

Spirit at Work and Employee Engagement in Banking Sector of Pakistan

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Abstract

The purpose of this study is to investigate the relationship between spirit at work and employee engagement in the banking sector of Pakistan. Previous literature has been examined critically and questionnaires as an instrument were used for the data collection. 200 Questionnaires were distributed among the different banks in the (Lahore) Pakistan and 168 questionnaires were received. Non- probability random sampling technique was used for the selection of sample. Descriptive analysis and Pearson moment correlation was used with the help of SPSS 16.0 in order to understand the relationship between them. The finding of the research is that reward system is key factor to enhance the performance of employees and there is positive relationship exists between spirit at work and employee engagement. The managers should introduce different reward and bonuses systems in order to lift up the spirit of employees and should eliminate those factors which reduce the commitment level of the employees. The future implications were also discussed.

Key words: Spirit at work, Work engagement, Reward management System, Job motivation, Banking sector

Introduction

Human capital is the most treasurable asset for the organizations. The people are the foundation stone of a workplace (Benhabib & Spiegel, 1994). They perform

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daily activities, including customer marketing, working capital management, working on the machines efficiently, involved in the decision making and consulting process with their subordinates in order to make streamline all the operations of the business. Henry Ford, a former American industrialist describe the power of human resources in a following manner "Take my company, my burning building, but give me my people and I will build the business right back again". No doubt employees are the backbone of the organizations they will make it successful by applying their cognitive skills (Kreiger et al., 1993) and work diligently in the organizational environment or they will cause harm on the goodwill and repute of the organizations if they are not satisfied with the top management and organizational justice is not pertain in the organizations (Moorman, 1991). Previous literature provides the different human resource management policies and practices which considerable effect on the performance of the organizations and they are proved to be the finest practices that how the human capital efficiently used in the organizations. The most important practice on which organization success depend upon is the proper management policies and performance appraisal system (Murphy & Margulies, 2004) which solely depend upon the performance of the employees by reducing the biasness factor from that system. Incentives and rewards are the driven force of the employees and it is very necessary to identify the need of the employees then design the effective reward system which enhances the performance of the employees. The reimbursement organization is seen as a multifaceted procedure that require correctness and exactitude, and if not execute properly them it will lead to several organization complications. A systematic reward system boost up the morale of the employees and it gives inspiration them to work with determination in order to live in a prosperous manner (Stonich, 1985). They also help the organizations to the principles that occupation connected, practical and able to be gauged set. Payment policy should be a good incorporation with other HRM practices. One of the necessary functions of the salary policy of the company is to attain opportunity (Wooton, 1955) in order to generate a well-organized and capable support network which connects all the workers and helps to strengthen their bond in order to accomplish the desired strategic goals and objectives.

Literature Review

The most important and essential part in the management of the organization is reward management policy. It is a methodical and ordinary approach in which system provide different bonuses and incentives to them for their proficient way of executing their tasks. The aim of this study was to research the spiritual at work. It seems that workers everywhere are looking for more than the economic reward of

their jobs (Kalleberg, 1977). Employees are questioning the relationship between spirituality and their work (Milliman et al., 2003) and are looking for work that is inspiring and meaningful (Fairholm, 1997) (Butts, 1999). Others are looking for work-life balance (Hill et al., 1998). Many employees are demoralized and experiencing mental disorientation as a result of downsizing, reengineering and redundancies in the last two decades (Kane, 2000). Faced with the reality that downsizing and reengineering not achieve what organizations had hoped, companies are looking for alternative ways to win ahead of the competition (Sanchez, 2004) this pressure is intensified by globalization, a shift towards knowledge-based organizations, and the growing demand employee for meaningful work and nurturing environments (Holsapple et al., 1987). Among the new approach is the development of environments that foster creativity and personal employees' growth (Wiley, 1997).

The assumption is that such environments will promote positive outcomes for employees and for organizations (Staw et al., 1994). More satisfying life Surveys of leaders and mid-level managers confirm the necessity of corporate cultures, leadership, and work processes that recognize the needs, desires, values and spirit itself (May et al., 2004). Mankind as a whole

Wolman (2001) make the case for spiritual intelligence and provide evidence of the development of spirituality and its effect on individual job success. We see a strong link between spiritual intelligence and mind at work (Reich, 2000). While the spiritual intelligence refers to one's capacity or ability, the spirit of the work refers to a person's experience. One would expect a strong correlation between spiritual intelligence and mind at work (Vaughan, 2002). Although the phenomenon is becoming increasingly interested in the business and academic world, studies of the mind at work has only just begun, and the bulk of this research has focused on the organizational mind at work. The priorities are different for different employees now in this modern era need both financial and non financial rewards because they could not fulfill their all needs only through financial reward. Worker Non-financial rewards consist of economical rewards to improve self-esteem. High performance is the only criterion for the employees in order to attain rewards from the organizations. (Slocum, 1985). Reward supervision is used to lift up the morale and keep hold of employees and eventually, it aim at humanizing the in general efficiency of an organization. The Reward management (Armstrong & Murlis, 2007) is normally designed by keeping in view of the goals and objectives of the organizations because it significantly impact on the employees and employers of the organizations. Job satisfaction is one of the basic components of the organization when the satisfaction level of the employees is increases by introducing different reward system and

providing benefits to the employees then their motivation level exceeded up to a certain level. It also creates constructive loyalty toward the organization and results the overall job turnover level of the organizations reduces and organizations easily accomplish their desired goals. Compensating the employees positively effect on the performance of the employees because it enhances their confidence level and reduces the stress level (Danish et al., 2014) because it diminishes the performance graph of the organizations. When an organization provides different privileges to the employees, it will be much to improve his doubts. Low job satisfaction and increased absence are the penalty of lacking and insufficient reimbursement (Stephen & David, 2006) between the 4 M's ie Men, Money, Machinery and Equipment, men are most important. The operational and tactical strategies of the employees laid the foundation in the organizational structure. The friendly and supportive organizational environment is very necessary for the organizations in order to build a good team and it is used as a catalyst in increasing the performance of the employees. Whitener (2007) examined the organizations of this modern era and tries to incorporate employee commitment and presentation level of an organization. Self-esteem improved the member of staff to keep the most rewards are dependent factors used by the administration of the association. The assessment and rewards performance are the two factors that are careful to be the foundation stone of the performance appraising programs. (O'Tolle, 2002) confirmed that every worker in all organizations expect that his organization will make sure all the health precautionary measures so that employees work in that organization safely and organizational justice to fulfill his desires and will be treated without narrow-mindedness him out. On the basis of forgoing literature following hypothesis can be drawn

H₁: There is a relationship between spirit at work and employee engagement

Research Methodology

Population and sampling

There is common proverb in banking that "all of our stakeholders are important," but our regulars are on the precedence. Customers can only be fulfilled when their chosen services. This is only reasonable if the employees have adequate knowledge about what kind of armed forces their bank provide as healthy as their competitor. They can serve up if they take advantage of knowledge management system. Their customers more enthusiastic many banks have now invested in the plan and accomplishment of knowledge management centers, but few banks still do not think this locale. This hypothesis should be experienced watchful. This investigates

focus on this hypothesis honestly and therefore the focus of the research borders where the factor of knowledge make no dissimilarity in the presentation of the bank or not. Questionnaires are distributed among the banking sector of the Pakistan.

Instrument & measurement

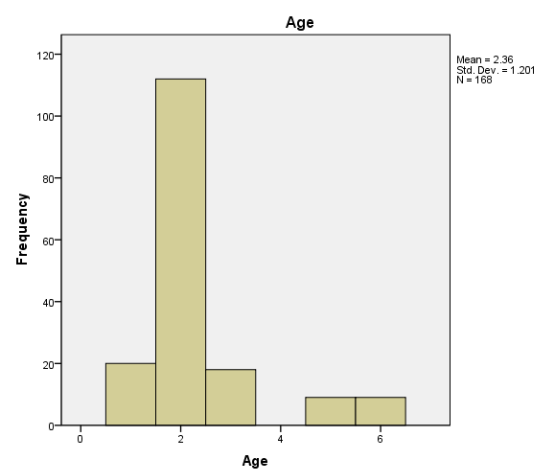
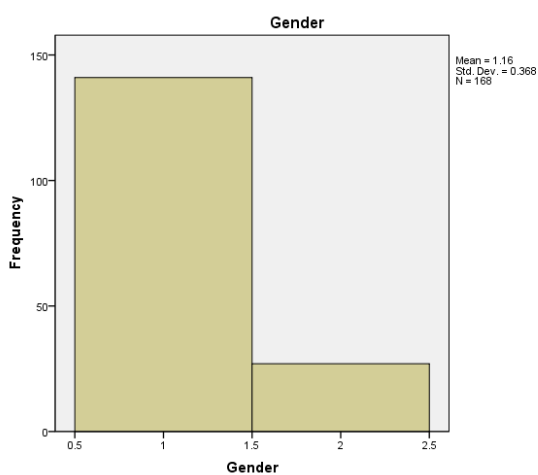
This is a investigate base on main data; Collected throughout the questionnaire. This questionnaire is based on all the elements of the invented organizational spirit at work & work engagement. Five-point Likert scale was used, ranging from "1" Disagree "5" Strongly agree. Individual demographic information was also composed in this examination and items were included in the study.

Data analysis

We construct make use of numerical technique with the support of SPSS. The arithmetical tools which are used in the explore occurrence, mean and standard movement away, reliability, and correlation analysis. This procedure has become standard in the treatment in the final few years.

Results and Findings

Table 1 shows that data is gathered through survey from respondents are male (83.9%) and female (16.1%) in which majority of them are between the age of 25-29 (30.7%). It is also seen that most of respondents are single (76.7%) in which the most of them are married (66.7%) working in an organization for 1-2 years (42.3%) with the establishment size of their organization between 25-99 employees (58.3%).



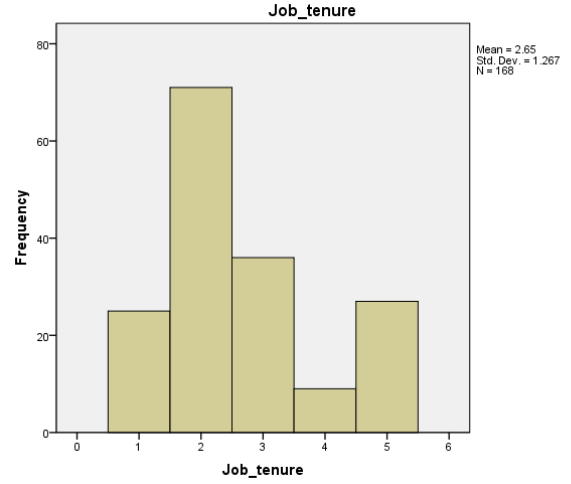
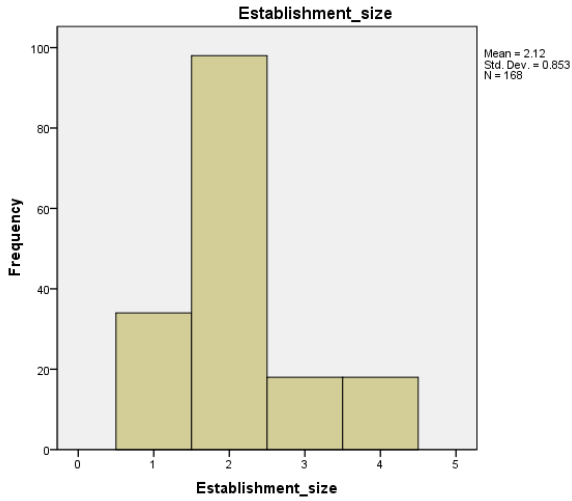


Table 1

Item	Categories	Frequency	Percentage
Gender	Male	141	83.9
	Female	27	16.1
Age	20-24	20	11.9
	25-29	112	66.7
	30-39	18	10.7
	40-49	9	5.4
	50-59	9	5.4
Marital status	Married	112	66.7
	Single	56	33.3
Establishment size	less than 25 employees	34	20.2
	25-99	98	58.3
	100-199	18	10.7
	200-499	18	10.7
	Total	168	100.0
Job Tenure	less than 25 employees	34	20.2
	Less than one year	25	14.9
	1-2 year	71	42.3
	2-3 year	36	21.4
	3-5 year	9	5.4
	5-10 year	27	16.1
	More than 10 year	25	14.9

Table2: Reliability statistics

Items	Variables	Chronbachs alpha	No. Of items
1	spirit at work	.642	18
2	work engagement	.679	17

Table 2 shows that there are two variables spirit at work which consist of 18 items have a value of cronbach alpha is (.642) and work engagement which consist of 17 items have a cronbach value is (.679) it means that instrument is reliable and valid.

Table 3 shows that the relationship between spirit at work and work engagement is highly significant (.342**) and they are positive moderately correlated with each other.

Table3: Correlations

		<u>spirit_at_work work_engagment</u>	
spirit_at_work	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	168	
work_engagment	Pearson Correlation	.342**	1
	Sig. (2-tailed)	.000	
	N	168	168

Conclusion and Future Implications

The proper and systemized management system leads to the business in a successful and prosperous manner and help the business to gain the competitive advantage in the market. Becker (2009) confirmed with its studies that without managing the human capital no organization can become the driving force in the market and for effectively managing the human capital different policies and practices are introduced in order to facilitate the employees so that the operations of the business will run smoothly. There are two findings of our research paper first finding is that reward management system positively affect on the job satisfaction level of the employees because in the corporate sector especially in the banking sector the prime motive of the employees is to earn a respectable income. (Kabanoff, 1994) also confirmed with its studies that reward in terms of money is the most accelerated force that increases the performance of the employees. The other unique contribution of our research paper is that work on spirit is positively related with the work engagement which confirmed the previous studies that there is positive relationship exists between them (Bakker & Demerouti, 2008), (Catwright & Holmes, 2006) The

researchers may conduct the longitudinal research in order to achieve more rigorous results and may applying new statistical techniques for their better understanding and deriving new relationship from the models. The research may consider the new managerial techniques which help them to increase the commitment of the employees and may also consider the other factors which directly or indirectly affect the work engagement level of the employees in the organizations.

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