

The role of Affective Commitment and Person Organization Fit on Overall Satisfaction: Mediating Role of Employee Engagement

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Abstract: *This research is concluded in a way Affective commitment and Person Organization Fit are positively correlated to and influence to the overall satisfaction of the employee and the person organization fit and affective commitment cause to increase in employee engagement in turn overall satisfaction of the employee increase. It is best for the companies to make policies for the companies to engage employees for the longer period of time. By the using of these factors of person organization fit and affective commitment such efforts by organization cause for the fulfillment of the overall satisfaction of the employees*

I. Introduction

Every organization considers employee engagement as a main competitive advantage factor which can yield into an excellent performance. Researchers, during the decades, considers employee engagement an important variables for the competitive advantage and an ability to solve the challenging organizational problems, even work environment execution and benefit or the boundless monetary decay (Macey & Schneider, 2008). Further researches reported the positive affect of employee engagement on organizational outcomes (Shuck & Wollard, 2010). According to Shuck and Wollard (2010), employee engagement attributes includes worker's enthusiastic, mental, and self conduct directing towards craved hierarchical yield. It is seen that employees, who are engaged, show mental absorption and attentiveness (Saks, 2006).

Organization's of this century believe that employee engagement is the backbone for success of any organization and largely put positive effects on the financial position also. Despite, many previous researchers reported that employees, pretty much half of the work power of the United States, has not been committed to their jobs up to the expectations and mostly are disengaged from their work, which leads to the losses in profits, the phenomenon has come to known as "engagement gap" (Bates, 2004; Johnson, 2004; Saks, 2006).

Some of the other studies that have suggested the affective commitment had implication on the satisfaction, turnover and productivity. (Meyer 1990 & Allen 1990) and endorsed the emotional connection with the profession e.g. safety along with meaningfulness (Kahn, 1990). In studies of Harter et al. (2003) and Kahn (1992) it came to known that sensitive group work atmosphere affects the sensitivity of an employee having an important effect at work and employees engagement psychologically. Research by the Allen and Meyer's (1990) related affective commitment and theory of engagement (Kahn 1990) has been published around the same time. In the study of Kocke and Lathan (1990) a broad meaning is given to job satisfaction as constructive work experience.

Significance of the study

This study have the great significance in a sense that the model used in this study can be used for further research on different factors by changing the factors in model. Moreover this study helps the researchers and firms to check their factors which they have been using in their strategy to engage the employees are fulfilling the overall satisfaction of the employees or not.

According the world renowned Gallup organization they describe employee engagement as the concern and passion for work. Gallup as cited by Dernovsek (2008) relates employee engagement to encouraging emotional bond and dedication of the employee of the organization.

Besides, workforces are likewise searching for development extending, effective associations which the organization will give a worker the chances to development and progression toward oneself, well disposed working environment which they are permit to include themselves as a major aspect of organization in choice making. The representatives of organization consider incentives to be imperative for keeping them "captivate" in their associations. Subsequently, the association ought to be put workers in self improvement, preparing towards upgrading their expertise and including in definite authority or non-authority exercises in helping the benevolent setting and construct further beneficial work environment. The benefits attained from employee engagement are well recognized to include greater individuals success (Schaufeli & Bakker, 2004), employee satisfaction and profitability (Coetsee & De Villiers, 2010).

Cartwright and Homes 2006, also tells about the satisfied employee consider the work is not to simple earn living but satisfied employee find personal stability, sense of community, identity and meaning. Employee

most of the time desire good and positive feeling to work experience when it meets the worldwide mind-set about career fulfillment (Schmidt, Harter & Hayes 2002; Buckingham & Coffman 1999; Wagner and Harter 2006).

Literature Review:

Employee engagement is considered to be a fine tool for any organization to do their best to gain competitive advantage over rivalry or other organizations. The People working in an organization are one of the factors that cannot be copy or imitated by competitors and are considered as most treasured assets if managed and engaged in better way. This point has also been highlighted by Baumruk(2004), in which employee engagement has been taken as most important factor to measure an organization success. Katz and Kahn (1966) had also mentioned the concept about the relationship between engagements in their work related to organization effectiveness. Though, it had been also emphasized that there should be number of needs to be provided to create a cooperative and innovative work environment which could lead to performance of effectiveness. Consequently representative investent does include choice making techniques as well as the whole welfare of the workers. Most nations give strategies and ordinances to safe watchman representatives from provocation and misuse. The trade of for quite a while has been the say of workers in numerous nations (Armstrong, 2001).

Researchers that work on person organization fit (Hoffman &Woehr, 2006; Resick et al., 2007; Verquer et al, 2003) explained that person organization fit gives chances to representatives to be included in exclusively a work with significance (Cartwright & Holmes, 2006; Kahn, 1990) and added, significant job influence over the progress of professional feelings, thoughts and behavior (Hoffman &Woehr, 2006; Verquer et al, 2003; Resick et al., 2007). Workers create employment related disposition focused around their job fit, which thus impacts responsibility, execution, and plan to leave (Cable & Judge, 1996; Caplan, 1987; Judge & Cable, 1997; Verquer et al, 2003). The study further illustrates that fit with assignment requests of the employment are striking signals utilized as a part of the improvement of occupation related demeanor (Resick et al., 2007).The cognitive boost to workers to participate in conduct administered to progressiveness is product of a good organization fit (Hoffman &Woehr, 2006).

Employees infer a great level of psychological meaningfulness from their occupation due to the factor of good organization fit (Kahn, 1990; Resick et al., 2007), consequential workers those carry the enthusiastic and substantial assets to finish the job (Harter et al., 2003).

A worker's passionate bond with his or her association has been viewed as a critical aspect of duty, responsibility and reliability (Rhoades et al., 2001) .Representatives, who fervently dedicate themselves to expand inclusion to association's practices (Rhoades et al., 2001, p. 825). Robinson, Perryman and Hayday (2004) defined that keeping a solid connection to worker commitment is Affective commitment (Robinson, Perryman, &Hayday, 2004).A worker's emotional ties with association circle are viewed as an imperative dynamic of affective commitment, unwaveringness, and fulfillment (Rhoades, Eisenberger, &Armeli, 2001).

According to Macey and Schneider (2008) proposed that workers with a proactive identity, high state of reliability and attribute constructive weight could be more prone to be occupied with their work. Albeit captivated workers have reliably been indicated to be more advantageous on most easy to get to authoritative trial (Richman, 2006; Fleming and Asplund, 2007; Wagner and Harter, 2006),

Most of the studies also showed that there is positive impact of employee engagement on the work employee performance, work behaviors and work attitude. There have been meta-analysis conducted over 7940 business units which involves around thirty-eight firms which likewise shows the correlation between employee engagement with outcome in work which leads to productivity of the firm, customer's satisfaction and employees output (Schmidt, Harter and Hayes 2002).

To build the theoretical bridge between engagement and motivational theories, Khan (1990) put his efforts, hierarchy of needs by Maslow's (1970) also put light on human needs which provide forthright theoretical framework to understand that how basic human needs could be fulfilled and also give background to the conceptualize is employee engagement. Significance of the Maslow's motivation theory with relevance to employee engagement narrates the structure of theory and also its meaning of every fundamental necessities include in theory. Maslow's Hierarchy containing necessities which have been arranges in regulating influence (Reeve, 2001).

Secondly the basic and most crucial need for survival appears first in hierarchy. Thirdly, needs are set to be from lowest to highest in the need's hierarchy, therefore hierarchy of needs can be grouped into two parts one is survival and secondly growth.

Such needs are listed separately from higher to lower level as self-actualization, esteem, love and belonging, safety and physiological needs are considered to be the most common basic needs of overall human beings. The most strengthened of needs for the survival of human being can also be called as Physiological needs (Maslow, 1970) and they are placed in hierarchy at the bottom.As about safety needs which can be

explained in way as feeling protected, control over life's feeling and feel free from fear. Whenever safety needs are fulfilled the individual can be would be free to engage. Having the relationship and be cares is related to the belonging and love need. The regard need is the yearning for a stable, solidly based, generally high assessment of the self, for confidence, or respect toward oneself, and for the regard of others (Maslow, 1970, p. 45). Fulfillment toward oneself was characterized as the finishing of action that strongly fulfills (Maslow, 1970).

As far as the employee's engagement has concern that refers to the satisfaction and individual's involvement with involvement for work. The employee who is satisfied with his work on the other side it has been seen that he has life satisfaction which extend this to the physical boundaries of the workplace (Wantanbe & Judge, 1996).

Overall satisfaction is an essential segment of being occupied with work and is characteristic of a captivated worker (Harter et al., 2003). Workers who are affectively committed feel a more prominent feeling of having a place, expanding readiness to seek after authoritative objectives and be included in optional exertion (Allen & Meyer, 1990; Mowday et al., 1982; Rhoades et al., 2001). The utilization of affective commitment is termed as a predecessor to representative engagement in certain studies.

Taking into account the above discussion, the research model is validated in Figure 1. Accordingly, the hypotheses can be derived as:

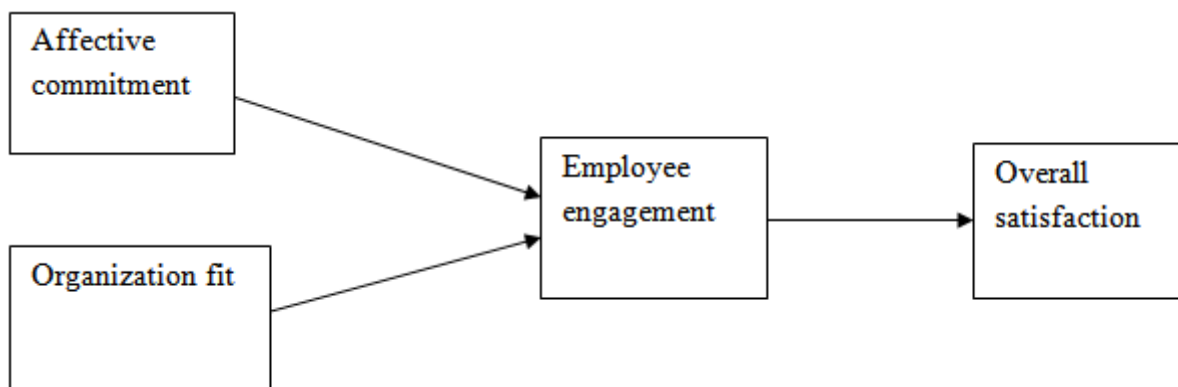
H1: Affective commitment is positively correlated with overall satisfaction of employee with the mediating role of employee engagement.

H2: Person organization fit is positively correlated with overall satisfaction of employee with the mediating role of employee engagement.

H3: Affective commitment is positively correlated with employee engagement.

H4: Person organization fit is positively correlated with employee engagement.

H5: Employee engagement is positively associated with overall satisfaction.



II. Research Methodology:

Data collection

In order to investigate the study model the data has been collected from the banking sector of Pakistan most commonly UBL, HBL, ABL, BOP, HBL, MCB and several others. To get the data for the study stratified sampling technique have been used. Sample size was 100 middle and upper management level employees of the banking sector

Data collection instruments

Questionnaires have been distributed among middle and upper level management employees. The scale which is used on the questionnaire is likert scale.

Data Analysis

The IBP SPSS Statistic 20 has been used to evaluate the data for the study. correlation regression Croanbach Alpha is measured to test the reliability of the data and pearson correlation and regression analysis has been performed to verify the hypotheses.

Measurement Scales

To measure Affective Commitment: Affective Commitment Scale developed by Rhoades et al., 2001 was used. It consisted of six questions.

Personal organizational fit: *Person-Organization Fit Scale* developed by Resick et al., 2007 was used. It consisted of five questions

Employee Engagement *Employee Engagement Scale* developed Gallup Organization was used. It consisted of five questions

Overall Satisfaction: Overall Satisfaction Scale developed by Gallup Organization (1992-1999) was used which consisted 12 questions.

III. Results and Data Analysis:

Descriptive Statistics:

Demographics		Percentage
Gender	Male	85%
	Female	15%
Age	20-30	35%
	31-40	40%
	41-50	21%
	Above 50	4%
Qualification	Graduation	40%
	Masters	58%
	Others	2%

In the above table Gender Category shows 85% of males and 15 % females. Age category of 20-30 shows 20%, 31-40 shows 40 %, 41-50 shows 21% and above 50 shows 4%.Qualification shows 40% in graduation category, 58% in masters category and 2% in others.

Demographics	Mean	St Deviation	Minimum	Maximum
Gender	1.1200	.32660	1.00	2.00
Age	1.4400	.74291	1.00	4.00
Qualification	1.5800	.51601	1.00	3.00

In above table Demographics is categorized in Gender, Age and Qualification. Gender shows 1.1200 mean and standard deviation of .32660.Age has 1.4400 mean and .74291 standard deviation. Qualification shows 1.5800 mean and standard deviation of .51601.

Reliability Test:

Mention below table shows the Cronbach's Alpha's results for each set of question for each variable that are included in the questioner. Cronbach's Alpha is used to check the interdependency among the questions related to variable. The results that are conducted for the study show the reliable i.e. (0.774) for the variable Person Organizational Fit. While for the variable Affective Commitment shows also reliable result i.e. .788. On the other side for the mediating variable employee engagement shows the acceptable results that are .607. And for the dependent variable for the study Overall Satisfaction shows expectable very reliable results i.e. .853. Theseresult are satisfactory and shows that these all the set of questions can be used in different studies for different mean of researches.

From the overall results it can be concluded that all measures are reliable.

Variables	Cronbach Alpha
EE	.607
AC	.788
OS	.853
OF	.774

Data Analysis

Variables	Correlation			
	EE	AC	OF	OS
EE	1			
AC	.403**	1		
OF	.517**	.307**	1	
OS	.237**	.328**	.204**	1

Independent Variable; Affective Commitment, Organizational Fit: Mediating Variable; Employee Engagement: Dependent Variable; Overall satisfaction.

The findings of the study demonstrates that a significant positive relationship exists between the affective commitment and employee engagement (0.403**, p<0.05). The findings further demonstrates that the positive significant relationship also exists between the organization fit and employee engagement (0.517 **, p<0.05).

p<0.05).Further demonstrates that there is positive significant relationship between the overall satisfaction and employee engagement (0.237 **, p<0.05).

The findings of the study demonstrate that a significant positive relationship exists between the organizational fit and affective commitment. (.307***, p<0.05), it further demonstrates that a significant positive relationship exists between affective commitment and over satisfaction (.328***, p<0.05) and also study demonstrates that a significant positive relationship exists between the organizational fit and over satisfaction (.204***, p<0.05)

Table No: 1

Predictor Variable ΔR^2	Employee engagement			Overall satisfaction	
	B	R ²	ΔR^2	B	R ²
Affective Commitment	.399**	.522**	.247**		
Affective Commitment				.243	.290
Employee engagement				.589**	.478**
Mediation					
Affective Commitment				.236	.265

Independent Variable; Affective Commitment, Organizational Fit: Mediating Variable; Employee Engagement: Dependent Variable; Overall satisfaction.

The above table shows that there is significant positive relation between the affective commitment and overall satisfaction with the mediating role of employee engagement.

The table shows that there is a significant positive relation between the Affective Commitment and Employee Engagement. Affective commitment has an insignificant relation with Overall Satisfaction where as employee engagement has significant positive relation with Overall Satisfaction. Employee Engagement play significant mediation role.

Table No: 2

Predictor Variable ΔR^2	Employee engagement			Overall satisfaction	
	B	R ²	ΔR^2	B	R ²
Organization Fit	.358**	.459**	.109**		
Organization Fit				.096	.114
Employee engagement				.562**	.372**
Mediation					
Organization Fit Scale				.096	.114

Independent Variable; Affective Commitment, Organizational Fit: Mediating Variable; Employee Engagement: Dependent Variable; Overall satisfaction.

The above table shows that there is significant positive relation between the organization fit and overall satisfaction with the mediating role of employee engagement.

The table shows that Organization Fit has significant positive relation with Employee Engagement. Organization Fit has an insignificant relation with Overall Satisfaction. Employee engagement has a significant relation with Overall Satisfaction. Employee Engagement play significant mediation role.

IV. Conclusion:

As for as this research is concern the two variables Affective commitment and person organization fit has been taken as an independent variable whereas one mediating variable of interest i.e. employee engagement and one dependent variable of interest i.e. overall satisfaction. The study has been conducted by focusing the banking sector of Pakistan and population comprises on bankers in upper and middle management working in the different branches of banks by different brand name. It has been seen that most of the result came according to the existing researches and literature.

Affective commitment and Person Organization Fit are positive correlated to and influence to the overall satisfaction of the employee and the person organization fit and affective commitment cause to increase in employee engagement in turn overall satisfaction of the employee increase. It is best for the companies to make policies for the companies to engage employees for the longer period of time. By the using of these factors of person organization fit and affective commitment such efforts by organization cause for the fulfillment of the overall satisfaction of the employees.

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