

Goal Setting and Job Related Outcomes- Mediations of Employee Engagement and Workplace Optimism in IT Supplier Industry

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Abstract

The purpose of this study was to examine the role of goal setting on job related outcomes, employee engagement and workplace optimism mediates the relationship between goal setting and work place optimism in the supplier industry of IT sector. Employee engagement and work place optimism mediations are examined on the relationship between goal setting and job related outcomes. Job satisfaction, organizational commitment and turnover intentions are examined as the job related outcomes. Questionnaire method was used to collect data from targeted respondent. A total of 180 questionnaires were distributed from which 152 were received in useable form. Simple linear regression is used to test the first hypothesis and Baron and Kenny (1986) regression analysis is used to test remaining three hypotheses. It is determined that, to improve the job related outcomes effective goal setting by the management is important. Employee engagement and workplace optimism are also important factors to improve the outcomes

Keywords: Goal Setting, Workplace Optimism, Employee Engagement, Job Satisfaction, Organizational Commitment, Turnover Intention

Introduction

Employee engagement has received tremendous empirical attention in this decade. Most of the researches and documents regarding employee engagement offer either subjective and empirical proof that employee participation is a predictor of improved outcomes (Luthans & Lewis, 2002; Walters, 2008) or the methods by which companies or supervisors can improve a worker's stage of participation (Cartwright & Holmes, 2006; Fenci & Masarech, 2008). Optimism with connection to job related outcomes has been discussed however optimism remains an understudied phenomenon in the literature (Jensen et al., 2007). The focus of this research is to examine goal setting, employee engagement and workplace optimism as variables of interest for improved job related outcomes.

The previous studies were based on the impact of goal setting and employee engagement on individual/organizational performance. Present study focuses to evaluate the impact of goal setting and employee engagement on turnover. Study will help practitioners to reduce the turnover rate via organizational goals and enhanced employee engagement in the organization. Information from a convenience sample of 152 workers is examined following a regression technique. The research empirically looks into the potency of the development of applications that promote achievements stories, employee participation, and beneficial outlook as control practitioners always want to improve the job outcomes of their employees.

The next section contains the review of the literature, followed by discussion on hypothesis, then methodology used in this study is discussed followed by the scale valuation results and regression outcomes. Results including the contribution of the research, limitations of the research and recommendation for the future research follow at last.

Problem Statement

As suggested by Medlin and Natural (2009), the upcoming analysis aims to assess the effects of goal setting, employee engagement, and workplace optimism on traditional outcomes such as turnover intention, job satisfaction and organizational commitment. The IT supplier industry remains target oriented and goal focused. Employees are assigned goals and they are expected to achieve these goals in the given time period. The author contends that effective goal setting may positively impact the job related outcomes. The support to above arguments can be obtained through participation and engagement of the relevant employees while management sets goals for them. Management of the supplier industry also needs to develop optimism in the employees. Thus, the employee engagement and workplace optimism acts as the potential mediators in the proposed model.

Research Objectives

- o To assess the impact of goal setting on job related outcomes.
- o To determine the mediating role of employee engagement in relationship between goal setting and job related outcomes.
- o To determine the mediating role of workplace optimism in relationship between employee engagement and job related outcomes.
- o To study the mediating role of workplace optimism in relationship between goal setting and job related outcomes.

Research Questions

- o What is the impact of goal setting on the job related outcomes?
- o How employee engagement mediates the relationship of goal setting and job related outcomes?
- o Does workplace optimism mediates the relationship between employee engagement and job related outcomes?
- o How does the workplace optimism mediate the relationship between goal setting and job related outcomes?

Significance of the Study

This study addresses the issue related to the role of goal setting with mediating effects of employee engagement and workplace optimism to get the positive impact on job related outcomes. The study defines the role of these predictors on job related outcomes. Broadly, contribution of the study is to relate and develop a model of goal setting and job related outcomes with mediating effects of employee engagement and workplace optimism. This study assessed empirical evidence, in the context of Pakistan specifically in the supplier industry of IT sector to determine the contextual role of employee engagement and workplace optimism with goal setting and job related outcomes.

Findings of the study provide a guideline to improve the job related outcomes keeping in view the role of goal setting. Results of this study also provide a guideline that the role of employee engagement and workplace optimism while setting the effective goals is important to improve the job related outcomes. Goal setting is an important factor in the selected industry, so if the organizations set effective goals, the job satisfaction and organizational commitment will increase and employee intention's to leave the organization will be decreased.

Rationale of Study

This study was conducted in supplier industry of IT in Pakistan. Respondents of this study are limited to employees working in private companies of IT suppliers located in Islamabad, Karachi and Lahore region of Pakistan. Specifically, managerial level employees working in the private companies of the IT supplier are population of this study. This is because of the good organizational connections of the researcher with employees working over there. To scrutinize the job related outcomes, three predictors were taken into account in this study. Broadly, the focus of this study is to assess the role of goal setting on job related outcomes as mediating effects of employee engagement and workplace optimism.

Literature Review

A mounting body of research has attempted to examine goal setting, optimism, and employee engagement as instruments aimed to improve the job out comes. In the following, the independent variables, mediating variables and the dependent variables are discussed.

Goal Setting

Present study examines goal setting as the independent variable. Goal setting is known to inculcate motivational effect leading to enhanced performance (Knight et al., 2001), as well as the control techniques or procedures needs to be developed as an essential part to improve individual performance (Zabaracki, 1998). Goal-setting concept declares that the anticipation, instrumentality, and valence of outcomes will be excellent if goals are complicated (thought- provoking), as well as particular and obtainable (Austin & Klein, 1996). Specifically, there is the postulation that behavior reflects the intended goals. Consequently, the expectation is that employee initiatives as well as in companies will be influenced by the goals allocated to, or chosen by, these workers.

Theorists argue that, to increase worker's initiatives and following performance and fulfillment, goals which are set for performance should be complicated relative to easy goals, but these should also be attainable. It is in the minds of organizational employees the encounter of achievements in the desire of complicated but obtainable goals are related with beneficial and valued outcomes. These outcomes are both internal as well as an external Example of internal outcomes are feeling of triumph, escape from feeling bored or useless, and proving himself. Examples of external outcomes are higher pay, job safety, and opportunities for upgrades (Locke, 2002). The concept also declares that goals should be particular (e.g., improve output by 5 percent in the next year), rather than common i.e. "do your preeminent" The concept further claims that individual's dedication is essential to increase the connection between goal and fulfillment (Fried & Slowik, 2004). Moreover,

dedication can be enhanced by two categories of aspects that (1) create the objective achievement essential and (2) improve individuals' perception that they can obtain the objective (high self-efficacy). Lastly, the concept claims that reliable and timely reviews are needed for effective goals.

As to what circumstances may improve or decrease the advantages of goal-setting, the answer is five-fold. First, as intended above, the person must have the ability and information to obtain the objective. If the objective is a performance result (e.g., improve business by 20 per cent within the next twelve months), and workers lack the information to obtain it, encouraging them to do their best can sometimes be even more effective than establishing a particular performance-out-come goal. A goal can cause stress and make an individual anxious to succeed as a result an individual faces a chaos that effects his planning, that ultimately deteriorates his performance. This in convert results in evaluation worry and anxiety. The anti-dote for this issue is to set a particular high-learning goal rather than a result goal (e.g., find out five methods to master this task). A studying goal needs individuals to focus on understanding the procedure that is needed of them and to create a plan for performing it correctly. In short, when actions workouts have yet to be developed, a particular high-learning goal concentrates attention on systematic troubleshooting and ultimately on top rated.

Second, the person must be dedicated to the objective, especially if the objective is complicated. Accomplishing a complicated goal needs significant amounts of attempt, with low probability of achievements. Objective dedication is likely if the result of the objective is essential to the person, and the person believes that the objective is indeed obtainable. With regard to importance,

- o Making a person's goal public increases dedication because striving to obtain it increases a person's reliability in a person's own sight as well as in the sight of others.
- o To the stage that an innovator is helpful, goals that are allocated create "demand characteristics" in that they are an intended appearance of the leader's assurance in the person that the objective can and will be accomplished.
- o A perspective offered by an innovator that galvanizes and inspires individuals is likely to improve goal dedication to the stage that the objective results in con-create actions toward the achievement of the perspective.
- o Monetary incentives can be connected with goals, but to do so is tricky as mentioned in the next article by Edwin Locke.

Third, individuals need reviews on their enhancement toward the objective. Feedback enables them to adjust the stage or direction of their attempt and the technique necessary for goal achievement. When individuals dis-cover that they are below their goal, they generally improve their attempt

and/or modify their technique. As individuals obtain their goal, they usually set an even higher goal because the objective accomplished decreases in its efficiency for inducing pride in a person's performance. Fourth, projects that are complex for an individual, where technique and actions workouts have yet to become automatized, minimize the normally beneficial outcomes of establishing a particular excellent goal. Training is obviously one remedy here. A second remedy, as previously mentioned, is to set studying rather than a result goal. A third remedy is to set sub-goals. In a manufacturing simulator, when individuals were paid on a piece-rate basis to create toys but industry circumstances changed unexpectedly, the people who were advised to do their best had higher paychecks than those with a particular high-outcome goal. However, those who had sub goals moreover to a long-term result goal had the highest pay-checks of all. This is because in dynamic circumstances, it is essential look for actively for reviews and reacts quickly to it. Sub goals generate information for individuals as to whether their enhancement is reliable with what is needed for them to obtain their goal.

Fifth, situational constraints can create goal achievement complicated. A primary part of an innovator is (1) to ensure that individuals have the resources to obtain their goals and (2) to take the actions necessary to remove challenges in the way of accomplishing those goals (Latham, 2004).

Employee Engagement

Present study addresses employee engagement as one of the mediating variables. Although countless definitions are available for employee engagement (Finn & Rock, 2001), most contain either intended or precise effects that employee engagement includes "the appearance of the self through perform and other employee part activities" (Jones & Harter, 2005). Macey et al. (2009) gives the operational definition of engagement, the employee feels that he/she has the purpose, their focus on the work and initiatives are evident to others and this determination and adaptability engaged toward the company's goals. In addition, these employees have the excellent trust in the culture of the organization that they will retain them as an engaged workforce, and this kind of treatments drive participation building assistance networks assurance, resiliency, and restarting or restoring employee energy; and enhancing the motivation and engage workforce.

In analysis in an international organization, Mone and London (2009) described an engaged employee as someone who seems dedicated, passionate, and motivated and these action should be demonstrates while achieving the organizational goals. One similarity between business dedication and employee participation is that both capture some part of "employee's views of themselves, their performance and their organization" (Harter et al., 2002). Employee participation, on the other hand, being expressed "through perform and other employee- part actions," is a build more directly

connected with the interactive part of an employee's encounter, particularly with supervisors and co-workers. In fact more immediately decides whether those perform actions will take place (Jones & Harter, 2005). Engagement, like dedication, has an efficient element encompassing "people's psychological reactions to aware and unconscious phenomena," but it also is centered in "the objective proper- ties of projects, positions, and perform perspective, all within the same moments of procedure performance" (Jones & Harter, 2005).

Workplace Optimism

Though fewer research are available concerning optimism in the workplace, proof surely prevails linking the idea to enhancement in job outcomes (Dixon & Schertzer, 2005; Jensen et al., 2007). The capacity to sustain a positive alignment toward the long run has been suggested to be one of the interpreting features of the individual species (Gallagher et al., 2013). In common, individuals are positive about the long run, and for valid reason. A positive outlook appears to offer numerous advantages (Jones & Harter, 2005). It is connected to higher determination toward goals and to better coping and adjustment. Optimism can be described as an attribution about succeeding now and later on to achieve goals (Luthans et al., 2007).

Optimist employees usually encounter themselves responsible for the excellent outcomes in future, while they can convert aside responsibility for opposing activities through a positive informative style (Peterson, 2000). As specified by Reuter and Schwarzer (2009) all kind of job stress can be managed through optimism. Workers who are positive can easily explain achievement and failure not only by looking themselves but the external factors as well. Optimism and beneficial objectives have helped to elaborate chosen procedures by which the person may look to the long run, and a hopeful and/or beneficial upcoming, and drive the popularity of beneficial mindset (Green, et al., 2004). Optimism is what an employee believes the best outcomes in the encounter of uncertainty. Optimistic individual is prejudice towards holding beneficial objectives across time and scenario. Optimistic workers believe that the goals assigned to them will be met. Optimism is carefully relevant to self-efficacy, which is worker's perception about how successfully he or she can accomplish the business projects (Green, et al., 2004).

Job Satisfaction

Job satisfaction has been extensively studied over the last four decades of business analysis (Currivan, 1999). Scholars have described job satisfaction as the stage to which an employee conveys a beneficial efficient alignment towards a job (Smith, Kendall, & Hulin, 1969). The job satisfaction is the pleasurable psychological condition as a result of the evaluation of someone's job as achieving or assisting someone's job principles (Schwepker, 2001)". Job dissatisfaction is "the

unpleasant psychological condition as a result of the evaluation of someone's job as annoying or blocking the achievement of someone's values”.

Job satisfaction is basically determined by how individuals encounter their job and different characteristics of their projects (Spector, 1997). Job satisfaction is what employees expect from their job and what the job actually offers to them. When the inputs are equal to the outputs, an employee may be a satisfied worker (Locke, 2002).

According to Fogarty (1994), job satisfaction represents when workers gain enjoyment from their initiatives in the office. Satisfaction can be good or bad either to evaluate the decision made by individuals regarding their job or to perform scenario (Weiss, 2002). In inclusion, job satisfaction has been handled as both an international idea creating reference to overall satisfaction and as a facet-specific idea creating reference to various aspects of perform, such as pay, guidance, or workload etc. (Cook, Hepworth, Wall, & Warr, 1981).

Job satisfaction is very important dimension in the perspective of employee well-being and it is also a desired indicator of organizational outcomes (Culbertson, 2009). To be successful in motivating and retaining organizational employee's resources can be associated with high-performance establishments (Huselid, 1995; Capelli, 2000). So the management's validity assumes to be good if the employees of that organization are positive (Brown & Lam, 2008). In this perception, to be a top valued job satisfaction seems a potential way (Becker & Huselid, 1998; Boxall & Purcell, 2003; Wright et al., 2003) and a very strong mediator to increase the practices of performance (Michie & West, 2004; Purcell & Kinnie, 2007). Job satisfaction has a variety of aspects such as satisfaction with: performance, pay, work itself, high quality of lifestyle, participation, business dedication, and business climate (Lum et al., 1998). While these aspects are associated, each is an independent build. Satisfaction with one aspect does not guarantee fulfillment with all other satisfaction aspects.

Organizational Commitment

Organizational commitment has been discussed widely as the variable of interest and multiple dimension and measures for organizational commitment also being suggested by many authors (Mowday et al., 1982; Meyer et al., 1998; Coyle-Shapiro et al., 2006). For the sake of employee retention, researcher's associate organizational commitment as a strong predictor and employee retention has been a major issue for organizations (Jain et al., 2008). According to Mowday et al. (1982), organizational commitment is an attitude and behavior of an employee, which prevails between the person and the company. That is why; it is regarded as a comparative durability of the person's psychological recognition and participation with the company (Jaramillo et al., 2005). The organizational commitment is merger of three main components i-e effective, normative and

continuation features of commitment (Meyer & Allen, 1991; Meyer et al., 1993, 1998; Coyle-Shapiro et al., 2006) determine efficient dedication as a worker's psychological connection to company, appreciation with and participation in the company. Continuance commitment is totally according to the cost that an employee associates with the company. Normative commitment viewed as an worker's emotional responsibility to remain with the company, and it is different from effective and continuation dedication, normative commitment concentrates on the “right or ethical thing to do” responsibility is being concentrated and moral connection of workers that are produced through the socializing procedure while achieving the organizational goals (Allen & Meyer, 1990; Thomas & Anderson, 1998). To conduct this investigation, Meyer and Allen's multidimensional three element design is regarded as a place to start.

Organizational commitment is determined as the comparative durability of your recognition with and participation in a particular company. Conceptually, authors characterized organizational commitment by at least three factors: (a) perception of an employee to approve organizational objectives and values; (b) on behalf of the organization an employee creates a desire to apply considerable attempt to achieve organizational goals; and (c) sustain membership in the company as a powerful desire of an employee (Mowday et al., 1982).

Turnover Intention

In management literature, turnover intention has been discussed widely as a determinant of turnover (Flint et al., 2012). There is no standard context for understanding the turnover process as a whole. A wide range of factors have been found useful when it comes to interpreting employee turnover (Morrel et al., 2004). Intentions to leave an organization are the thoughts of the employee regarding voluntarily leaving the organization (Whitman, 1999). There is empirical evidence that the intent to stay or leave the organization is strongly related to voluntary turnover. Turnover intentions is seen as a mental decision intervening between an individual's attitude regarding a job and the stay or leave decision and that can be regarded as an immediate antecedent to stay, or leave (Fox & Fallon, 2003). Industries across the globe have emphasized the importance of retaining key employees for organizational success (Holtom et al., 2008).

Turnover among domestic functions generally represents the separation of the employee from the firm. This meaning is too narrow for the worldwide environment and must be enhanced to include several other dimensions of revenues since expatriate revenues often include inner transfers to the company (Morrel et al., 2004). There is considerable support for the notion that intention to quit is probably the most important and immediate antecedent of turnover decisions (Fox & Fallon, 2003). Research has indicated that many supervisors find the repatriation procedure much more

stressful and annoying than the initial expatriation and repatriation experiences, and this may cause following turnovers (Harvey, 1989).

The determinants of turnover intention can be controllable and uncontrollable factors. The controllable factors included achievable goals, pay, nature of work, organizational commitment. The uncontrollable is perceived alternative employment opportunity. The formulation of goals to keep or remain is naturally a result of efficient attitudes toward the worldwide assignment as well as views of employment alternatives (Lee et al., 2010).

Goal Setting and Job Related Outcomes

The first aim of this study is to examine how the goal setting influence the job related outcomes such as job satisfaction goal commitment and turnover intention of employees. There is sufficient evidence that goal setting is positively related to the outcomes of job (Klein, et al., 2010). Although not every single goal setting component may affect job outcomes (Tanja & Kleingeld, 2010). Klein et al. (2000) provides evidence that goal setting is positively related to job outcomes, they reported a significant correlation for goal setting with job outcome. A negative effect on job outcomes has been investigated if the goal setting put an excessive burden on employees (Tanja, & Kleingeld, 2010).

Goal setting and employee engagement

Several researchers (Dweck et al., 1993; Sujun et al., 1994; Knight et al., 2001) supported a positive relationship between organizational outcomes and effective goal setting. In Gallup's Q12 survey tool being used to measure the level of employee engagement, four of the measures are related to the idea of goal setting in organizations (Jones & Harter, 2005).

Employee Engagement and Workplace Optimism

Gallup offered the definition which has been widely used for engaged worker. As per the definition of Gallup, an employee who is fully passionate and involved with his work is an engaged worker (Tritch, 2003). Employee's personal attachment with the organization is engagement (Gubman, 2004). Harley et al. (2005), identifies a profile of an "engaged worker" and to measure the engagement he lists some characteristics that can be used in organization. The definition of session board after inspecting the statistics related with the engagement is as follows: "an emotional link that an employee feels for his or her organization, which influences him to be more enthusiastic and passionate about his work." A perspective, behavioral and passionate aspect of employees regarding engagement being discussed by (Gubman, 2004). The perceptive beliefs and concerns of employees about leader, about organization and the working environment show the level of engagement, so the part is that how employees feel about these factors. When the employee puts an optional effort it is concerned with the behavioral aspect (Macey et al., 2009). The engage worker

must be fully involved with work and goals, and enthusiastic about, his or her tasks which are being assigned (Tritch, 2003a). Gubman (2008) defines employee engagement with number of definitions most of these definitions have focus upon “to what extent employees are willing to put an extra effort” and “the readiness of employees to achieve the goals being assigned to them.”

Generally speaking, in the time of uncertainty optimism is the propensity to believe that they have got the best possible outcomes in future (Kluemper & DeGroot, 1956). Optimist employees focus on the characteristics like action, situation and events that will create the best outcomes in future the future (Green et al., 2004). Association of the optimism with self- efficacy is very much, because the concept of self-efficacy is also the belief that how successful one can be in terms of task/goals accomplishments (Green et al., 2004).

Employee Engagement and Job Related Outcomes

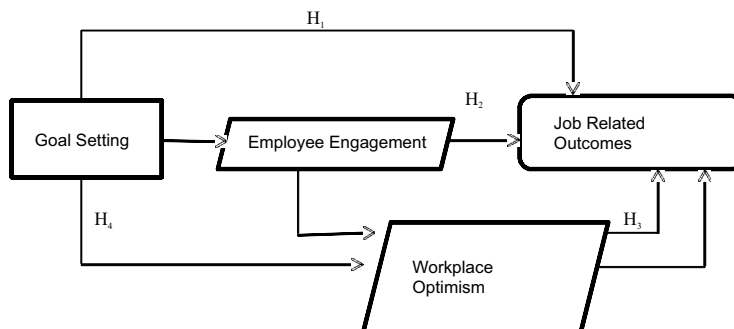
To survive and compete successfully in today's economic environment, organizations require employees to be proactive and remain with the organization as it can only be done through committed and satisfied employees (Bakker & Leiter, 2010). In previous research it has been claimed that employee engagement mediates between the relationship of goals setting and job outcomes (Harter et al., 2002; Bates, 2004).

Workplace Optimism and Job Related Outcomes

As suggested by Medlin and Natural (2009), present study aims to assess the effect of hypotheses of goal setting, employee engagement, and workplace optimism on traditional outcomes such as turnover intention, job satisfaction and organizational commitment. This analysis further assist the execution of control applications developed to create achievement stories, participation, and beneficial outlook. Many studies have indicated the need to investigate the comparative effect of optimism, with their connection to business outcomes (Green et al., 2004). Thus, by using informative concept, present study investigates the connection between optimism and the job relevant outcomes, job satisfaction and turnover intentions

Theoretical Framework and Hypotheses Development

Figure 1S



Hypotheses

On the basis of extensive review of literature, following are the hypothesis designed by this study.

H₁: Goal Setting is a significant predictor of Job Related Outcomes.

H₂: Employee Engagement mediates the relationship between Goal setting and Job Related Outcomes.

H₃: Workplace Optimism mediates the relationship between Employee Engagement and Job Related Outcomes.

H₄: Workplace Optimism mediates the relationship between Goal Setting and Job Related Outcomes.

Data Collection Method

Population/Sample

The participants chosen for data collection were the employees of supplier industry in IT sector of Pakistan. Unit of analysis for this study is managerial level employee of supplier industry situated in Islamabad, Karachi and Lahore region of Pakistan.

A sample of 180 participants was invited to participate and response was received from 152 participants. Sample size is about 20% of the total population for this study. There are approximately 900 employees working in the supplier industry in IT sector. The percentage of the sample is statistically sufficient. Sekaran (2005) also referred that the sample of 10- 20% of the total population size is enough to predict the results for the study. Random sampling is used to access the respondents for the data collection process.

Data Sources

Data for this study is collected from both primary and secondary sources.

- o **Primary Data Sources:** Population for this study consisted of managerial level employees of supplier industry of Pakistan. These employees considered to be the potential respondents for this study.
- o **Secondary Data Sources:** Literature about study variables were collected through national, research articles and review papers. This data is mainly utilized in first two chapters for the review of literature and justification of the study.

Measurement

The advantage of this approach is its versatility (Blumberg et al., 2005). According to Blumberg et al

(2005) survey has many advantages in primary data collection. Its cost will be low. It requires less staff time and it easier to maintain participant's anonymity than other primary data collection methods. Moreover, participants have more time to think about their answer. Respondents are informed about privacy and secret character of the survey. They are encouraged to take a part in a survey in by information that participation does not consume much of their time.

Goal Setting Measure: The first four items in the questionnaire are related to construct of goal setting. Measuring scale for the goal setting construct was previously developed and assessed by Green et al.(2004). Four major dimensions of effective goal setting were included in this scale. The items in questionnaire are measured on a five point Likert scales ranging from strongly disagree to strongly agree.

Employee Engagement Measure: Measuring scale for employee engagement construct was previously developed and assessed by Buckingham and Coffman (1999). Four major dimensions of engage worker were included in this scale. The items in questionnaire are measured on a five point Likert scales ranging from strongly disagree to strongly agree.

Workplace Optimism Measure: Measuring scale for employee engagement construct was previously developed and assessed by Green et al. (2009). Five major dimensions of engage worker were included in this scale. The items in questionnaire are measured on a five point Likert scales ranging from strongly disagree to strongly agree.

Job related outcomes measures: Three further dimensions studied under this research include job satisfaction, organizational commitment and turnover intention. For measuring each dimension of job related outcomes separate scale is used. Measuring scale for job satisfaction construct was previously developed and assessed by five major dimensions of job satisfaction. Measuring scale for organizational commitment construct was previously developed and assessed by Porter et al. (1974). Measuring scale for turnover intention was previously developed and assessed by Cummins et al. (1979). The items in questionnaire are measured on a five point Likert scales ranging from strongly disagree to strongly agree.

Data Analysis Tools and Techniques

Standard package of SPSS 20.0 for windows has been used to record, analyze and interpret the responses obtained from the respondents. Description of techniques utilized in this study is explained in the following. Descriptive analysis has been done to analyze the normality of the data. Internal consistency of the scales adopted in this study is determined by utilizing Cronbach's Alpha reliability test. It is more accurate tool to measure reliability of the scale. Correlation test has been done in order to analyze the relationship between variables and Regression analysis is utilized to determine the

impact of goal setting on job related outcomes. Baron and Kenny mediation steps being followed to check the employee engagement mediating relationship between goal setting and job related outcomes, workplace optimism mediating relationship between employee engagement and job related outcomes and workplace optimism mediating relationship between goal setting and job related outcomes.

Results & Analysis

Descriptive Statistics

Descriptive analysis has been run in SPSS 20.0, and descriptive are given below in table 5.1 stating that values of arithmetic mean across the distribution and spread of the distribution can be seen from the values of standard deviation for all variables.

Table 1: *Descriptive Statistics*

	Mean	Std. Deviation
Goal Setting	3.2714	1.11430
Employee Engagement	3.0576	1.21575
Workplace Optimism	3.0937	1.14669
Job Satisfaction	3.1618	1.10117
Organization Commitment	3.6530	.95167
Turnover Intention	3.5285	1.10683

Reliability

The reliability analysis is used to know that whether the items for each variable are measuring the particular variable or not. To check the internal reliability Cronbach Alpha is used most commonly. The value of Cronbach Alpha should be greater than 0.65 (Sekaran, 2006). It can be seen that goal setting is a four item scale and the reliability for this scale is 0.825, employee engagement is a four item scale with a reliability of 0.845, workplace optimism is five items scale and the reliability of this scale is 0.818, one of the dependent variable, job satisfaction is a five item scale with reliability of 0.835, organizational commitment is a eight item scale with the reliability of .842 and turnover intention is a three item scale with a reliability of 0.762. The sample size of this study is 152 respondents.

Table 2: Summary of Alpha reliability of all Scales

Sr.Scale	No. of items	Alpha Reliability
Goal Setting	4	.825
Employee engagement	4	.845
Workplace optimism	5	.818
Job satisfaction	5	.835
Organizational Commitment	8	.842
Turnover Intention	3	.762

Correlation

The correlation analysis is used to describe the relationship between the variables. The relationship shows the impact of change in dependent variable caused by independent variable.

Table 3: Correlation between Variables

	GS	EE	WO	JS	OC	TI
Goal Setting	1					
Employee Engagement	.602**	1				
Workplace optimism	.867**	.640**	1			
Job Satisfaction	.791**	.929**	.781**	1		
Organizational Commitment	.780**	.741**	.785**	.822**	1	
Turnover Intention	.791**	.684**	.800**	.765**	.908**	1

Note:GS: Goal Setting; EE: Employee Engagement; WO Workplace Optimism; OC: Organizational Commitment; TI: Turnover Intention

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

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

Regression:

Hypothesis 1

The first hypothesis states that, goal setting is a significant predictor of job related outcomes.

Table 4: Regression Analysis Summary for Goal setting and job related outcomes(N=152)

Variable	B	SEB	B
Constant	1.012	.137	
Goal Setting	.745	.040	.837

Note. $R^2 = .701$; $F = 350.950$, $p = .000$, * $p < .05$

From Table 5.4, we can analyze regression results of the goal setting and job related outcomes. R square value is shows that 70.1 % of variation in job related outcomes is due to the variation in predictor. Moreover positive beta coefficient is also explaining the one unit change in goal setting would bring 0.745 units change in job related outcomes and it is significant. The value of p is less than .05, so that predicts the relationship between goal setting and job related outcomes are significant.

Hypothesis 2

The second hypothesis is employee engagement mediating the relationship between goal settings and job related outcomes.

Table 5: Regression Analysis Summary for mediating role of Employee engagement between relationship of goal setting and job related outcomes (N=152)

Steps		R ²	Adjusted R ²	F	B	SEB	t	β	
<i>Step 1:</i>									
GS(IV) →	JRO	.701	.699	350.9	.745	.040	18.7	.837	
(DV)									
<i>Step 2:</i>									
GS(IV) →	EE	.363	.358	85.3	.657	.071	9.23	.602	
(MV)									
<i>Step 3:</i>									
EE(MV) →		.699	.697	347.8	.682	.037	18.6	.836	
JRO(DV)									
<i>Step 4:</i>									
GS (IV)	} →	JRO	.873	.872	513.6	.466	.032	14.3	.532
DV EE (MV)									

* $p < .05$

GS: Goal Setting; EE: Employee Engagement; JRO: Job Related Outcomes

Employee engagement mediates goal setting and job related outcomes because if we compare the value of R square and beta of step 1 and step 4, it can be seen that value of R square increase from 70.1% to 87.3% and Beta value decrease from .837 to .523. Results of analysis fulfill the three assumptions of Baron and Kenny as shown in the table.

Hypothesis 3

The third hypothesis is workplace optimism is mediating the relationship between employee engagement and job related outcomes.

Table 6: Regression Analysis Summary for mediating role of workplace optimism between relationship of employee engagement and job related outcomes (N=152)

Steps		R ²	Adjusted R ²	F	B	SEB	t	β	
<i>Step 1:</i>									
EE(IV) →	JRO (DV)	.699	.697	347.8	.682	.037	18.6	.836	
<i>Step 2:</i>									
EE(IV) →	WO (MV)	.410	.406	104.1	.604	.059	10.2	.640	
<i>Step 3:</i>									
WO(MV) →	JRO(DV)	.703	.701	354.3	.725	.038	18.8	.838	
<i>Step 4:</i>									
EE (IV)	} →	JRO DV	.854	.852	437.0	.414	.033	12.4	.507
WO (MV)									

*p < .05

EE: Employee Engagement; WO: Workplace Optimism; JRO: Job Related Outcomes

Workplace optimism mediates the relationship between employee engagement and job related outcomes because after comparing the value of R square and beta of step 1 and step 4. It can be seen that value of R square increase from 69.9% to 85.4% and Beta value decrease from .836 to .507. Results of analysis fulfill the three assumptions of Baron and Kenny as shown in the table above.

Hypothesis 4

The fourth hypothesis states that the workplace optimism is mediating the relationship between goal setting and job related outcomes.

Table 7: Regression Analysis Summary for mediating role of workplace optimism between relationship of goal setting and job related outcomes (N=152)

Steps		R ²	Adjusted R ²	F	B	SEB	t	β
<i>Step 1:</i>								
GS(IV)	→ JRO(DV)	.701	.699	350.9	.745	.040	18.7	.837
<i>Step 2:</i>								
GS(IV)	→ WO(MV)	.752	.750	453.8	.892	.042	21.3	.867
<i>Step 3:</i>								
WO(MV)	→ JRO(DV)	.703	.701	354.3	.725	.038	18.8	.838
<i>Step 4:</i>								
GS (IV)	} → JRO DV	.752	.748	255.3	.395	.073	5.4	.444
WO (MV)								

*p < .05

GS: Goal Setting; WO: Workplace Optimism; JRO: Job Related Outcomes

Workplace optimism mediates the relationship between goal setting and job related outcomes because if we compare the value of R square and beta of step 1 and step 4 then we came to know that value of R square increase from 70.1% to 75.2% and Beta value decrease from .837 to .444. Results of analysis fulfill the three assumptions of Baron and Kenny as shown in the above table.

Discussion

The study proposed a model to determine the effect of effective goal setting on job related outcomes. It is also aimed to assess the mediating effects of employee engagement and workplace optimism between the relation of goal setting and job related outcomes. Three dimension of job related

outcomes considered under this study are job satisfaction, organizational commitment and turnover intention.

Results of the study determine that effective goal setting is a predictor of job related outcomes. In general the results of this are consistent with previous research such as Erez (1986). Employee engagement and workplace optimism mediating the relation between goal setting and job related outcomes. In previous research both the mediators of this study separately studied with job related outcomes. Engagement is a positive predictor of the dimensions job related outcomes (Jones et al., 2009). Workplace optimism being discussed by the Kluemper and DeGroot (2009), as they concluded that optimism has the different benefits on the job related outcomes. The model of this study established on the basis of previous research.

With the current financial difficulties faced by companies, it is crucial for management to be more aware regarding methods to enhance the outcomes related to the job. As companies attempt to cut costs by removing employees, employees will take on more obligations with higher efficiency as well as objectives. As this study indicates, predictors like effective goal setting with engagement and optimism effects on job related outcomes.

Contribution of the Study

This study addresses both academic and practical issues related to goal setting and job related outcomes. Major contributions of this study are mention below:

Theoretical Contribution

This study addresses the issue related to the role of goal setting with mediating effects of employee engagement and workplace optimism to get the positive impact on job related outcomes. The study defines the role of these predictors on job related outcomes. Broadly, contribution of the study is to relate and develop a model of goal setting and job related outcomes with mediating effects of employee engagement and workplace optimism.

Practical Contribution

- o This study assessed empirical evidence, in the context of Pakistan specifically in the supplier industry of IT sector to determine the contextual role of employee engagement and workplace optimism with goal setting and job related outcomes.
- o Findings of the study provide a guideline to improve the job related outcomes keeping in view the role of goal setting.
- o Results of this study also provide a guideline that the role of employee engagement and

workplace optimism along with setting the effective goals is important to improve the job related outcomes.

- Goals setting are an important factor in the selected industry, so if the organizations set's the effective goals the job satisfaction and organizational commitment will increase and employee intention's to leave the organization will be decreased.

Limitations

- Major Limitation for the present study includes time and cost factors to conduct this study.
- All study measures are based on the perception of the employees.
- This study considered three predictors goal setting, employee engagement and workplace optimism to improve the job related outcomes.
- This study is conducted in the supplier industry of IT sector of Pakistan and data were collected from managerial level employees.

Recommendations for Future Research

Present research study establishes a casual and mediating relationship between the variables. In future, researchers can determine the role of moderator variables such as organizational trust, work attitudes etc. The future research aims to evaluate the impact of predictors on other outcomes such as absenteeism. This study was conducted in the supplier industry of Pakistan. It can be replicated in banking and telecom sector of Pakistan.

Conclusion

It can be concluded from the results of the present research study that goal setting significantly affect the outcomes related to job in the supplier industry of Pakistan. Also, employee engagement and workplace optimism mediates the relationship between goal setting and job related outcomes. The scale adopted for the measurement is reliable. Regression analysis supports all the hypotheses. It is established from the study that the goal setting is positive predictor of job related outcomes. Moreover, employee engagement and workplace optimism mediates the relationship. This highlights the importance of understanding the three dimension of job related outcomes i.e. job satisfaction, organizational commitment and turnover intentions of the employees. This indicates that the management who sets the goals for the employees of supplier industry needed to make them effective, keeping in view the role of employee engagement and workplace optimism.

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