

**IMPACT OF EMPLOYEE COMMITMENT, EMPLOYEE SATISFACTION,
EMPLOYEE INVOLVEMENT AND LEADERSHIP ON EMPLOYEE
ENGAGEMENT IN TELECOM SECTOR OF PAKISTAN**



BY

ZESHAN KHAN UMRAJ

01-122141-034

MBA

SUPERVISOR:

IJAZ AHMED

Department of Management Sciences

Bahria University Islamabad

2015

Abstract

The purpose of this study is to find the impact of employee commitment, employee satisfaction, employee involvement and leadership on employee engagement. The research is of quantitative nature. Questionnaire designed is floated in single public telecom organization i.e, PTCL. Simple random sampling is done. Research approach is “Deductive”. Results are interpreted using descriptive analysis, correlation and regression. According to the responses collected from employees, leadership is most important factor impacting employee engagement according to descriptive statistics. Also according to regression analysis, leadership is the most important factor that give a boost to employee engagement. In this research, employee engagement is then impacted by employee satisfaction. When employees have just leaders and feel satisfied, they want to get involved in decision making and thus shows commitment to organization. Public sector of Pakistan needs to engage employees in decision making and should be given power to exercise authority in order to get the work done efficiently and effectively in an organization.

Acknowledgement

This research project could not be completed without the blessings of Allah, the most omnipotent and the most merciful. He gave me strength and the will to strive for success at every point in time throughout my life. Even if I praise Allah a million times, that would be less too in front of Allah mercy on me.

I would like to express my deepest gratitude and sincere thanks to my supervisor Ijaz Ahmad who encouraged me to put my efforts, have patience and remain motivated. His valuable support helped me complete my research. It was a great learning experience for me.

I would like to thank to my parents whose prayers enabled me to complete my thesis and stood by & motivated me in my thick and thin.

I would also want to thank my best friend Sara Sajid for guidance, help & motivating me throughout my research.

I also want to thank the employees of PTCL for facilitating me to complete research.

Last but not the least, I am thankful to the Bahria University Islamabad for providing us the excellent faculty who supported me and other students during their research and guided them whenever they are needed.

Contents

CHAPTER NO 1	1
INTRODUCTION.....	1
1. Background	1
2. Problem Identification	3
3. Problem Statement.....	4
5. Research Questions	4
6. Significance of the Study.....	5
SUMMARY.....	5
CHAPTER NO 2	6
LITERATURE REVIEW.....	6
INTRODUCTION.....	6
1. Employee Engagement	6
Ten C's of Employee engagement:	11
2. .Employee Commitment	12
3. .Employee Satisfaction.....	14
4. ..Employee Involvement	16
5. .Leadership.....	21
SUMMARY.....	24
CHAPTER 3	25
THEORETICAL FRAMEWORK	25
1. Theoretical Framework.....	25
2. Construction of Hypothesis:.....	25
3. Summary	27
CHAPTER NO 4	28
RESEARCH METHODOLOGY	28
1. Research method & approach:	28
2. Research strategy.....	28
3. Time Horizon	29
4. Population.....	29
5. Sample Size	29
6. Sampling Technique	29
7. Data collection	30
8. Data Collection Techniques	30
a. Primary Data:	30
b. Secondary Data:.....	30

Research Instrument.....	30
9. Pre-test.....	31
10. Unit of Analysis:	31
11. Operational Definitions:.....	31
a.Employee Commitment	31
b.Employee Satisfaction.....	31
c.Employee involvement.....	31
d.Leadership.....	31
e.Employee Engagement	32
12. Summary	32
CHAPTER NO 5	33
DATA ANALYSIS AND FINDINGS	33
A.Reliability	33
1 .Reliability Statistics	33
2. Descriptive statistics	33
Descriptive Statistics	34
B. Correlation analysis.....	35
C. Regression analysis	38
1.Employee commitment and Employee engagement	38
Coefficients	38
2.Employee satisfaction and Employee engagement.....	39
Coefficients	39
3. Employee involvement and Employee engagement	40
Coefficients	40
4.Leadership and Employee engagement.....	41
Coefficients	41
CHAPTER NO 6	42
DISCUSSION AND ANALYSIS.....	42
Chapter 7.....	43
CONCLUSION.....	43
RECOMMENDATION	44
LIMITATIONS	44
REFERENCES	45