizenship Behavior (OCB)

In maintaining with Smith et al. (1983), organizational citizenship features not fewer than two dimensions, altruism or willingness to assist Other folks and generalized compliance to perform their obtain the job accomplished conscientiously, get slight frustrations and behave with courtesy and regard to other persons. As remaining the proof implies that emotionally engaged men and women are additional really more likely to screen these behaviors. This might be a person process to aid realize the stage at which individuals are partaking. To put it differently a evaluate of psychological engagement may extremely properly be to be aware of to what extent consumers are undertaking in the passions Along with the organization along with the personnel instead of the passions of on their own (Erickson & Gratton 2007). This may be really hard as Concentrate on organization layout.

Doty and Huber (1993) suggested that senior professionals tend to create structures that favor their particular own pursuits and will permit them to carry onto their ability. Citizenship conduct needs the skills of co-operation throughout teams and more horizontal integration of corporations, whilst traditionally corporations have been superior at advertising and marketing hierarchy and that's why aggressive abilities. For this reason fostering organizational citizenship needs a basic re-believe all around how we interact with men and women (Heavey, 2013).

Employees' engagement prospects towards higher OCB inside a corporation (Sakas, 2006). Based upon these argument therefore we developed following null and alternate hypothesis. H₀: Employee's engagement have significant association with organizational citizenship behavior in corporate sector of Pakistan.

In present study we have developed a new model for employee engagement in which different we used different factors those are contributing significantly based upon the findings of different scholars (Bates S, 2004; Bakker, 2007; Saks, 2006; Bijaya, 2011; Gruman & Saks, 2011). This proposed model is useful to understand the concept of employee's engagement as mediating variable between its antecedents and consequences in corporate sector of Pakistan. The contribution of our study is that we have combined different factors from different engagement models in our proposed model so that everyone can get better understanding of the concept of employee's engagement.

Antecedents of employee's engagement like Rewards and Recognition are found to be significant in the study of (Bijaya, 2011). Training and coaching are found to be highly arguable and these are also found significant factor by different authors in their literature (Bates S., 2004). Job characteristics is now taken as a significant factors for antecedents of employee's engagement (Saks, 2006). Engagement model is unique in the context of its antecedents and its consequence in terms of employee's satisfaction, employee's retention and organizational citizenship behavior (OCB).

Independent Variables

Dependent Variables

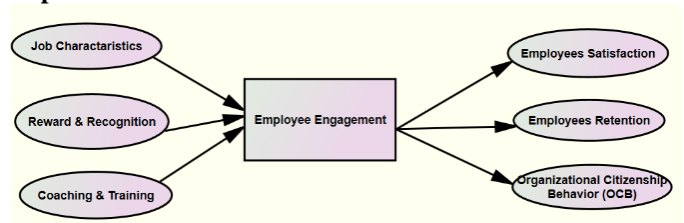


Figure 1 Theoretical Model for Antecedents and Consequences of Employee's Engagement in Corporate Sector of Pakistan

METHODOLOGY

Investigate methodology refers back to the procedural framework in just which exploration is executed (Remenyi et al, 1998). A questionnaire was meant to evaluate the worker's engagement. To investigate layout is depending on both equally qualitative and quantitative strategies. Using equally qualitative and quantitative approaches may help to answer the research questions and supply knowledge of the investigation objective. Quantitative exploration is normally regarded as extra formalized and structured than qualitative research (Creswell, 1994). Qualitative study is mostly seen as really near to the information source and gives a more holistic watch, which makes it possible for elevated knowledge of social procedures and contexts (Holme & Solvang, 1991).

The target population refers to the employees of 06

Multinational companies in FMCG sector of Pakistan. The reason of selecting these organizations was due to their more than 60% share in their respective areas as well as their concentration to increase employees' satisfaction, retention and OCB through employees' engagement (Tribune, 2011). 02 organizations (Coke and Pepsi) were selected from beverage sector. 02 more (Nestle and Engro) were selected from food sector and remaining 02 (Unilever and P&G) were selected from detergent and cosmetics sector.

The Simple random sampling technique has used for present study. This sampling technique was used due to minimum biasness and generalizability of data. The sample size for present study is 372 taken from 12000 population calculated by the formula mentioned below. To be on the safe side, 450 questionnaires were distributed to six companies but valid responses received were 402.

The main tool for the research is the questionnaire. Structured questionnaire is designed to collect data. Further statistical tools are used to analyze the variables. Factor analysis is used to check the relationship of variables.

To test the reliability of the instrument developed for present study we have used reliability test "Cronbach's Alpha" that has been also used by Mikki, Heblfins in their study and they argued that Cronbach's alpha is a valid test which provides the best possible reliability of the instrument.

We have applied factor analysis to group the variables used in this study. These measures are also supported by Adi (2012). Structure equation modeling (SEM) has been also used to design a path analytical method to deal with numerous associations and further it is also used for evaluating relationships from exploratory Investigation to confirmatory examination (Hair et al., 1998). Different tests like Regression and Correlations also have been used.

DISCUSSIONS

Standard multiple regressions were used to explore the relationship between dependent variables and independent variables. Independent variables were entered in equation sequentially. This technique was used to evaluate that whether independent variables can predict a particular dependent variable or not. Before conducting multiple regressions it was assured that the data met the assumptions of multiple regression i.e. sample size (N) should >90 (Pallant, 2005). The sample size can also be calculated by another formula given by Stevens (1996, p. 72) by which N > 50m (m= number of independent variables), multi-co-linearity, singularity, outliers, normality, homoscedasticity, and linearity.

In the first step it was checked that whether total engagement (D. V) could be predicted by job characteristics (I.V), Reward and recognition (I.V), and coaching and training (I.V), according to the conceptual framework of the current study.

Table 1 Regression weights of SCM

		Estimate	S.E	C.R	P-label
Job Characteristics	Employees' engagement	0.128	0.031	4.15	0.001
				5	

Rewards and Recognition	Employees' engagement	0.826	0.128	6.46	0.001
Training and Coaching	Employees' engagement	0.035	0.028	1.27	0.204
Employees' engagement	Employees' satisfaction	0.982	0.145	6.75	0.001
Employees' engagement	Employees Retention	1.116	0.185	6.03	0.001
Employees' engagement	Organizational Citizenship Behavior	0.901	0.137	6.57	0.001

Results from table 1 indicates that Job characteristics have significant positive relation with employees' engagement in corporate (FMCG) sector of Pakistan (Estimate =0.128, S.E =0.031, C.R. = 4.155, P-label = 0.001). These results reports that null hypothesis (H.1-0) has been rejected and alternate hypothesis (H.1-1) has been accepted. Results are consistent with the study of Saks. Saks (2006) proves that Job characteristics has taken as very important antecedents of employees' engagement and it shows positive behavior for the construct job characteristics. However, Kahn (1992) proves that job characteristics are highly involved to make employees more engaged in their jobs. Xanthopoulou et al. (2009) states that Job characteristics are the basic motivation factor for the employees' engagement which considered as a positive state of mind of an employee which relates to work-activities that is further characterized by Strength, commitment, and captivation (Xanthopoulou et al., 2009; Schaufeli & Salanova, 2007).

In Pakistan Job characteristics also affects total engagement the importance of job characteristics is increasing. Organizations are much aware of the importance of job characteristics in a sense of task identity, task significance and skill variety (Robbins, 2012). Ghafoor (2011) explored the antecedents and consequences of employees' engagement signifies the importance of job characteristics that enhances the employees' engagement. Based upon the above discussion we can conclude that our results are same with the previous studies.

The second hypothesis has been developed to check the relationship among Rewards and Recognition and employees' engagement in corporate (FMCG) sector of Pakistan. Results from table 1 reports that Rewards and Recognition have significant positive relation with employees' engagement in corporate (FMCG) sector of Pakistan (Estimate =0.826, S.E =0.128, C.R= 6.469, P-label = 0.001). These results reports that the null hypothesis (H.2-0) used in present study has been rejected and alternate hypothesis (H.2-1) has been accepted. This result is endorsing the results of previous study (Jawahar, 2007). Jawahar (2007) stated that rewards and recognition have significant relation with employees' engagement in organizations because rewards and recognition yields important decisions, which are essential to different human resource actions and outcomes (Jawahar, 2007). The estimate of rewards and recognition as independent variable strongly affecting employees' engagement. This result is endorsing the results of previous studies as Taylor, & Tracy proved that rewards and recognition is the important contributor to increase the employees' engagement (Taylor et al, 1995). In Pakistani

context we see that rewards and recognition affects total engagement of employees in an organization. Organizations are much aware of the importance of rewards and recognition and focusing on offering attractive rewards in the form of bonuses, incentives like promotions, cash awards and certificate of appreciations. (Tauseef & Hammayoun, 2013) found that rewards and recognition are the major interest of Pakistani corporate sector to enhance the role of employees' engagement. Employees get more motivation through Rewards and recognition and to engage in their jobs involvement and organizational commitment as compare to other antecedents like job characteristics and training and coaching in Pakistani organizations' context and this has also been validated through this research.

The third hypothesis has been developed to check the relationship of training and coaching with employees' engagement. Results from table 1 reports that training and coaching do not have significant positive relationship with employees' engagement in corporate (FMCG) sector of Pakistan. So alternate hypothesis (H31) is rejected on basis of following results in the table of regression weights of SCM (Estimate =0.035, S.E =0.028, C.R. =1.271, P-label = 0.204). Although this result is not endorsing the results of previous studies. Schafeli and Salanova (2008) stated that it is important to engage employees to allow them to get training & development throughout their careers through coaching. According to Murphy and Strobl, (2008) when employees are less engaged in their jobs and organizations, training and coaching is the ultimate solution for the employees' engagement. Recently continuous training & development programs through coaching should be used for employees to fully engage them in their jobs (Gruman & Saks, 2011). In Pakistani context results from present study reveals that training and coaching does not have a significant impact on employees' engagement in FMCG sector of Pakistan. It means that employees give little importance to training and coaching and they give more importance to job characteristics and rewards and recognition to engage in their jobs and organization.

The fourth hypothesis has been developed to check the relationship employees' engagement and satisfaction in corporate (FMCG) sector of Pakistan. Results from table 1 indicates that employees' engagement has significant positive association with employees' satisfaction in corporate (FMCG) sector of Pakistan. So alternate hypothesis (H41) is accepted on basis of following results in the table of regression weights of SCM (Estimate = 0.982, S.E =0.145 C.R. = 6.757, P-label = 0.001). This result is supporting the results of previous studies. Buckingham & Coffman (1999), pointed out that employees' satisfaction is an outcome of employees' engagement. With high level of employees' engagement, organizations get high level of employees' satisfaction. Employees' satisfaction is also highly significant in the findings of Devi (2009). Employees' engagement also affects satisfaction, this is the basic question of matter if employees are highly engaged in their jobs and organizations then their satisfaction is also increased as argued

by (Ghafoor, 2011). The same concept is also discussed by Tauseef and Hammayoun (2013) in their research in which it was proved that employees are more satisfied when they engage in their job and organization. So our study is also validating the foreign and Pakistani researches and successfully applied in FMCG sector.

The fifth hypothesis developed to check the relationship among employees' engagement and employees' retention in corporate (FMCG) sector of Pakistan. Results from table 1 reports that employees' engagement has significant positive association with employees' retention in corporate (FMCG) sector of Pakistan. So alternate hypothesis (H51) is accepted on basis of following results in the table of regression weights of SCM (Estimate =1.116, S.E =0.185 C.R. =6.036, P-label = 0.001). These results are supporting the results of previous studies as the study of Erickson and Gratton (2007) indicates the relationship between employees' engagement and employees' retention by arguing that there is positive relationship between employees' engagement and employees' retention. In another study employees' engagement also results employees retention in an organization (Cropanzano R. al.2005). Present study also indicate that employee's engagement affects employee's retention. It well known by the organizations that in order to increase retention level of employees their engagement in jobs and organization is very important and this positive relationship is explored empirically by Tauseef and Hammayoun(2013) in the context of Pakistan. This relationship was also established in the research of Azka Ghafoor in Pakistani organizations (Ghafoor, 2011). So this research has validated the results of previous researches in FMCG sector of Pakistan.

The sixth hypothesis has been developed to check the relationship of employees' engagement with organizational citizenship behavior in corporate (FMCG) sector of Pakistan. Results from table 1 reports that employees' engagement has significant positive association with employees OCB (organizational citizenship behavior) in corporate (FMCG) sector of Pakistan. So (H6-1) is accepted on basis of following results in the table of regression weights of SCM (Estimate =0.901, S.E =0.137 C.R. =6.575, P-label = 0.001). This result is supporting the results of previous studies. OCB (organizational citizenship behavior) is related to the elements enhancing the role of employees' engagement. In different findings presented by different authors support the positivity of OCB (organizational citizenship behavior) and employees' engagement (Bijaya, 2011). Furthermore, in 2011 Saks also theoretically focuses on the importance of organization citizenship and established a positive relationship between employees' engagement and employees OCB (organizational citizenship behavior) (Saks'2011). Employees' engagement also affects OCB (organizational citizenship behavior) and it is considered as positive aspect to enhance employees' engagement. Al-Mashari (2002) also investigated the role of organization citizenship behavior empirically to enhance employees' engagement positively. Employees' engagement

increases the employee's OCB (organizational citizenship behavior) and it has been proved that employees' engagement positively contributed in organizational citizenship behavior (OCB) (Tauseef & Hammayoun, 2013). Present study also validated the results of previous researches in different sectors and proved that employees' engagement results Employee's OCB in FMCG sector of Pakistan.

CONCLUSIONS

This study has been used to explore the employee's engagement in corporate sector of Pakistan and it also tries to overleaf the antecedents and consequences of employee's engagement. In this study we have developed a model to check the employee's engagement and its antecedents and consequences. This model has been tested using primary data collected through questionnaire. According to the results of our study we found that job characteristics have significant positive relation with employees' engagement in corporate (FMCG) sector of Pakistan. In Pakistan Job characteristics also affects total engagement the importance of job characteristics is increasing. Organizations are much aware of the importance of job characteristics in a sense of task identity, task significance and skill variety. Rewards and Recognition have significant positive relation with employees' engagement in corporate (FMCG) sector of Pakistan. In Pakistani context we see that rewards and recognition affects total engagement of employees in an organization. Organizations are much aware of the importance of rewards and recognition and focusing on offering attractive rewards in the form of bonuses, incentives like promotions, cash awards and certificate of appreciations. Training and coaching do not have significant positive relationship with employees' engagement in corporate (FMCG) sector of Pakistan. Results from present study reveals that training and coaching does not have a significant impact on employees' engagement in FMCG sector of Pakistan. It means that employees give little importance to training and coaching and they give more importance to job characteristics and rewards and recognition to engage in their jobs and organization.

Employees' engagement has significant positive association with employees' satisfaction in corporate (FMCG) sector of Pakistan. The same concept is also discussed by Tauseef and Hammayoun, (2013) in their research in which it was proved that employees are more satisfied when they engage in their job and organization. So our study is also validating the foreign and Pakistani researches and successfully applied in FMCG sector.

Employees' engagement has significant positive association with employees' retention in corporate (FMCG) sector of Pakistan. Present study indicates that employee's engagement affects employee's retention. It well known by the organizations that in order to increase retention level of employees their engagement in jobs and organization is very important. Employees' engagement has significant positive association with employees OCB (organizational citizenship

behavior) in corporate (FMCG) sector of Pakistan. OCB (organizational citizenship behavior) is related to the elements enhancing the role of employees' engagement. In different findings presented by different authors support the positivity of OCB (organizational citizenship behavior) and employees' engagement (Bijaya, 2011). Employees' engagement increases the employee's OCB (organizational citizenship behavior) and it has been proved that employees' engagement positively contributed in organizational citizenship behavior (OCB) (Tauseef & Hammayoun, 2013). Present study also validated the results of previous researches in different sectors and proved that employees' engagement results Employee's OCB in FMCG sector of Pakistan.

In this study we explored the employee's engagement in corporate sector of Pakistan. This study overleaf the importance of corporate sector in the economy and it also identifies how employee's engagement can be improved.

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