Increasing Employee Organizational Commitment by Correlating Goal Setting, Employee Engagement and Optimism at Workplace

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Abstract

The aim of this study is to explore the link among important factors with effect organizational commitment. Secondly this study focuses to make a positive significant relation in setting of goals, engagement of employee and optimistic approach of behavior at work place environment in order to enhance organizational commitment level of employee. The data for that hypothesized model will be collected form individual belongs to from different organizations and research institutions. The results of this study will contribute new improved ways to achieve maximum level of organizational commitment from employees. This study will provide new insight for the field of performance management.

Key words: Organizational commitment, Employee engagement, Work place optimism,

 Enhancing performance, Goal Setting

Introduction

A lot of work as already been done on performance management. Various researches had made a great contribution to words that field. Infect, performance become more and more important as well effective mean to enhance performance of employees to achieve different goal; but even than there are some issues need to explore with respect to field of human recourse management (Nanker Vis, and Conpeton ,2006). This research work will also be a healthy contribution towards the field of human recourse management. Basically our research aim is to highlight those aspect which has not been highlighted yet in previous researches. Although this paper also has described that how an organization can enhance organizational commitment through different mediator factors; previous researches highlights only employee or individual performance using setting different goals, increasing engagement and work place optimism (Bobb Medlin and Kenneth w. Green Jr, 2009).

Particularly this research focus on increasing organizational commitment of employee by the help different variables like goal setting, engagement of employees, increasing workplace optimism. Empirical study evidenced that increase in employee performance can be achieved by engaging employee (Smythe, 2008; Walters, 2008; Chang, 2006, Crawford,   2006;   Echols, 2005; Tasker, 2004; Luthans, and Peterson, 2002; Tritch, 2003 a, b). All the factors of   our research model are positively correlated with each other and consequently through that correlation one can achieve greater organizational commitment. No doubt self-efficacy has a direct link with employees performance and different aspects of   human resource like; work place optimism, employee engagement, goal setting (Bandura's 1977b, 1978b).

additionally self-efficacy is another important factor which contributes towards employees optimistic approach at working environment, as self-efficacy is one's belief or confidence to perform a task. To achieve greater organizational commitment it is necessary to enhance employee engagement at his work place environment to correlate all possible ways and different methodologies in order to increase organizational commitment (fenci and Masarech, 2008; Cartwright and Holmes, 2006; Konrad, 2006; Seigts and Cermi, 2006; Harley et al., 2005; Sensis, 2005; Erickson, 2004; Tritch, 2003a, b). Optimistic approach has been highlighted previously as per need of   time, which has a great concern with employee performance (Jensen et al., 2007; Dixon and Schertzer, 2005; Greenet et al., 2004; Chemers et al., 2000; Schulman, 1999; Sujan, 1999a, b; Rich, 1999; Scheier et al., 1994).

The model in that was originally explored by (Bobby Medlin, Kenneth W. Green Jr) in their research article published 2009; their research focused on enhancing individual performance while our research will be highlighting to enhance employee organizational commitment through correlating goal setting, engaging employee at work place and use of optimistic approach. By implementing that model any organization specially those who are dealing with services; can easily increase organizational commitment level of their employees.

Literature

The literature has got wide range of discussion regarding different conceptual theories of setting goals, optimistic at work place and engagement of employee, but these factor have been used for different purposes. Many researcher had written significantly on sibling factors of performance and its importance (Crant, 2000). The main factor of our model that is goal setting has already been discussed with reference to effect of motivation of employees performance by different authors (Locke, 1968; Latham and Yukl, 1975; Matsui et al., 1987; Tubbs, 1986, 1993; Knight et al., 2001; Dweck et al., 1993; Sujan et al., 1994).

Later on goal setting was also disused as complementary part of performance management and were being used to design performance mechanism of the organization (Zabaracki, 1998; Odiorne, 1978; Muckzyk and Reimann, 1989; Ivancevich, et al., 1978l; Walton, 1986). A lot of research has already being done on engagement of employees specially in recent years. Many researcher has done a great work specifically for employee engagement which covers different aspects of employee engagement and ways to increase their engagement at work (Heger, 2007; McBain, 2007; Mathieson, 2006; Saks, 2006; Garvey, 2004; Harter et al., 2002).

If we study literature we come to know that there is no serious has been made on the other important factor which significantly contribute in increasing organizational commitment that is work place optimism. Although some work can be found in literature related to optimistic approach at working environment, but literature links the concept by using a different name that is improving workers performance at working environment (Jensen et al., 2007; Dixon and Sechertzer, 2005; Green et al., 2004; Chemers, et al., 2000; Schulman, 1999; Sujan, 1999 a, b; Rich, 1999; Scheier, et al., 1994). To enhance organizational commitment of employee's and to conceptualize that concept it would be better to go through the literature with reference to goal setting, employee engagement and work place optimism.

Goal setting is the primary factor which is most important to enhance organizational commitment because it has got positive relation with employee engagement which resultantly made a positive impact on engagement of employee at work place (Locke, 1968; Latham and Yukl, 1975; Matsui et al., 1987; Tubbs, 1986, 1993; Kmight et al., 2001; Dweck et al., 1993; Sujan et al., 1994). Goal setting is not only important in human recourse management field, goal setting has been used in different fields of management like; total quality management, management by objectives and improvement process of management system (Zabaracki, 1998; Odiorne, 1978; Muczyk and Reimann, 1989; Ivancevich et al 1978; Walton, 1986). After studying the literature its not difficult to say that goal setting can increase employee engagement at work place. So the goal setting to be good for employee engagement this will lead to easily achieve employee engagement in a better way.

Many researches have already been explored about engagement of employees. In fact according to some authentic reports about 1100 publications can easily be found through online research. There are many delimitations in literature about engagement of employee, but the closest to meanings is that; the employee who work for his organization devotedly and keenly (Tritch, 2003 a, b). Simply engagement also gives the meaning that, employee who himself deliberately work more than his or her job requirements. Employee willingness to bound with organizational voluntarily is also another name of engagement (Gubman, 2004).

Another author has also disused engagement with respect to emotional attachment, through highlighting the behavior of employees (Konrad, 2006). Optimism and engagement of employee have a great connection. Literature has shown a lot about this particular factor to enhance organizational commitment. Optimism is basically an aspect of behavior and attitude of humans, which means that in every situation one's belief that the outcome or result would be positive. Optimism is the way of thinking of any individual in which he or

she only think that the output will be the best in any uncertain situation (Peale, 1956). Optimism is also linked with self-efficacy in which an individual believes to fulfill any task successfully (Gist and Mitchell, 1992). Extensive literature is there to support the ideology that the optimism linked with employee performance and it enhances the engagement.

Employee performance within organization has significant relation with organizational commitment, these both factor are highly correlated with each other and optimism leaves a great impact on organizational commitment and also effects the performance accordingly (Lee et al., 1993; Windschitl etal ., 2003; Noren and Chang, 2002; Wilson et all., 2002; Siddique et al 2006; norlander and Archer, 2002). Some researchers has explored that there is significant relation between leadership and performance which have impact on performance it further enhances organizational commitment. Particularly some researcher have discussed that optimistic behavior of employee's works positively in service industry (Jensen et al., 2007).

On the other hand many researcher explored that there is a healthy relation between optimistic behavior of employee's and their performed task particularly in manufacturing sector (Green et al., 2004). Optimism strongly support to enhance organizational commitment , so optimistic behavior and other factor support to enhance organizational commitment. Goal setting has great impact on employee engagement with the help of optimism organizational commitment can easily be enhanced. Accordingly it figure out and support our third hypothesis.

Model

| Goal Setting | + | Employee Engagement | + | Work Place optimism | + | Organizational Commitment |
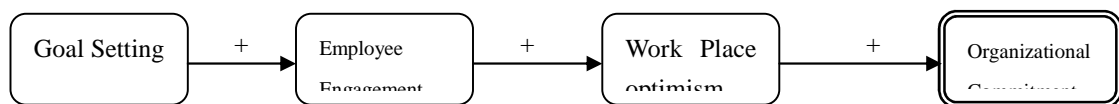
Hypothesis

H1: Goal setting in the organizations positively correlate in enhancing employee engagement.

H2: Engaging employee at wok place setting support to enhance optimistic behavior of employee.

H3: Optimistic behavior of   individual positively correlate towards organizational commitment.

Methodology

Information and data regarding these factor involved to enhance organizational commitment will be gathered from employee's and individuals belongs to different organizations, students from research institutions and universities will also be the part of that sample size. The scale which will be adopted has already been used for measurement by (Green et al., 2004). The scale to measure the engagement was used and developed earlier by (Buckingham and Coffman, 1999). After completing the procedure regarding scale, hypothesized model and all the hypothesis then will be checked one by one.

Discussion

Goal setting in the organization has great impact and significant positive correlation with organizational commitment, means if goal setting is effectively planed then it will lead to enhance organizational commitment. Goal setting process is actually the main root from which that process starts. The goal setting should be done according to the tasks and recourses available to fulfill any particular job, if employee's are satisfied with the goal setting it will positively enhance the organizational commitment. Goal setting also matters to the performance, because it the goal setting does not suit or fit accordingly then performance will also effect.

Another factor of that model is employee engagement which has great impact on organizational commitment. If the employee himself shows the willingness to involve himself or herself in his or her work

more than his daily working hours it will definitely to greater organizational commitment. Moreover optimistic behavior at work place plays important role in increasing organizational commitment. Because only optimist individuals and employee's are of the view they can do every task with best possible results in any circumstance.

Managers and executives always strives to achieve better results through their employee's by using different strategies and ways but the study shows that only possible way to achieve all these goals is to make such sort of planning for employees which have been discussed in literature and in this study too. Hypothesized model and its factors also shows that organizational commitment can be enhanced or increased by correlating all the factors of that model with significant positive relation.

The problem which organizations faced to achieve maximum level of organizational commitment of their employee in current era are becoming critically serious for the managers and executives due to which they are dealing with those sort of issues. Those sort of problems are opening new roads to improve the existing gap with reference to human recourse management field, meanwhile our research hopefully contribute as a new horizon in the process of enhancing employee level of organizational commitment.

Conclusion

In concluding part we come to know that organizational commitment can be achieved by correlating goal setting, employee engagement, work place optimism in a positive way but the results can only be achieved by the effective implementation of all the factors. Data which support our hypothesized model shows that to increase and enhance organizational commitment it is necessary to fit these factors together in a way that they make positive impact within organization mechanism. The model and the constructs in it concludes and proves that by goal setting managers and executives can engage their employees, employee engagement further enhance the optimism in working environment and that optimistic behavior with the help of previous factor will definitely enhances the commitment level of employee with in the organization.

Managerial Implication

Most of the executives and managerial employees always tries to recognize and implement such strategies which helps to increase organizational commitment of the employees. But to make effective implementation of the model it is recommended that reasonable time must be given to goal setting, because goal setting is the most important and primary step towards all that process. Moreover every factor in that hypothesized model must given maximum possible time to work on it order to achieve the ultimate goal that is organizational commitment.

This model can be implemented almost in every organization to enhance maximum level of organizational commitment of employees, but it is necessary that management should provide reasonable time to make understand to employees the importance of their work which will increase their involvement in their work and management should also encourage employees to built optimistic attitude in their personality which will automatically increased their commitment. That model can be implemented particularly in services sector to get their ultimate settled goals and objectives.

Future Research Direction

In future it is recommended that researcher should try to seek and dig out other possible ways for evaluation these constructs with different ways. Goal setting, engagement of employees and optimistic behavior of employees at working environment can be explored many other ways by focusing the out comes like absenteeism, behavior of employee and satisfaction at job can be the future direction for research. Future research should also try to explore specifically these factors or constructs for implementation of programs at managerial level by highlighting more particular details on these constructs.

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