



## The Antecedent's Factors that Advance the Employees Commitment in Organization

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#### ABSTRACT

The corporate sector is vital mainstay that contributes towards the economic development of the country. This study examines the relationship of training opportunities, career opportunities, and work Motivation and satisfaction on employee commitment. The result of conceptual study shows that career training opportunities, career opportunities, and work Motivation and satisfaction have a positive relation with the commitment of employees in corporate sector of Pakistan. Organizations that provide career and learning opportunities have a committed workforce that has ultimately boosted the performance and productivity of the organization. Other factor of job related variables such as work motivation and job satisfaction has also a significant positive link with employee commitment. Conclusion, future research direction and recommendation are discussed in the end of paper which will help future researchers to better understand the phenomenon.

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### Introduction

High levels of employee commitment in work-lives are considered to be indicators of an organization's success. Commitment requires ongoing, realistic and convinced actions that gain employees' support and trust. Pakistan's economy is in the developing stage of economies of the world. The growing levels of expansion and development become the market much competitive. Organizations demand for more qualified, skilled, knowledgeable and trained workforce because employees' performances has a direct link with productivity of organization. (Currall et al., 2005). In competitive market, the employees also skip and leave their job for attractive packages (Sumita, 2004). Moreover discrepancy exists in terms of working conditions, pay packages, incentives, appreciation and benefits for the employees (Lavy, 2007). Training is of emergent importance to organizations that consider that organization is a valuable assets and investing in employees in long-term success in market and a source of gaining sustainable competitive advantage. Training is topic of interest for both practitioners and scholars as training is a source of gaining employee and organizational goals. One trend argues that the training leads to an increase in sales, while the other states that education is a tool that can lead to higher levels of employee retention (Colarelli & Monti, 1996, Becker, 1993). Regardless of where you fall on this debate, most experts agree that employee training is a complex HR practice, which may significantly affect the company's success.

#### Rationale of the study

The emphasis is to maintain a higher level of overall satisfaction with the organizational commitment to access to workers to increase productivity.

#### Significance of the study

Human resource literature identifies numerous variables that may affect workers' performance. Commitment is one of the factors that can help "inoculate" an organization against

turnover, at a time when there is an increasing need for companies to find and hold onto their most talented employees. These days, the success of an organization is even more dependent on having a stable and committed workforce whose contributions coalesce into productive group actions.

An important contributor to this need is the fact that it is becoming more difficult to replace employees because their knowledge and skills are often more refined and specialized than in the past. Finding and keeping good employees in this environment is imperative but it is not going to be easy - according to Insightlink's Employee Norms (2005) three-in-ten employees do not expect to stay at their current organization for more than 2 years. Adopting a deliberate focus on Commitment requires organizations to recognize the fundamental role that employees play in the success of the organization. This means thinking beyond the traditional emphasis on physical and investment capital and incorporating the value of "human capital" into the calculation of success, especially with the development of the knowledge economy.

#### Objectives of the study

This study examine the relationship of training opportunities, career opportunities, and work Motivation and satisfaction on employee commitment. The result of the study shows that career training opportunities, career opportunities, and work Motivation and satisfaction have a positive relation with the commitment of employees in corporate sector of Pakistan. The finding and recommendations of the study will helpful for corporate sector organizations of Pakistan.

#### Literature Review

##### Training Opportunities and Employee Commitment

General training in teaching skills can be used outside the company. This increases employee value (and opportunities) on the external labor market. The fear that this kind of investment is poached by other companies, companies tend not to invest in

general skills. Specific training, on the other hand, only increases the productivity of employees working with the employer who provides the training. The amount of company-specific training, said to be related to time spent in the company. The practices of human resource are form of contribution for employees of the organization (Barrett and O'Connell, 2001).

Training is also considered one of such contribution that is viewed as a gift by employees and opportunity of learning more about the organization. As a result of providing training opportunities the employees exert more effort; as a result they become more productive, and have a superior sense of debt to the organization. The training opportunities also make the employees feel that they are important contributor to organization which feel them committed and devoted to the company. Empirical research into participation in training by temporary employees often throws light on a number of different facets which make it difficult to gain a clear perspective.

The argument behind phenomenon is that if the organization will invest in training and development for the employees the employees will also invest their effort in the betterment of organization. Scholl (1981) holds that employees should not only invest their efforts but also have opportunity of understanding the culture, policies and regulation of organization. Employees have specific needs, requirements and expectations. When an organization seeks to meet and exceed these desires and expectations through providing them opportunities, then the likelihood of improving commitment is enhanced (Steers, 1977).

**Hypothesis 1: Training opportunities enhance the commitment of employee's sense of organization.**

#### **Career Opportunities and Employee Commitment**

Career is the interface of work roles and other life roles over a person's lifetime including both paid and unpaid job in an individual's life. People make career model as they make decisions about work, family, education and other life roles (Post, Borgen, Amundson, & Washburn, 2002). Researchers recommend that the role of employees and employers is changing with allusion to career. Ball (1997) suggests that as employers take less liability, employees need to think about their own improvement in order to uphold and enhance their employability. Pua and Ananthram (2006) suggests Professional development has a direct impact on job satisfaction and career at stake which highlights the benefits for organizations, Hartz Mountain (2002) states; Organizations expect employee's greater responsibility for their own future and success within the organization. Johns (2005) also suggests that the employees would be more advanced energy work. The company policies are important for career opportunities. It seems that the organization will benefit from an increasing role in all career levels. Increasingly important role in the early stages of the lower sales volume in the middle and late career stages is to reduce absenteeism and performance (Cohen, 1991). Shelton (2001) also proposes that organization cannot develop and avail extensive opportunities without internal promotion opportunities, organizations can facilitate people develop career goals and action plans to develop throughout their careers. The career opportunities influence employee commitment with the organization. Career progression and job commitment indicate that the creation of job flexibility will maximize commitment and thus minimize absenteeism and turnover (Johns, 2005). Based on literature review career opportunities have been identified as a determinant of organizational commitment.

**H2: Career opportunities have a significant positive relation with employee commitment.**

#### **Work Motivation, Satisfaction and Employee commitment**

Pinder (1998) provided an inspiring definition of work motivation a set of energetic forces from both inside and outside the individual, to start the work-related behavior, and the shape, direction, intensity and definition of expensive." According to Gagne, 2005, and Samad, 2007, the internal factors job satisfaction and dissatisfaction by numerous factors. Expectancy theory is also believed a highly cogent theory of work motivation (Mitchell, 1973). A common idea among theories of work motivation may be generated by many diverse ways. These could be promotions, rewards, sense of accomplishment, pay raise, appreciation, etc. All these motivational factors are characterized into extrinsic and intrinsic motivational factors (Guzzo, 1979; Mitchell, 1982; Gagne, 2005).

Employee commitment is considered to be one of the primary important and critical outcomes of the human resource strategies. And the employee commitment is seen as the key factor in achieving competitive performance (Sahnawaz & Juyal, 2006). Significant relationship has been identified between job satisfaction and commitment (Narimawati, 2007). Sarmad (2007) also tried to determine the level of influence job satisfaction facet will have on the organizational commitment. The conceptual framework for this study has been adopted from Ayeni & Phopoola (2007). They have studied the relationship between work motivation, job satisfaction and organizational commitment. The current study is aimed at testing the same relationship by using Pakistani data. The independent variables are work motivation and overall job satisfaction whereas commitment is the dependent variable.

**H3: Work Motivation, Satisfaction has a significant positive relation with employee commitment.**

#### **Theoretical Framework**

On the basis of extensive literature review, model has been developed as under:

#### **Schematic Diagram:**



#### **Methodology**

**Sample & Respondents:** Data was unruffled from the 350 respondents from managerial level workers belongs to the telecommunication sector of Islamabad, Pakistan. Primary Data is collected by disbursement of structured questionnaires to telecommunication sector of Islamabad Pakistan. This sample was chosen by considering their personal distinctiveness as age ranges from (30-50), qualification (degree level), work experience with the organization (minimum 5), and number of performance assessments in the organization (minimum 5).

The sample consists of total 350 participants which are conducted and average age of participants is 30 years and above. Out of 50 participants, 56% belong to managerial level and 24% are supervisors where as 20% belong to administration staff. 60% of total interviewees have master degrees while remaining

40% have bachelor degrees. The average work experience of interviewee is between 5 to 8 years.

**Instrument & Measure:** A structured questionnaire for this research work, quantitative approach is used and for this purpose primary data is collected. Questionnaire is adopted from Pits (2009) and Daouk (2006) to collect the primary data. For the primary data collection interviews (structured questionnaire) are conducted from corporate sector employees.

Questionnaire was revised by considering study requirements, and three more items were added for identifying effects of training opportunities on employee commitment. The respondents were asked to articulate their judgments using a five point Likert scale ranging from strongly disagreed (1) to strongly agreed (5).

**Procedure and Analysis:** The questionnaire for survey was self-governed and in person disseminated by the researcher among the respondents for the study. One questionnaire was given to each of the respondents according to the extent and nature of data n information required for this study. Researchers endowed with indispensable support to respondents in making technicalities understandable in answering the queries. For analysis of data quantitative tools and techniques Statistical Package for Social Sciences (SPSS) was utilized for the data analysis. Descriptive frequencies, percentage and correlation were drawn using SPSS.

## Results and Findings

### Correlation Analysis

		TO	CO	JMS	EC
TO	Pearson Correlation	1			
CO	Pearson Correlation	.764**	1		
JMS	Pearson Correlation	.730**	.880**	1	
EC	Pearson Correlation	.663**	.912**	.800**	1

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

The above inserted table depicts correlation analysis between four independent variables including TO, CO, JMS, and a dependent variable namely EC. This table shows that value of TO in relation to TO is 1. The value of CO in relation to TO is .764 and in relation to JMS is 1. The value of JMS in relation to TO is .730, in relation to CO is .880 and in relation to JMS is 1. The value of EC in relation to TO is .663, in relation to CO is .912, in relation to JMS is .800 and in relation to EC is 1. All values show that there is a significant positive relationship between independent variables TO, CO, JMS and a dependent variable namely EC.

### Regression Analysis of TO, CO and JMS on EC

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.913 <sup>a</sup>	.834	.832	.24728
a. Predictors: (Constant), TR, TA, TD				

The above inserted table depicts model summary of regression analysis between four independent variables including TO, CO, JMS and a dependent variable namely EC. The table shows that value of R is .913, the value of R square is .834, the value of adjusted R square is .832 and the value of standard error of the estimate is .24728. Positivity and significance of all values shows that model summary is also significant and therefore give a logical support to the study model.

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	103.015	3	34.338	561.568	.000 <sup>a</sup>
	Residual	20.546	336	.061		
	Total	123.561	339			
a. Predictors: (Constant), TO, CO, JMS						
b. Dependent Variable: EC						

The above inserted table depicts ANOVA (Analysis of Variance) of regression analysis between four independent variables including TO, CO, JMS and a dependent variable namely EC. On one hand table shows that in regression, the value of sum of squares is 103.015, the value of df is 3, the value of mean square is 34.338, the value of F is 561.568, and the significance value is .000. On the other hand in residual, the value of sum of squares is 20.546, the value of df is 336, the value of mean square is .061. Hence making a total of 123.561 as a sum of squares and 339 as a df. Positivity and significance of all values shows that model summary is also significant and therefore give a logical support to the study model.

### Discussion and Managerial Implications

Academic scholars and practitioners are agreed with the fact that training can positively impact on commitment of employees, but only providing training to employees is not adequate. The benefits of training will be attained only to the degree that the employees admit it and participate in it. As a result, an organization desires to seriously establish what it is looking to accomplish within the training program as well as the impact it will have on employee attempt, commitment, and turnover (Glance et al., 1997). Numerous other studies also sustain Becker's human capital model of training. Jeffrey Groen (2006) states that companies in small markets have a larger incentive to spend in training that is company specific. Employees that contribute in a formal and specific organization training program were found to have higher pay than employees that were trained in outside school (Eck, 1993).

#### Hence it is proved

#### H1: Training opportunities enhance the commitment of employee's sense of organization.

The purpose of current study was to examine relationship between career opportunities; training opportunities and work motivation and satisfaction with employee commitment among. As per hypothesis, career opportunities surface as antecedent of employee commitment. This hypothesis is supported by Dockel (2003) who found no significant relationship between job characteristics such as career opportunities and employee commitment. This hypothesis is also confirmed by the study of Allen et al (2004). However is differing from the view of Steers (1977). Thus employees that have growth opportunities of career in organization and have flexible work arrangements they will be committed with the work and also with organization.

#### Hence it is proved

#### H2: Career opportunities have a significant positive relation with employee commitment.

Some scholars say to link performance and motivation with the financial rewards but then later a number of non-financial instruments were found to be very effective in motivating and increasing job satisfactions (Sumita, 2004). When people

perform effectively at these jobs, they experience satisfaction of the basic psychological needs and have positive attitudes toward their jobs (Gagne, 2005).

Scholars suggested that committed employee remain for long time within organization and contribute to success of organization. Richard Steers (1977) conjecture that employee that have committed have less chances to terminate from organization. Another advantage of low turnover due to commitment of employee have organization save the cost of recruitment and which can be invest in the training and development of employees.

**Hence it is proved**

**H3: Work Motivation, Satisfaction has a significant positive relation with employee commitment.**

### Conclusion

This study increase the understandability that how the antecedent factors such as training opportunities, career opportunities and work motivation and satisfaction impact on employees commitment with the support of previous studies. The implications from this study enhance the employee's commitment which will be a source of gaining sustainable advantage and better performance. The employees that are committed will generate innovative ideas that will be productive for organization and committed employees retain with organization for a longer time that will reduce the other cost of recruitment and selection. In addition, this research study suggests a few of the determinants of employees commitment is investigated in study, the determinants factors can be increase and future study can be conducted on wider range of antecedent factors.

### Recommendations

On the basis of prior literature and conclusion following recommendations are made in this paper:

- Employees that have high level of growth opportunities are committed to organization therefore organization needs to provide growth opportunities and also work for the betterment of their employees.
- The training and development of employees also play an important role in fostering the commitment level of the employees within organization.
- Providing training opportunities also increase the knowledge and skills of employees which is a source of generating new ideas and new way of doing business. Employee commitment reduces the level of turnover and thus talented employees will retain with organization.

### Limitations and Future Research

The current study only focuses on the three determinant factors of commitment such as training opportunities, career opportunities and work motivation and job satisfaction. This study is considering the small sample whereas in future a large sample with multi sector and cultures are to be taken into consideration. Future research could include a broader range of predictors that are linked to particular employee commitment. Along these lines, future research should attempt to flesh out the types of factors that are most important for commitment in different roles.

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