

Employee Engagement and Organizational Commitment: Evidence from Jordan

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ABSTRACT

The purpose of this paper is to investigate the relationship between the two measurements of employee engagement (job engagement and organizational engagement) and organizational commitment measured by three key measurements which are: affective (emotional) commitment; continuance (maintenance) commitment; and normative commitment, that is in the context of Jordanian banking sector. This study uses a non-probability sampling technique specifically of quota and convenience sampling. A survey self-administrated questionnaire was distributed on a sample of 336 frontline employees of banks in Jordan. Our findings show that frontline employees who have high job engagement and organizational engagement will have high level of affective commitment and normative commitment. On the other hand, high employees' job engagement can meaningfully affect employees' continuance commitment. This study has made significant contributions to the knowledge academically and practically. It is expected to extend the knowledge of the relationship between employee engagement and organizational commitment, also through examining the impact of various measurements of employees and organizational engagement and commitment in Jordan as one of the developing countries. Explicitly, this study fills the gap in the literature of employees' engagement and commitment and their impact on organizational overall performance.

JEC Classifications: M1, M12

Keywords: employee engagement; organizational commitment; banking sector; Jordan

I. INTRODUCTION

Employee engagement and employee-organizational commitments are critical organizational requirements as organizations face globalization and recovering from the global recession. Engagements at work, employee and organizational commitment have been areas of interest among many researchers and they have received huge recognitions among scholars and studies. Many researchers in their studies support the relationship between organizational performance and employees' engagement, for example, Simpson (2009) and Andrew and Sofian (2012).

However, according to Saks (2006) most of what has been found about employee engagement was found in practitioner journals; it has its basis in practice rather than theoretical and empirical research. Consequently, there is real need for more studies on employee engagement literature (Saks 2006). In addition, several studies in western developed economies show that there is a affirmative relationship between employee engagement and affective emotional commitment (Richardson et al., 2006; Llorens et al., 2006; Hakanen et al., 2006; Saks, 2006; Demerouti et al., 2001; Maslach et al., 2001; Brown and Leigh, 1996), but none has looked at engagement's impact on the two other measurements of commitment: continuance and normative. Moreover, to date researchers have not yet studied the relationship between employee engagement and organizational commitment in the banking sector in Jordan. Furthermore, very few commitment studies were conducted in Jordan. Supporting this argument, Suliman and Iles (2000) argue that research in commitment in Arab literature has been somewhat ignored.

Hence, this study is critical for the following reasons. First, this study contributes to the literature by examining the relationship between two measurements of employee engagement and three measurements of organizational commitment. Second, this study is considered one of the very few researches that examined employee engagement using two dimensions namely job engagement and organisational engagement. Previous research has focused primarily on work commitment such as Richardson et al. (2006), Llorens et al. (2006), Hakanen et al. (2006), and Demerouti et al. (2001). Moreover, only one study was found that studied the two measurements of employee engagement: job engagement and organizational engagement according to Saks (2006).

Therefore, this study expands the awareness of the impact of employee engagement on organizational commitment among frontline employees. It also concentrates on one of the issues that are characterized as required to be researched particularly in the emerging economies. Therefore, this study is expected to contribute to the current literature, and especially in the Jordanian context, where there is a desperate need for such a research to be conducted (Albdour and Atarawneh, 2012). The paper is structured as follows. First the literature on the relationship between employee engagement and organizational commitment were reviewed and presented. Second, a discussion of the research methodology procedures and issues is provided. Third, the quantitative results of the survey's questionnaire are followed. Finally, the discussions of the findings in addition to the study conclusions, recommendations and limitations are presented.

II. LITERATURE REVIEW AND THE STUDY HYPOTHESES

A. Employee Engagement and Organizational Commitment

Employee engagement has gained much popularity and the knowledge is required by many stakeholders related to the employees and organizations. More recently, employee engagement has generated significant interest among HR professionals as several researchers claim engagement has a positive relationship with customer satisfaction, productivity, profit, employees' retention (Coffman and Gonzalez-Molina, 2002; Buckingham and Coffman, 1999) and organisational success and profit (Richman, 2006; Baumruk, 2004). Harter et al. (2002) argue that employee engagement is important for 'meaningful business results and performance in many organizations'. Saks (2006) conceptualizes employee engagement based on Maslach et al. (2001) model. Saks (2006) defines employee engagement as the extent to which an individual is attentive and absorbed in the performance of his/her roles (pp: 600-619). He discerned between two types of employee engagement: job engagement and organizational engagement. Job engagement refers to the extent to which an individual is actually fascinated in the performance of his/her own individual job role (pp: 600-619). Meanwhile, organizational engagement reflects "the extent to which an individual is psychologically present as a member of an organization" (pp: 600-619).

In additional, over the past two decades, the concept of organisational commitment has generated great attention. Mathieu and Zajac (1990) attested that the organizational commitment concept receives a great deal of empirical studies where both contain an outcome and antecedent. The surge in interest and attention on organizational commitment literature was pursuant to the idea that this concept is a significant part of an employee's psychological conditions because employees, who experience high organizational commitment, are theorized to display much positive workplace behavior, such as high job performance, and citizenship activities, which will definitely benefit the organization. Organizational commitment is defined as "the relative strength of an individual's identification with and involvement in a particular organization and can be characterized by a strong belief in and acceptance of the organization's goals and values, willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization" (Mowday, Porter, and Steer, 1982, p. 27).

In this study, organization commitment includes three kinds: affective commitment, continuance commitment and normative commitment. Meyer and Allen, (1991, p.67) define these three sorts of commitment as following: the affective commitment refers to "the employee's emotional attachment to, identification with, and involvement in the organization". Continuance commitment: "the awareness of the costs associated with leaving the organization". Finally, normative commitment represents a perceived obligation to remain in the organization (Meyer et al., 2002). It refers to commitment based on a sense of obligation to the organization and employees with a strong normative commitment remain because they feel they ought to do so.

Regarding to the impacts of employee engagement on organizational commitment, Schaufeli and Salanova (2007) studied work engagement and found that when engagement level increases the level of organizational commitment increases as well and, moreover, enhances job satisfaction, higher performance and reveals a greater

demonstration of personal ideas, higher attendance and lower turnover rates, improved health and security, proactive behavior and learning motivation. Likewise, Saks (2006) conducted an important study among 102 employees working in a variety of jobs and organizations in Canada to test a model of the antecedents and consequences of a job engagement and organizational engagement based. The study found that employee engagement represents a mediating role in the relationship between the precursor (job characteristics, perceived organization support, perceived supervisor support, rewards and recognition, procedural justice, and distributive justice) and consequences of engagement (job satisfaction, organizational commitment, intention to quit, and organizational citizenship and behavior). Moreover, Brown and Leigh (1996) concluded that an environment perceived as psychologically safe and meaningful by employees usually leads to increase job involvement and commitment of time and energy into the work of the organization. In addition, they found that psychological climate has been linked to the cognitive and affective states of job satisfaction, commitment, and motivation. Hakanen et al. (2008) set out to test the motivational and health impairment processes as proposed in the Job Demands-Resources (JDR) model, and to examine the extent home resources and home demands may influence both processes over a certain period. The study found that job resources impact on future work engagement ultimately leads to organizational commitment, as compared to job demands which foretell burnout within a certain period that eventually lead to predicted prediction of future depression.

Additional evidences also were found in the literature concerning the influences of employee engagement and organizational commitment, since engagement conceptualized as the opposite of (Maslach et al., 2001; Gonzalez-Roma et al., 2006). For example, Maslach et al. (2001) seek to provide a serious analysis of the past 25 years of literature on job burnout. The analysis revealed six areas of work-life that may either lead to engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values. They found that a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work can contribute positively to work engagement. Furthermore, they concluded that engagement is mediating the six work-life factors and various work outcomes such as performance commitment, satisfaction, and job tenure.

Similarly, Hakanen et al. (2006) investigated the ability of being exhausted to mediate the relationship between job stress and sick health, and also to examine the mediating role of engagement on the relationship between job resources and organizational commitment. They found that burnout mediated the effect of high job demands on ill health while work engagement mediated the effects of job resources on organizational commitment. Correspondingly, Llorens et al. (2006) examined the mediating role of burnout and engagement on the relationship between job resource and job demands and organizational commitment among two convenience samples of Spanish and Dutch employees. The result showed that burnout is fully mediating the relationship between job demands and commitment in the Dutch sample and plays a partial mediating role in the Spanish sample. Moreover, instead of a full mediator, engagement is a partial mediator in the relationship between job resources and organizational commitment.

B. Hypotheses Development – Employee Engagement and Organizational Commitment

Several studies indicated that there is a positive relationship between employee engagement and affective commitment (e.g., Richardsen et al., 2006; Llorens et al., 2006; Hakanen et al., 2006; Saks, 2006; Demerouti et al., 2001; Maslach et al., 2001; Brown and Leigh, 1996), but none has looked at engagement's impact on the other two components of organizational commitment (continuance commitment and normative commitment). Saks (2006, pp: 600-619) described employee engagement as "the degree which an individual is attentive and absorbed in the performance of their roles." Saks (2006) categorizes employee engagement into job engagement and organizational engagement. Although there are two categories of engagement, with one relating to the job and the other relating to the organization, all questionnaires in these two categories solicit the degree of immersion of an employee into his job and organization arising from the employee's personal devotion towards the job and organization. The questionnaires would presume this devotion as not coming from threats or risks such as "no outside jobs are readily available" nor "losing their investments in the bank." On the other hand, Meyer and Allen (1991) define continuance commitment as the consciousness of the costs linked to leaving the organization." Therefore, it can be argued that a higher level of immersion (or devotion) of employee engagement would be related to lower levels of awareness of the costs related to leaving the organization (continuance commitment). Taking this to the extreme, it would mean a higher level of devotion would create a much diminished level of awareness of costs related to leaving the organization. As such, it is logic to hypothesize a negative relationship between employee engagement and continuance commitment. In contrast, the employee who has a positive and pleasing work-related status of mind is likely to report positive attitudes towards working in the organization, and demonstrate greater affective commitment and normative commitment. Hence, it is expected that employee engagement will positively affect affective commitment and normative commitment and negatively affect continuance commitment. Therefore, this study hypothesizes that:

There is a significant relationship between employee engagement and organizational commitment.

H1: Job engagement will be positively related to affective commitment.

H2: Job engagement will be negatively related to continuance commitment.

H3: Job engagement will be positively related to normative commitment.

H4: Organizational engagement will be positively related to affective commitment.

H5: Organizational engagement will be negatively related to continuance commitment.

H6: Organizational engagement will be positively related to normative commitment.

C. Method – Population and Sample

The population of this study consists of all frontline employees within the banking sector in Jordan; the total number of banks operating in Jordan is 23 banks in the end of 2009 as shown in the Table 1. According to the information obtained from the human resources managements of these banks, the total number of frontline employees was 2393. The justifications for targeting the frontline employees in this study are: first, in the service industry, production and consumption of the service are taking place at the

same time. Therefore, frontline employees play a critical role to improve customers' loyalty and profitability (Rust et al., 1996). Second, frontline employees practice higher levels of emotional tiredness than do other employees in other service organizations (Boles et al., 1997).

This study utilizes a non-probability sampling method namely quota and convenience sampling. The justification behind using the quota and convenience sampling method is due to the confidentiality policies in the banking sector. This confidentiality prevented the researcher from acquiring the data of the employees' names, addresses and contact numbers. The questionnaires were personally administered and collected from 336 frontline employees in the banking sector in Jordan. According to Sekaran (2003, p. 295), if the population of the current study is more than 2000, the ratio of the sample size should be around 322 respondents. Thus, the sample size for the current study was 336 employees' participants (Sekaran, 2003, p. 295). Roscoe (1975) stated that for most studies, a sample size between 30 and 500 would be sufficient.

Table 1
The distribution of frontline employees within banking sector in Jordan

Number	Bank's Name	Number of Employees	Frontline employee
Jordanian conventional banks			
1	Arab Bank	2892	330
2	Jordan Kuwait Bank	750	156
3	Bank of Jordan	1294	188
4	Jordan Ahli Bank	1250	184
5	Cairo Amman Bank	1389	204
6	The Housing Bank for Trade and Finance	1802	384
7	Arab Jordan Investment Bank	375	36
8	Jordan Commercial Bank	465	100
9	Jordan Investment and Finance Bank	247	32
10	Arab Bank Corporate (ABC) Bank	398	56
11	Union Bank Corp	404	76
12	Societe General Bank – Jordan	226	72
13	Capital Bank	281	30
Jordanian Islamic banks			
1	Jordan Islamic Bank	1611	224
2	Islamic Arab Bank	333	66
Foreign banks			
1	HSBC Bank Middle East	393	20
2	National Bank of Kuwait	60	11
3	Bank Audi	146	54
4	Standard Chartered	265	63
5	Citi Bank	68	18
6	Rafidain Bank	31	9
7	Egyptian Arab Land Bank	260	51
8	BLOM Bank	125	29
Total		15065	2393

D. Measures – Organizational Commitment

Allen and Meyer's (1990) instrument was used with their permission to measure the three dimensions of organizational commitment: namely, affective commitment, continuance commitment, and normative commitment. The three-component commitment scale was viewed as the prevailing conceptualization of organizational commitment (Bergman, 2006). The affective commitment scale consists of eight items. Each subject was asked to indicate the extent to which he/she agree with statements, such as 'I would be very happy to spend the rest of my career with this organization' and 'I enjoy discussing my organization with people outside of it'. The continuance commitment scale consists of eight items. Each subject was asked to indicate the extent to which he/she agree with statements such as 'It would not be too costly for me to leave my organization now' and 'I feel that I have too few options to consider leaving this organization'. The normative commitment scale consists of eight items. Each subject was asked to indicate the extent to which he/she agree with statements such as 'One of the major reasons I continue to work for this organizations that I believe that loyalty is important and therefore, feel a sense of moral obligation to remain'.

E. Employee Engagement

The two dimensions of employee engagement (job engagement and organizational engagement) were measured using Saks' (2006) instrument with his permission. The job engagement scale consists of five items, each subject was requested to indicate the extent to which he/she agreed with statements, such as 'I really "throw" myself into my job' and 'sometimes I am so into my job that I lose track of time'. The organizational engagement scale consists of six items. Each subject were requested to indicate the extent to which he/she agreed with statements such as 'Being a member of this organization is very captivating' and 'Being a member of this organization makes me come "alive."'.

III. RESULTS

A. Response Rate

Table 2 below displays the response to the survey for this study. There were 336 sets of questionnaires distributed to the frontline employees within the banking sector in Jordan, of which 300 were returned for a response rate of 89.6 percent. However, only 294 questionnaires or 87.5 percent were properly completed and eventually collated for the study. Sekaran (2000) agrees with Roscoe (1975) that for most studies, a sample size between 30 and 500 would be sufficient.

B. Respondent's and Bank's Profile

Tables 3 and 4 show the profile of the sample banks and the respondents. The respondents comprised of 294 frontline employees within Jordan's banking sector. Of these, 74.5% worked in conventional banks, 18.7% in Jordanian Islamic banks and 6.8% in foreign banks. Males within the banking sector in Jordan constitute 68.0% and females constitute 32.0% of the total employees. In addition, 19.0% were aged less than 25 years, 36.1% between 25–30 years, 30.3% between 31–40 years, 13.3% between 41–

Table 2

Distributions of questionnaires

Items	Number
Questionnaires distributed	336
Total response	300
Unusable response	6
Usable response	294
Total response rate	89.6%
usable response rate	87.5%

Table 3

Profile of the sample banks

Bank's profile	Categories	Frequency	Percent %
Bank Type	Jordanian conventional banks	219	74.5
	Jordanian Islamic banks	55	18.7
	Foreign banks	20	6.8

Table 4

Profile of the respondents

Respondent's profile	Categories	Frequency	Percent %
Age	Less than 25 years	56	19.0
	25–30 years	106	36.1
	31–40 years	89	30.3
	41–50 years	39	13.3
	More than 51 years	4	1.4
Marital Status	Married	180	61.2
	Single	114	38.8
Gender	Male	200	68.0
	Female	94	32.0
Organisational Tenure	5 years or less	140	47.6
	6–10 years	59	20.1
	11–15 years	35	11.9
	16–20 years	47	16.0
	More than 20 years	13	4.4
Educational Level	High school	12	4.1
	College	53	18.0
	Bachelor degree	193	65.6
	High diploma	10	3.4
	Master degree or higher	26	8.8

50 years, and 1.4% of the respondents were aged 51 or above. More than half of the respondents or 61.2% were married while another 38.8% were single. Of the study subjects, 47.6 per cent had worked in their banks for five years or less, 20.1 per cent between 6 and 10 years, 11.9 per cent between 11 and 15 years, 16.0 per cent between 16 and 20 years and the organizational tenures of 4.4 per cent of the sample were 20 years and above. A total of 12 employees was educated to high school level, 53 were

found to be college affiliated, 193 were holding a bachelor degree, indeed 10 employees were high diploma, and 26 employees were master degree holders or above.

C. Reliability Analysis

Table 5 provides the values of Cronbach's alpha for all the variables. It appears from the table that the values of Cronbach's alpha range between 0.82 and 0.90 (Nunnally, 1978). These values well exceed the minimum value of 0.70. Thus, it can be concluded that the measures have an acceptable level of reliability.

Table 5
Reliability of scales and Cronbach's alpha of study variables

Variable	Scales	Items Retained	Cronbach alpha
Job engagement	JE	5	0.89
Organisational engagement	OE	6	0.90
Affective commitment	AC	8	0.82
Continuance commitment	CC	7	0.84
Normative commitment	NC	7	0.85

D. Means and Standard Deviations of Study Variables

In this study, the 5-point Likert scale was used to indicate the level of responses to all items (1= Strongly agree to 5 strongly disagree). The mean values of all variables were further categorized into three levels that are low, moderate and high level of responses, Mean values of less than 2.00 was categorized as "low"; mean values between 2.00 and less than 3.50 was categorized as "moderate"; while mean values of 3.5 or higher was categorized as "high" level of responses, whereas standard deviation measures the dispersion of a set of data from its mean. Here, it is noted that the more spread out the data was, the higher the deviation value would be. Standard deviation is calculated as the square root of variance (Sekaran, 2003: 389). Moreover, a t-test and one-way ANOVA were conducted to test if there are any significant differences between the study variables, namely employee engagement and organizational commitment and demographic variables, which are: age, gender, marital status, education level, organisational tenure and bank type.

E. Descriptive Statistics of Employee Engagement

Table 6 manifests the mean and standard deviations for the two employee engagement dimensions. The table reveals that job engagement is higher among frontline employees within the banking sector in Jordan than organizational engagement with (mean= 3.94, std. Deviation= 0.79744) and (mean = 3.58, std. deviation = 0.89129) respectively. On average, frontline employees have a high engagement within the banking sector in Jordan (mean= 3.76, std. deviation= 0.844265).

Table 6
Descriptive statistics of employee engagement

	Mean	Std. Deviation
Job engagement	3.9429	.79744
Organisational engagement	3.5810	.89129
Average	3.76195	0.844265

Table 7
t-test on employee engagement by marital status and gender

		JE			OE		
		M	SD	t-value	M	SD	t-value
Marital Status	Married	.77292	.05761	1.034	.87273	.06505	.729
	Single	.83457	.07816	.	.92171	.08633	
Gender	Male	.75592	.05345	2.472	.87412	.06181	3.000
	Female	.86004	.08871		.89049	.09185	

Table 8
One-way ANOVA on employee engagement by bank type, age, organizational tenure and education level

		JE			OE		
		M	SD	F/t value	M	SD	F/t value
Bank Type	Conventional	3.9193	.84182		3.6115	.86611	
	Islamic	3.9273	.55693	1.300	3.3851	.94940	1.986
	Foreign	4.2200	.85569		3.7830	.97784	
Ages	<25 years	3.7143	.83458		3.5091	.91403	
	25–30	4.0264	.80526		3.6367	.84031	
	31–40	3.9236	.79115	1.793	3.4345	1.00261	1.727
	41–50	4.0872	.72518		3.8374	.68981	
	>51 years	3.9500	.34157		3.8725	.48016	
Org. Tenure	<5 years	3.8929	.81476		3.5892	.87231	
	6–10	4.0034	.87454		3.5849	.97304	
	11–15	3.8229	.73207	.818	3.4857	.96463	.539
	16–20	4.0553	.72676		3.5353	.87054	
	>20 years	4.1231	.65084		3.8969	.56681	
Ed. Level	High school	4.0000	.62085		3.6258	.70288	
	College	3.7434	.88002		3.4781	.91424	
	Bachelor degree	4.0104	.77668	1.343	3.6510	.87220	1.183
	High diploma	3.9400	.77201		3.2330	1.01248	
	Master degree or higher	3.8231	.83009		3.3842	.99649	

Tables 7 and 8 display the descriptive statistics of employee engagement by demographic profile, the t-test was conducted on employee engagement by gender and marital status while the one-way ANOVA was carried out on employee engagement by bank type, age, organizational tenure and education level. In general, there is no

significant mean difference on employee engagement across the sample profile (gender, bank type, age, marital status, organizational tenure and education level).

F. Descriptive Statistics of Organizational Commitment

Table 9 shows the mean and standard deviations for the three organizational commitment dimensions under study which are affective commitment, normative commitment and continuance commitment. The table indicates that affective commitment is the highest among frontline employees within the banking sector in Jordan (mean= 3.45, std. Deviation= 0.61398) followed closely by the normative commitment (mean= 3.34, std. deviation= 0.81637). The lowest type of organizational commitment among the employees is continuance commitment (mean= 2.67, std. deviation= 0.82844). On average, frontline employees have the moderate commitment within the banking sector in Jordan (mean= 3.15, std. deviation= 0.75293).

Table 9

Descriptive statistics of OC

OC dimensions	Mean	Std. Deviation
Affective commitment	3.4497	.61398
Continuance commitment	2.6702	.82844
Normative commitment	3.3415	.81637
Average	3.1538	0.75293

Table 10

t-test on organizational commitment by marital status and gender

		AC			CC			NC		
		M	SD	t-value	M	SD	t-value	M	SD	t-value
Marital Status	Married	3.40	.585	-1.69	2.63	.820	-1.14	3.34	.776	-0.039
	Single	3.523	.654		2.74	.841		3.34	.871	
Gender	Male	3.48	.630	1.150	2.62	.823	-1.66	3.43	.848	2.583*
	Female	3.39	.578		2.79	.832		3.16	.718	

* significant at 5% level

Tables 10 and 11 display the descriptive statistics of organizational commitment by demographic profile. The t-test was conducted on organizational commitment by gender and marital status, one-way ANOVA on organizational commitment by bank type, age, organizational tenure and education level. The results suggest that there is no significant statistical difference in all the three organizational commitment dimensions across the sample profile (age, marital status, organizational tenure and education level) and there is a significant difference between bank types regarding affective commitment. A close inspection of affective commitment across bank types indicates that affective commitment is higher among employees in foreign banks than conventional and Islamic banks. Moreover, the results in Table 9 reveal a significant

difference in the extent of normative commitment according to the participants' gender. Male employees have a higher normative commitment than female employees.

G. Correlation Analysis

Table 12 provides descriptive statistics and correlations for all study variables. As predicted, job engagement was positively related to affective commitment ($r = .436$, $p, 0.01$) and normative commitment ($r = .532$, $p, 0.01$), and negatively related to continuance commitment ($r = -.144$, $p, 0.05$), thus, supporting hypotheses H1, H2 and H3. Organizational engagement is similarly positively related to affective commitment ($r = .456$, $p, 0.01$) and normative commitment ($r = .695$, $p, 0.01$), supporting hypotheses H4 and H6, and negatively related but not significantly correlated to continuance commitment ($r = -.044$, $p > 0.05$), as such failing to support hypothesis HE. All correlations were at the moderate level and none of them is considered high (0, 70 or above). Therefore, multicollinearity does not remain a dire problem in this study.

Table 11

One-way ANOVA on organizational commitment by bank type, age, organizational tenure and education level

		AC			CC			NC		
		M	SD	F/t value	M	SD	F/t value	M	SD	F/t value
Bank Type	Conventional	3.492	.6131		2.672	.8321		3.381	.7955	
	Islamic	3.247	.5754	3.821*	2.715	.7541	.374	3.140	.8672	2.163
	Foreign	3.546	.6404		2.528	.9981		3.460	.8537	
Ages	<25 years	3.393	.6541		2.811	.8460		3.200	.8000	
	25–30	3.544	.6476		2.647	.8887		3.395	.7820	
	31–40	3.364	.6044	1.215	2.638	.7680	.603	3.266	.8371	1.465
	41–50	3.461	.4584		2.588	.7928		3.533	.8588	
	>51 years	3.563	.5543		2.858	.6716		3.700	.8756	
Org. Tenure	<5 years	3.459	.6328		2.756	.8467		3.264	.8016	
	6–10	3.487	.7732		2.548	.8143		3.514	.8247	
	11–15	3.406	.4346	.230	2.706	.8022	.935	3.391	.7789	1.013
	16–20	3.442	.4967		2.575	.8175		3.326	.8378	
	>20 years	3.330	.4074		2.551	.8053		3.323	.9532	
Ed. Level	High school	3.595	.6442		2.633	.8055		3.075	1.133	
	College	3.347	.5532		2.798	.8038		3.109	.8729	
	Bachelor degree	3.482	.6408	1.219	2.632	.8470	.521	3.442	.7695	2.314
	High diploma	3.164	.6032		2.572	.8810		3.280	.8613	
	Master degree or higher	3.459	.4914		2.753	.7530		3.219	.7777	

* significant at 5% level

Table 12
Descriptive statistics and correlation between variables

	Descriptive Statistics		Correlations				
	Mean	Std. Dev	JE	OE	AC	CC	NC
JE	3.9429	.79744	1				
OE	3.5810	.89129	.525**	1			
AC	3.4497	.61398	.436**	.456**	1		
CC	2.6702	.82844	-.144*	-.044	-.041	1	
NC	3.3415	.81637	.532**	.695**	.468**	-.045	1

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

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

Note: JE (job engagement), OE (organisational engagement), AC (affective commitment), CC (continuance commitment), NC (normative commitment)

H. Multiple Regression Analysis – The Relationship between Employee Engagement and Organizational Commitment

The main hypothesis predicted that the employee engagement dimensions are positively related to affective commitment and normative commitment and negatively related to continuance commitment. A two-step regression analysis was performed for each dependent variable, entering the controls in the first step and the employee engagement dimensions in the second. The first regression analysis was carried out to determine the relationship between the two dimensions of employee engagement and affective commitment. The results of the regression analysis for affective commitment are provided in Table 13. The R square value indicated that 29.3% of variance in affective commitment can be explained by the controls and the two dimensions of employee engagement ($R^2 = 0.293$; $F=23.787$; $p<0.01$). The regression results in Table 13 also showed that job engagement ($\beta = 0.290$, $p< .01$) and OE ($\beta = 0.305$, $p< .01$) are significant determinants for affective commitment. This supports hypotheses H1 and H4. Based on the beta values, OE ($\beta = 0.305$) seemed to have the strongest effect on affective commitment followed by job engagement ($\beta = 0.290$, $p< .01$).

The second regression analysis was run to determine the relationship between the two dimensions of employee engagement and continuance commitment. The results of the regression analyses for continuance commitment are summarized in Table 14. Table 14 revealed that the two dimensions of employee engagement and the control variables can collectively explain 3.1% of the variance found in continuance commitment ($R^2=.031$; $F=1.840$; $p>0.01$). A closer look at the individual variables show that job engagement has negative and significant association with continuance commitment with ($\beta = -0.162$, $p< .05$). This result provided support for hypothesis H2. Contrary to expectation, there was no significant relationship between organizational engagement and continuance commitment ($\beta = 0.062$, $p> .05$). Consequently, hypothesis H5 was not supported.

Table 13

MRA: The relationship between employee engagement and affective commitment

Variable	Step 1				Step 2				Remark
	Beta	t-test	Sig	VIF	Beta	t-test	Sig	VIF	
Step 1: Control –V									
Con_Bank	-.031	-.316	.752	2.94	.042	.496	.621	2.97	
Islam_Bank	-.20*	-2.05	.041	2.96	-.094	-1.09	.275	3.09	
Gender	-.100	-1.71	.088	1.03	.000	-.002	.999	1.07	
Step 2: Employee Engagement									
JE					.290**	4.955	.000	1.39	Supported
OE					.305**	5.150	.000	1.42	Supported
R ²	.036				.293				
Adjusted R ²	.026				.281				
F Value	3.647				23.787				
Sig. F	.013				.000				

Note: Con_bank (conventional bank) Islam_bank (Islamic bank), JE (job engagement), OE (organisational engagement), *p<0.05, ** p<0.01

Table 14

MRA: The relationship between employee engagement and continuance commitment

Variable	Step 1				Step 2				Remark
	Beta	t-test	Sig	VIF	Beta	t-test	Sig	VIF	
Step 1: Control –V									
Con_Bank	.045	.453	.651	2.94	.023	.232	.817	2.97	
Islam_Bank	.079	.790	.430	2.96	.064	.641	.522	3.01	
Gender	.103	1.745	.082	1.03	.091	1.524	.129	1.07	
Step 2: Employee Engagement									
JE					-.162*	-2.36	.019	1.40	Supported
OE					.062	.892	.373	1.43	Not Supported
R ²	.012				.031				
Adjusted R ²	.002				.014				
F Value	1.157				1.840				
Sig. F	.327				.105				

Note: Con_bank (conventional bank) Islam_bank (Islamic bank), JE (job engagement), OE (organisational engagement), *p<0.05, ** p<0.01

The third regression analysis was performed to determine the relationship between the two dimensions of employee engagement and normative commitment. The results of the regression analyses for normative commitment are provided in Table 15. The R square value indicated that 58% of variance in normative commitment can be explained by the controls and the two dimensions of employee engagement ($R^2 = 0.585$; $F=80.229$; $p<0.01$). The regression results in Table 15 also showed that job engagement ($\beta = 0.221$, $p<.01$) and organizational engagement ($\beta = 0.602$, $p<.01$) are significant determinants for normative commitment. This supports hypotheses H3 and H6. Based on the beta values, OE ($\beta = 0.608$) seemed to have the strongest effect on normative commitment, followed by job engagement ($\beta = 0.221$). Therefore, it can be concluded that the main hypothesis is partially supported.

Table 15

MRA: The relationship between employee engagement and normative commitment

Variable	Step 1				Step 2				Remark
	Beta	t-test	Sig	VIF	Beta	t-test	Sig	VIF	
Step 1: Control –V									
Con_Bank	-.036	-.362	.718	2.93	.049	.744	.457	2.96	
Islam_Bank	-.199	-2.022	.044	2.95	-.042	-.633	.527	3.00	
Gender	-.20*	-3.489	.001	1.03	-.056	-1.41	.160	1.07	
Step 2: Employee Engagement									
JE					.211*	4.589	.000	1.44	Supported
OE					.608*	13.15	.000	1.47	Supported
R ²	.059				.585				
Adjusted R ²	.049				.578				
F Value	6.013				80.229				
Sig. F	.001				.000				

Note: Con_bank (conventional bank) Islam_bank (Islamic bank), JE (job engagement), OE (organisational engagement), * $p<0.05$, ** $p<0.01$

I. Discussions

The purpose of this study was to investigate the impact of employee engagement on organisational commitment in emerging economies, focusing specifically on the frontline employees within the banking sector in Jordan. By so doing, we sought to extend the current body of knowledge on the association between employee engagement and organisational commitment in emerging economies. The main research question deals with the influence of the two dimensions of employee engagement, that is, job engagement and organizational engagement, on the three dimensions of organizational commitment (affective commitment, continuance commitment, and normative commitment). The influence of employee engagement on affective commitment, continuance commitment and normative commitment will be discussed separately. The results of this study show that the impact of employee engagement on

normative commitment was stronger than on the impact of affective commitment and continuance commitment. This means that employee engagement could predict employees' normative commitment greater than the prediction by affective commitment and continuance commitment.

J. Employee Engagement and Affective Commitment

The regression analysis reveals that affective commitment can be predicted by job engagement. This study is similar to previous studies where work engagement was found to be an important determinant of affective commitment (Hakanen et al., 2006; Llorens et al., 2006; Saks, 2006). This result suggests that a higher job engagement will result in a higher affective commitment. A plausible explanation for this result is that the employee who has a positive and fulfilling work-related state of mind (Schaufeli and Bakker, 2004) is likely to report positive attitudes towards working in the bank and exhibit greater affective commitment. The results of this study also indicate that organizational commitment has a positive and significant relationship with affective commitment. These results suggest that employees who reported higher levels of organizational engagement will also report greater affective commitment. The possible justification for this result would be that the confirmation that engagement is an individual-level construct, and any positive business results would have to impact individual-level outcomes first (Saks, 2006). Therefore, when employees hold a positive attitude and attachment towards their organization, they show high levels of affective commitment. The finding of the study lends further credence to the fact that engaged employees are more likely to have a greater attachment to their organization (Schaufeli and Bakker, 2004).

K. Employee Engagement and Continuance Commitment

The results of the study show a significant and negative relationship between job engagement and continuance commitment. Conversely, when employees' job engagement increases, their continuance commitment decreases and vice versa. This may be due to the fact that employees who show a high level of energy and psychological resilience when performing their jobs (Bakker and Demerouti, 2008) would more likely report low level of continuance commitment. Contrary to what was hypothesized about organizational engagement as having a negative association with continuance commitment, a positive and non-significant association between these two variables was obtained instead. Separately, the findings also indicate that organizational engagement does not explain the continuance commitment. This might be explained by the fact that continuance commitment refers to "awareness of the costs associated with leaving the organization" (Meyer and Allen, 1991, p. 67). Allen and Meyer (1990) found that the two significant variables affecting the level of continuance commitment are the availability of alternatives and the costs related to leaving the organization, such as forgoing day care benefits and abandoning the home. Conversely, Saks, (2006) defended organizational engagement as the extent at which an individual is psychologically present as a member of an organization. Kahn (1990) argued that engagement or disengagement at organization could be affected by three psychological conditions, in particular meaningfulness, safety, and availability. Hence, an employee's

decision to stay on the bank depends on the economic factors rather than psychological conditions. Therefore, frontline employees may perceive economic factors such as salary, benefits, job opportunities elsewhere, or even convenient location, familiarity with people are more important than psychological conditions in their decision to stay or leave the bank. However, more research is required to shed light on the unexpected result that organizational engagement does not relate negatively to continuance commitment.

L. Employee Engagement and Normative Commitment

The results of this study indicate that job engagement has a strong relationship with the normative commitment. Hence, the Jordanian bank employees, who have high levels of job engagement, will be likely to have high degrees of normative commitment. A likely explanation of this finding is that employees who are physically, cognitively, and emotionally involved in role performance would feel obliged to remain in the organization. This result is similar to that of Saks (2006) who found employees with higher job engagement are more possible to have higher level of confidence and a high quality relationship with their employers. This is accompanied by a show of employees' positive attitudes expressed in the form of greater normative commitment. Moreover, the results of this study show that organizational engagement has a positive relationship with the normative commitment. This result means that employees who have a high organizational engagement will be higher on normative commitment. The strong correlation observed between organizational engagement and normative commitment is likely due to the fact that organizational engagement is the extent to which an individual is psychologically present as a member of an organization (Saks, 2006). Therefore, when employees feel exhilarated and captivated as a member of the bank, they may report high normative commitment. Another possible explanation could be that any exchange between two parties requires two transactions, where something has to be given and in return something has to be obtained in return (Blau, 1964). Thus, when employees report high organizational engagement, they may feel obliged to respond to the bank with a greater normative commitment. This finding is consistent with Robinson et al.'s (2004) finding that argues that engagement is a two way relationship between employee and organization.

M. Implications

This study has added to knowledge by examining the relationship between employee engagement and organizational commitment SET (Blau, 1964) theories that pursuant to receiving economic and socio emotional resources from the organization, the employees would respond with a positive attitude and behavior. This study has provided empirical evidence to support the theory, when it shows that employees feeling more engaged in their job and organization would report high levels of affective commitment and normative commitment. These results are in line with that of Robinson et al. (2004) who described the engagement as a two-way relationship between the employer and employee. Second, the representation of employee engagement by two dimensions (job engagement and organizational engagement) can be considered as a major contribution. Previous studies focused mainly on work

engagement (e.g., Brown and Leigh, 1996; Demerouti et al., 2001; Hakanen et al., 2006; Llorens et al., 2006; Richardsen et al., 2006), whereas only one study has distinguished job engagement from organizational engagement (Saks, 2006). The result of the present study has provided empirical evidence to support the distinct constructs of job engagement and organizational engagement by Saks (2006). Third, several studies (e.g., Brown and Leigh, 1996; Demerouti et al., 2001; Hakanen et al., 2006; Llorens et al., 2006; Maslach et al., 2001; Richardsen et al., 2006; Saks, 2006) in western developed economies have indicated that there is a positive relationship between employee engagement and affective commitment, but none has looked at the impact of the two dimensions of employee engagement on the two other components of organizational commitment (continuance commitment and normative commitment). This study contributes to the employee engagement literatures by studying the relationship between the two measurements of employee engagement and the three measurements of organizational commitment. The empirical results of this study have revealed that the two measurements of employee engagement are positively and significantly related to the two measurements of organizational commitment namely affective commitment and normative commitment, but are not significantly related to continuance commitment.

N. Limitations and Future Research

Although this research has made several contributions to the knowledge, it has several limitations as follow. The first limitation of this research is related to its research design. This study was based on a cross-sectional design, which measures the variables at a single point in time. Therefore, any changes in the variables under study over time including employee engagement and organizational commitment were not covered in the study. Hence, the relationships between employee engagement and organizational commitment can be interpreted only as associations rather than causal relationships. The second limitation is the generalization of the results. Since the sample was selected based on a nonprobability sampling method, quota, and convenience sampling, the sample may not be totally representative of the population. In addition, the study has excluded individuals outside the banking sector and also outside the boundaries of Jordan. Hence, the generalizability of the results is restricted. Future research could be conducted to address the limitations outlined above. First, this study only concentrated on frontline employees within the banking sector in Jordan. Future research could extend the investigation to different sectors and countries to obtain a wider generalization of the study. In-depth interviews with employees would be helpful, especially because employee engagement and organizational commitment may vary according sectors and countries. Future studies can also be tailored to investigate the effects of employee engagement and organizational commitment, using multiple respondents in a given organization. Future research could also reexamine the conceptual model used in this study with a larger sample size so that the outcomes can be generalized to a larger population. For the purpose of causality, it would be interesting to replicate this study in a longitudinal design, so that it could be determined if employee engagement and organizational commitment are conditions and relationships that are likely to be sustained. Another future direction is to investigate

other factors that might influence the level of employee engagement and organizational commitment towards banks, such as trust and perceived organisational support.

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