

Factors affecting Millennials Employee Engagement in Government Sector

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Abstract- *These day employee engagement plays a fundamental role in government sector. It is significant for the government to realize that it isn't completely depends on the employees to implement the engagement. This study was directed because of the rising issue of employee engagement among Millennials that have different importance and opinion towards their job. A study was done on a sample of 80 government employees. All three hypotheses were accepted in this study. Results showed that there is a significance relationship between independent and dependent variables. The finding suggests the Pakistani government to adopt better engagement system to retain the employees and improve organizational performance.*

Key words- *Leadership Support; Training; Reward and Recognition; Employee Engagement; Pakistan*

1. INTRODUCTION

These days Punjab Government is in extreme pressure to maintain and continue better performance and deliver good results in doing more with less. There are extreme circumstances for government. Large spending on the size, capacity, and capability of government has created blame of government itself. The whole Punjab state lawmaking bodies, city gatherings, political talks, the media, and government offices and their employees are being degraded. One significant response to this challenge is to develop the job engagement among employees. If the government employees work and engage sincerely, then their institutions will also give very well performance. Due to economic instability, today organizations have started to look their employees as an asset to operate their innovative skills and knowledge to stay competitive in the industry (Albrecht et al., 2015)[2]. In this respect, Punjab government also gave six important principles with specific to engagement as an important principle (PITB, 2016)[29].

Today, organizations are getting to be distinctly variety of cultures with different social backgrounds (Daft et al., 2005)[9] and leaders need to oversee significantly this diverse force than 10 years ago (Malik et al., 2017)[24]. The greatest challenge confronting government today is appealing, creating, and holding ability. A key component to addressing this difficulty is making the sorts of working environments that will increase employee engagement. However government leaders are trying to progress engagement than private sector pioneers. Therefore, many organizations have their own employee strategy. For instance, past studies showed that

employees' engagement were higher in any institutions public or private segment due to loyalty towards their institutions. But the new era millennial or generation Y would not be indecisive to bounce to other organizations if they can open the better door and development and recognition whether it is government or private segment. Today millennial generation's expectations for the job are totally different as compare with baby boomer generation. According to different statistics a high turnover in generation Y employees where 70% change their job with early two years after joining. These days, younger generations start to fly with one place to the next place from government segment to private or a different way. In addition to, they have strong education and well know of missed opportunities and want to job where many chances to grow. Consequently it is significant for the organization to recognize what makes this generation continues jumping from one employment to other. Although there are many drivers, that predict the employee engagement in the organizations. The main purpose to perform this study is to find out the rate of employee engagement in government segment because the millennial generation has different perception towards their job. Another purpose to conduct this study is to search the main cause of employee engagement by using three factors namely; leadership support, training, reward and recognition and fill the gap within context of Vehari government segment.

2. LITERATURE

2.1 Employee Engagement

Employee engagement is the emotional commitment with the organization and its goals. This tag has gained popularity since organization has found it a strategic asset which is hard to emulate (Joo et al., 2006[16]; Mishra et al., 2016)[26]. According to (Kahn, 1990)[17], an emotionally as well as physically present when performing job task or organization functions. Employee engagement is also the loyalty level that employees have regarding their organization (Andrew et al., 2012)[3]. Employees should perform a flexible level effort and goes for extra mile to meet the organization goals and lead to better business results. Similarly today C-level executives care more about engagement if they think it better. Therefore, organizations should work to develop and raise engagement, which requires a two-path connection between both employee and employer (Ibrahim et al., 2014)[14]. In a theory of personal engagement (Kahn, 1990)[17] stated that a person is called engaged when he or she acts in emotional, physical or cognitive during job performance. Thus, it is so important and powerful that it has a significant contribution in knowledge improvement and theory building (Iqbal et al., 2017)[15]. The biggest survey from Gallup last year showed only 25% of all employees was highly engaged at work. Therefore the difficulties today isn't simply holding skilled employees yet completely holding them, catching their devoted attention at each phase of their work performance (Kaye et al., 2003)[18]. The above literature discussion depict that employee engagement is a sense of progress. If an employee making progress from day to day then he or she is excited about their job. Therefore it is one of those deeper rooted feelings that employees have.

2.2 Leadership Support and Employee Engagement

Both employees and organizations are always inclined by the leadership. Subordinates receive support from the leaders through leadership and it increases the motivation and engagement in the organization (Malik et al., 2017)[24]. Leadership is more key driver of engagement than any benefits and it starts and finishes with leadership (Howell, 2017). It has been now established that leader authority is one of the key achievement components of the employee engagement. In other words, engagement originates from leadership and leadership driven by personality (Saks et al., 2011)[31]. Trust in the leader, help seeks from the leader, and making a fault free environment are segments of psychological wellbeing which empower employee engagement (Kahn, 1990). Leaders have very much control on the growth of employee engagement and pounding vision between the employees. Therefore, leadership is essential for running professional employees (Tornatzky & Fleischer, 1990). A study conducted that a good leadership is certainly related to subordinate mind-set and behavior thought that cover

with engagement (Xu et al., 2011)[39]. In addition to theory of social exchange described that member's display engaged behavior when they are given help and importance from the leaders. According to (Kouzes et al., 1995)[19] Leadership depends on connections and helping people and organization move toward accomplishing a dream. Employee engagement incorporates aspect of work on which leaders can make a move, including job and relationship segments (Atwater & Brett, 2006)[4]. It cannot be economical if leader is not providing food his or her performance. Moreover, scarcely any leader is willing to reward employees without fully engagement. The sustainability is the responsibility of the leader to fulfill the vision. The first hypothesis of the study is:

H₁: There is a significant relationship between leadership support and employee engagement.

2.3 Training and Development and Employee Engagement

Training is an expensive activity but without training it is more expensive activity. It is defined as process and method that prepares individuals through formal training to perform better within organizations (Raza et al., 2017)[30]; Lee et al., 2010)[20]. It now has become a fast moving driver to predict employee engagement. According to Edralin (2011)[10], the purpose of training and development is to assist and increase knowledge, skill, and attitude in general set of employees for getting organisational objectives. Further to make a supportive workplace for job accomplishment and for well-being, leadership training must be given to employees to upgrade their leadership effectiveness. Similarly it adds to an excellent relationship between the employees and organization since the leader is viewed as a specialist of the organization. Governments take spending in training and development as an essential for economic success and the retained growth of their economies (Collier et al., 2011)[8]. In addition to an advantage of employers themselves, governments support businesses to grip more employee improvement and to at last utilize more organized and learned employees (Collier et al., 2011)[8]. A study by (Nguyen et al., 2011)[28] stated that downsizing has turned into an expanding worldwide phenomenon; therefore governments are compelled to take a compulsory look into their own training and education systems at primary to tertiary educational levels. A research conducted in Pakistan by (Nasreen et al., 2012)[27] found that formal training was not proper in universities for teachers which are distinct from other universities of the world where programs are always conducted timely whole year. Further, teachers were agreed that training is very effective for them and they should have a tendency that organization has plans for long time and gives training and development chances to employees. Consequently, employees believe they are being included and esteemed at workplace thus increases

their employee engagement. From the above discussion the second hypothesis has been proposed:

H₂: There is a significant relationship between training and development and employee engagement.

2.4 Reward and Recognition and Employee Engagement

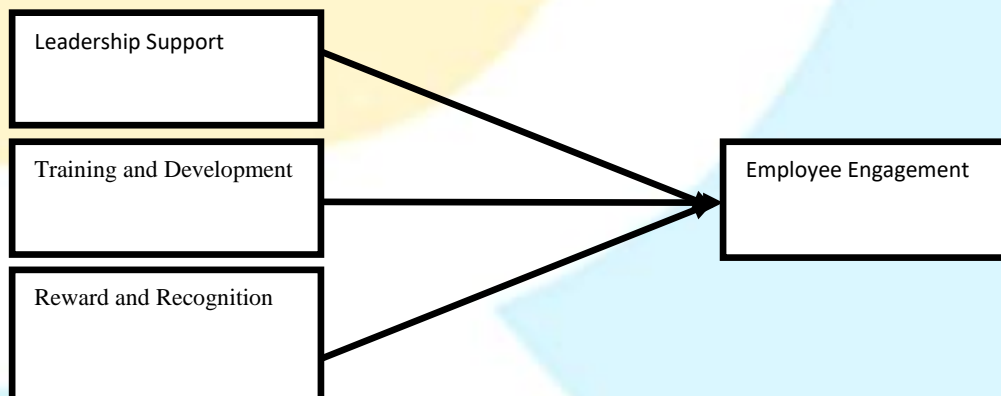
Today reward and recognition are considered strong motivator to engage employees for a long time. A study reported that old generation had less interest in financial reward as compare to generation Y (Loi et al., 2007)[23]. Another study found that generation Y employees prefer more with extrinsic reward and if organizations fail to provide them, they will search for other job to get more benefits (Wan Yusoff et al., 2015[38]; Solnet et al., 2008)[33]. These days millennial generation employees are facing difficulties with high cost of living in the Pakistan. Therefore, they keep on shifting with one job to other employment for better rewards and appreciations. Although many research studies have been conducted between reward and recognition in the positive relationship with employee engagement (Abu Khalifeh et al., 2013[1]; Stajkovic et al., 2003[34]; Sarkar, 2011)[32] but there is still less attention of reward and recognition toward employee engagement in the context of Punjab government education sector. Powerful implementation of

reward and recognition program inside an organization makes a great workplace to expand employee job engagement. Employees enjoy recognition in an organization through written, internet, and public praise from those they value at workplace in a timely and sincere way. For example The Walt Disney World Resort started an employee recognition program that concluded about 15% raise in staff satisfaction with their daily recognition by their direct supervisors (Harrison, 2013)[12]. Engaged and affirmative employees are likely the best employees (Von Bonsdorff, 2011)[37]. A study provided an example that Procter and Gamble was succeeded in high employee engagement among generation Y when company offered large amount of recognitions to employees (Lee Whittington et al., 2010)[20]. The third hypothesis extracted from above study is:

H₃: There is a significant relationship between reward and recognition and employee engagement.

This research is related to social exchange theory by (Emerson, 1972) [11] and motivation and commitment theory by (Locke, 1997)[22]. These are suitable theories for explaining the model framework of the study.

3. RESEARCH FRAMEWORK



4. METHODOLOGY

A quantitative approach, descriptive analysis, and inferential analysis were applied using SPSS version 22.0. Eighty government teachers were selected through convenient sampling technique. All the participants were selected from Vehari to make sure data received are valid and surveyed. Primary data was collected from full time teachers. A self-administered questionnaire was used to

investigate the hypotheses. Original source of measurement was borrowed and questionnaire was adopted. A five point Likert scale was used to answer the items scaling from strongly disagree = 1 to strongly agree = 5. All the participants returned questionnaire filled correctly. Unstructured interviews were also conducted for explanation of the data.

5. ANALYSIS

Table 1 Respondents' Profile

Demographic	Classification	Frequency	Percentage (%)
Sex	Male	47	58.75
	Female	33	41.25
Age	Less than 25	19	23.75
	26 - 30	42	52.50
	31 - 35	12	15.0
	36 - 40	7	8.75

	40 or above		
Education	Graduation	17	21.25
	Masters	52	65.0
	Others	11	13.75

Table 2 Descriptive statistics, Reliabilities and Pearson Correlation of Variables

Variable	Mean	Standard Deviation	α	1	2	3	4
1. Employee Engagement	3.44	.72	.82	1			
2. Leadership Support	3.51	.78	.89	.602**	1		
3. Training and Development	3.30	.82	.86	.528**	.332**	1	
4. Reward and Recognition	3.60	.75	.93	.757**	.513**	.359**	1

** Significant Correlation at the 0.01 level (2-tailed).

* Significant Correlation at the 0.05 level (2-tailed).

Table 3 Results of Regression Analysis

Variables	Beta	Sig.
Leadership Support	.621	.004
Training and Development	.450	.000
Reward and Recognition	.653	.000
R²	.459	
Adjusted R²	.437	
F value	22.438	

*p<.05, **p<.01

Table 1 survey information tells that the greater respondents were belonged in the age group of 26-30. Similarly, out of 80 participants, females were 33 (41.25%) and males were 47 (58.75%). Total graduates were 17 (21.25%) and highest respondents were master's degree holders 52 (65%), while other degree holders were only 11 (13.75%) teachers. The result of male and female respondents shows that they are responsive of the research purpose and cooperated positively during data collection. Table 2 explains the mean and standard deviation of four variables which are employee engagement, leadership support, training and development, and reward and recognition. The result illustrates that reward and recognition is the highest among teachers with (mean = 3.60 and S.D= 0.75). Next factor that most influencing their engagement is leadership support with (mean = 3.51 and S.D= 0.78). While training and development of teachers engagement preference at the third place with (mean = 3.30 and S.D= 0.82). Table 2 reliability results show that the values of both independent and dependent variables are excellent because it is in the range of .70 – 1.00. Table 2 shows that reward and recognition is highly correlated with employee engagement in the same direction where (r = .757 and p < .01), and leadership support is also positively correlated with employee engagement where (r = .602, p < .01), and training and development also positively correlated where (r = .582 and p < .01).

Table 3 shows that R square 0.459 (45.9%) of variation in employee engagement is due to variation in independent variables (leadership support, training and development, reward and recognition). It means that there is need to add more factors of 54.1% for explanation of employee engagement. The model is fit because the significant value is 0 with F value 22.438. The beta value of leadership support ($\beta = .653$), training and development ($\beta = .450$), and reward and recognition ($\beta = .621$) explain significant predictors to employee engagement. Among the three variables reward and recognition is the strongest variable followed by leadership support. Hence, hypotheses (H₁, H₂, and H₃) are significantly accepted in these variables tested. The outcomes reports that millennial generation or generation Y will be engaged with their job if they please with their reward and recognition, leadership support, and training and development that they get within organization.

6. DISCUSSION AND CONCLUSION

Based on the study that has been conducted we found that government sector teacher's reward and recognition is the highest factor that may influence them to engage in the organization. At the present time most of the young generation keen to move from one organization to another due to their compensations. This result is also in line with study that if there is lack of reward and recognition then

employees become less engaged and leave the organization (Maslach et al., 2001)[25]. Therefore, management should begin reward system for performers and must be rewarded with different financial and non financial incentives. Because there is much competition outside the government sector in private organizations, attract the employees with high benefits. The study also reveals that a significant positive relationship between leadership support and employee engagement. The findings are also consistent with the past study (Batista-Taran et al., 2013)[5]. Therefore it is essential for government to progress towards emergent employee engagement rather than only inspiring them. Among many leadership styles transformational leadership have a tendency to be more towards employee engagement (Bhatnagar, 2007)[7] than transactional leaders who are setting a new structure. Moreover leaders should also expand the customs of enhancing employee engagement (Bernthal et al., 2001)[6]. So finding concluded that best leadership style is most required to enhance employee engagement. Furthermore it does not astonish that employee always worth training. Previous study also depicts that training and development have significant correlation with employee engagement (Vance, 2006)[36]. Additionally, the department of human resource management should provide training and development for employees to decrease their uncertainty and enhance competency so that they can become more engaged in their work. Further more appropriate work is needed to build leadership style among employees for engagement and self safety. For this purpose government should look after to create and sustain engagement. Like others this study also had some limitations. Firstly, the sample size was small and did not represent whole education sector. Secondly, the study was conducted only in one city and the results could not be generalized to other cities. In this dynamic time, it is extremely vital for organizations particularly the government education sector that they productively use their HR in their strategic and also key administration forms.

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