

## **Comparative Study on the Relationship between Job Engagement, Commitment and Performance of Skilled Employees and Contract Employees of Public and Private Sector**

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### **Abstract**

Committed employees helps create organization's competitive advantage and are motivated to give their best to the organization. Further, in rapidly changing and uncertain business environment, organizations are reluctant "a job for life" which has made the notion of Job commitment even more pertinent from organization perspective. It is therefore pivotal for businesses to address engagement levels within the organisation and to understand how they may be affected. Commitment is an aspect of employee engagement which in turn has predictive value for Job commitment. The present study is made as an attempt to examine the relationship between job engagement, commitment and performance of skilled employees and contract employees of public and private sector. Research showed that skilled public and private sector employees were more satisfied with their careers than contract public and private sector employees and engaged in their work.

**Key words:** Job Engagement, Commitment and Performance.

## **Introduction**

With the emerging pace of business maneuvers, organizations pay heed to their employee's wants and requirements. Job commitment is not necessarily increased by giving training and development opportunities. Because there can be a mismatch between employees perceptions about their job and development being provided. Person-Organization fit, rewards and recognition schemes are an important sign of commitment and lowers turnover rate (Chan & Chew, 2008). But some studies show that affective and normative commitment can be increased by providing continuous learning. Moreover allowing employees to self-manage their careers and giving them value can also affect commitment (Bambacas, 2010). HR practices backed up by reward can help to ensure additional commitment level of employees because there is recognition and it becomes harder for them to leave the organization (McElroy, Morrow, Liu, & Weng, 2010).

## **Statement of the Problem**

Job commitment and engagement has always been the key issue of investigation because of its centrality in the outcomes. But very few researches are undertaken on contract employees and its implication on work life, given the fact that temporary/ contract work arrangement is increasingly becoming an integral part of the labour market. Knowledge of contract employees on implications for the work organization is sparse and the effects of the use of contract employment on work settings are not very well documented (Bergström, 2001). Considerable amount of research has examined the Job commitment and its influence of work performance of skilled employees. Job commitment is relatively ignored area within educational settings (Chughtai & Zafar, 2006). Getting commitment from both regular and contract faculties is essential for the good for the students as well as for the nation. In this regard, it becomes important to understand commitment of the employees. Committed employees helps create organization's competitive advantage and are motivated to give their best to the organization. Further, in rapidly changing and uncertain business environment, organizations are reluctant "a

job for life” which has made the notion of Job commitment even more pertinent (Nehmeh, 2009) from organization perspective. Engagements levels are key to the success of an organisation; ‘Engaged employees are more productive and less often absent due to sickness’ (Effectory, 2014; Guthrie, 2001; Schaufeli et al., 2009, Cited in van Elst & Meurs,2015, p41). It is therefore pivotal for businesses to address engagement levels within the organisation and to understand how they may be affected. Commitment is an aspect of employee engagement which in turn has predictive value for Job commitment (Field & Buitendach, 2011). Commitment with the organization also contribute in performance which helps in increasing their further advancement. Engagement and intention to stay within the organization are affected by relationships built at work and demonstrated behaviors. Employees should be given importance by their employers to make them engage in their work (Kular, Gatenby, Rees, Soane, & Truss, 2008). It was found that when organizations provide better work life conditions, employees become more engaged and commitment level is increased (Cho, Laschinger, & Wong, 2006). Engagement is important to achieve success in one career. Research shows that employees who are engaged in their career have better control over their career success and failure (Heslin, 2003). Engagement along with other contributors like, behavior, attitudes and intentions of employees can increase the success in work outcomes (Andrew & Sufian, 2012). Besides the engagement factor, work family conflicts, organizational and family support can increase or decrease the work performance. Against this background, the present study will investigate Job commitment and engagement on skilled and contract employees of Public and Private Sector. The study will also understand the effects of Job commitment and engagement resulting from the nature of employment on employee’s job/ work performance.

## **Objectives of the Study**

- To know the socio economic background of the respondents
- To find out the differences between job commitment, engagement and performance of public and private sector employees.

## Literature Review

**Grego (2019)** Organizational Citizenship Behaviors (OCBs) are activities which are voluntary, go beyond the formal obligations of employees, and significantly affect the efficiency of the entire organization. The literature has devoted a lot of attention to them since the beginning of the 1980s. Not only has the nature of OCBs been studied, but so too have their dimensions and antecedents. However, there is a fairly significant research gap in the area of employee manifestations of citizenship behaviors according to type of organization (private and public sectors). This article addresses the issue of organizational commitment as one of the antecedents of OCBs. The research objective is to identify and assess the level of correlation between individual dimensions of organizational commitment and Organizational Citizenship Behaviors in public and private organizations in Poland. A quantitative study conducted on a sample of 323 employees allowed the hypotheses to be verified. In general, there are similar frequencies of Organizational Citizenship Behaviors in the public and private sectors. In public institutions, however, OCBs in the interpersonal dimension are more frequent, while in private institutions they occur more commonly in the organizational dimension. Most positively correlated with OCBs is the affective dimension of organizational commitment.

**Heffernan (2018)** involved a sample of workers from two separate client organisations, an industrial and a commercial, which included both temporary and permanent employees. The sample were surveyed to assess their engagement levels and asked questions relating to the measurement of psychological contract. The hypotheses were tested using general linear and non-parametric analysis. The results demonstrated that the engagement levels for temporary and permanent employees, do not differ significantly, contrasting many of the concepts suggested in previous literature. The data also shows that more permanent employees perceive relational psychological contract obligations, as opposed to temporary employees; which offers insight into the types of exchange relationships present. However, in terms of the variance across industries, the results do not offer significant evidence to suggest that the engagement level or types of psychological contracts present in temporary or permanent employees, differ depending on the industry they are working in.

**Khalid et al (2015)** proposed to find out the relationship between Organizational Commitment (OC), Career Satisfaction (CS) and Employee Engagement (EE). The purpose of the study was to create awareness in employees about Career Satisfaction and Employee Engagement by analyzing that how it is positively related to Organization Commitment. Hypothesis were developed and tested on a sample size of 124 in University of Gujrat, Hafiz Hayat Campus. A valid and reliable Questionnaire was used as data collection tool. Results indicated that there exists a positive significant relationship between OC, CS and EE but Organizational Commitment was more closely related to Employee Engagement whereas Career Satisfaction was found to be significant but not in close relationship with OC. It was observed that employees are more engaged and satisfied with their careers when provided with learning opportunities and in turn their commitment level with the organization increases.

## **Hypothesis of the Study**

**H1:** There is no significant difference between the job commitment, engagement and performance of public and private sector employees.

## **Methodology of the Study**

Methodology is the systematic analysis of the methods applied to the field of study, or the theoretical analysis of the body of methods and principles associated with a branch of knowledge. The present study used simple random sampling method to accumulate the data from 150 respondents, constituting 98 employees from private sector and 52 employees from public sector manufacturing companies of the city of Coimbatore in Tamilnadu. The structured questionnaires were used as a tool for data collection on a five point Likert Scale. Simple Percentage Analysis, correlation and Regression are the tools being applied in the study.

## **Results and Discussion**

- **Objective 1 - To know the socio economic background of the respondents**
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**Table 1**
**Socio-economic Background of the Respondents**

<b>Classification</b>	<b>No of Respondents</b>	<b>Percentage</b>
<b>Age (Years)</b>		
<30	06	4.0
31-40	19	12.7
41-50	46	30.7
Above 50	79	52.6
<b>Gender</b>		
Male	112	74.7
Female	38	25.3
<b>Marital Status</b>		
Married	124	82.7
Unmarried	26	17.3
<b>Education</b>		
School	23	15.3
College	42	28.0
Diploma	85	56.7
<b>Occupation</b>		
Private Employee	72	48.0
Public Employee	78	52.0
<b>Occupational Status</b>		
Skilled Employees	80	53.3
Contract Employees	70	46.7
<b>Type of organization</b>		
Private sector	98	65.8
Public sector	52	34.2
<b>Total</b>	<b>150</b>	<b>100.0</b>

Source: Primary Data

Out of 150 sample selected nearly 52.6 percent of the Respondents were above 50 years of age, 74.7 percent of the respondents were Male respondents while 18 percent respondents were female. 82.7 percent of the respondents were married, 56.7 percent of the respondents had completed up to diploma in education. There were significantly more responses from employees working in the public sector who made up 52.0 percent of the respondents. It was clear that the majority of respondents were permanent employees, contributing 53.3 percent compared to

contract employees. In case of the nature of organization, most of the employees at 65.8 belonged to the private sector.

- **Objective 2 - To find out the differences between commitment, engagement and performance of public and private sector employees.**

**Table 2**

**Correlation Analysis of Job Commitment, Engagement and Performance of Skilled Public Sector Employees**

Variables	Job Commitment	Engagement	Performance
Job Commitment	1		
Engagement	0.556**	1	
Performance	0.561**	0.594**	1

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

The study conducted correlation analysis to test the strength of association/relationship between the variables. Table 2 shows that there is a positive relationship between job commitment, engagement and performance of skilled public sector employees with the correlation coefficient of 0.556, 0.561 and 0.594 and at level of significance of 0.000, was statistically significant as the p-value is less than 0.01.

**Table 3**

**Correlation Analysis of Job Commitment, Engagement and Performance of Contract Public Sector Employees**

Variables	Job Commitment	Engagement	Performance
Job Commitment	1		
Engagement	0.259**	1	
Performance	0.315**	0.243**	1

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

The study conducted correlation analysis to test the strength of association/relationship between the variables. Table 3 shows that there is a positive relationship between job commitment, engagement and performance of contract public sector employees with the correlation coefficient of 0.259, 0.315 and 0.243 and at level of significance of 0.000, was statistically significant as the p-value is less than 0.01.

**Table 4**

**Correlation Analysis of Job Commitment, Engagement and Performance of Skilled Private Sector Employees**

<b>Variables</b>	<b>Job Commitment</b>	<b>Engagement</b>	<b>Performance</b>
<b>Job Commitment</b>	1		
<b>Engagement</b>	0.620**	1	
<b>Performance</b>	0.631**	0.611**	1

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

The study conducted correlation analysis to test the strength of association/relationship between the variables. Table 4 shows that there is a positive relationship between job commitment, engagement and performance of skilled private sector employees with the correlation coefficient of 0.620, 0.631 and 0.611 and at level of significance of 0.000, was statistically significant as the p-value is less than 0.01.

**Table 5**

**Correlation Analysis of Job Commitment, Engagement and Performance of Contract Private Sector Employees**

<b>Variables</b>	<b>Job Commitment</b>	<b>Engagement</b>	<b>Performance</b>
<b>Job Commitment</b>	1		
<b>Engagement</b>	0.364**	1	
<b>Performance</b>	0.296**	0.318**	1

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



The study conducted correlation analysis to test the strength of association/relationship between the variables. Table 5 shows that there is a positive relationship between job commitment, engagement and performance of contract private sector employees with the correlation coefficient of 0.364, 0.296 and 0.318 and at level of significance of 0.000, was statistically significant as the p-value is less than 0.01.

**Table 6**

**Regression Analysis of Job Commitment, Engagement and Performance of Skilled Public Sector Employees**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>Skilled Public Sector Employees</b>	0.618	0.567	0.589	23.475
<b>Skilled Private Sector Employees</b>	0.625	0.591	0.572	18.361
<b>Contract Public Sector Employees</b>	0.392	0.067	0.072	6.172
<b>Contract Private Sector Employees</b>	0.291	0.085	0.082	7.618

Source: Primary Data

The results in Table 6 shows the coefficient of determination ( $R^2$ ) was 0.589, 0.572, 0.072, 0.082 which means that 58.9%, 57.2%, 7.2% and 8.2% of the variance in job commitment and engagement of skilled and contract employees of public and private sector is explained by the performance. It clearly states that skilled employees of public and private sector have a positive strong relationship whereas contract employees of public and private sector have positive weak relationship on performance.

## Conclusion

Research showed that skilled public and private sector employees were more satisfied with their careers than contract public and private sector employees and engaged in their work. The reason for this may be that they are provided with more opportunities at job, learning culture and constructive feedback than contract employees. It increases their commitment with the organization and they're more engaged and satisfied with their job because their needs and demands are met by the organization. As a result, employees work with motivation to increase in organization success (Carnegie, 2012). Organization should closely pay attention to both skilled and contract employees to make them stay with the organization. They should be provided with necessary support from managers and awareness about self and environment which facilitates employee's career satisfaction (Yean & Yahya, 2011). In the present scenario, employees are more career conscious and they demand growth and development at their job. Organizations who fail to fulfill their needs can lose valuable employees. Effective managers are those who pay attention to employee commitment because it is directly related to organizational effectiveness (Robert C. Merchant, 2004). Therefore, organizations should build up a supportive culture and develop policies that can help to increase commitment. Supervisors and managers should maintain employee's performance by developing, civilizing and delivering the appropriate practices. They should ensure that the climate of organization is right and suitable for employees to pursue their career (Baek-Kyoo (Brian) Joo, 2010).

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