
FROM RESOURCES TO PERFORMANCE: WORK ENGAGEMENT AND RESOURCES

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ABSTRACT

Keywords

Job Resources
Personal Resources
Work Engagement
Human Resource Management
Job Performance.

Employee engagement has become an essential business construct for many leading organizations as an essential driver for efficiency and productivity. The study discusses the drivers of the work engagement and employee performance at workplace by considering different resources including job and individual resources on the bases of COR theory in Pakistan (OGDCL). Questioners containing 34 items which was adapted from A. B. Bakker, Demerouti, Evangelia, Oerlemans, Wido GM (2014) The Job Demands–Resources (JD-R) questionnaire. AMOS statistical package was used to draw the model and check the mediation of PR (personal resource) between job resources and work engagement. Results shows that personal resources and job resources effect the work engagement as mediating and independent factor respectively while work engagement make very minimum to job performance. Directions regarding areas for future research are given.

INTRODUCTION

Employee engagement has become a top business construct for many leading organizations and their management; they consider it as an essential driver for efficiency and productivity. They agree that very engaged workforces are the need of the firms for productivity, performance and innovation than any other times in history. While on one side the need for employee engagement is clear, but it seems still an obstacle to measure it in more tangible way. However, both sides matter and linked, there is need to identify the factors directs to improve performance though work engagement.

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High engagement on every measurement is prescient of high overall engagement for a employee (Bhatnagar, 2007).the more the employees is highly attach to the organization the more they will be productive and their performance will be high due to which they easily attain their own goals and objectives which are directly related to the overall organizational values.

Robertson-Smith and Marwick (2009) brings up that engagement furnishes employees with an chance to put themselves in their work furthermore makes a feeling of self efficacy

Because employee feels that their role in organization is crucial to achieve the overall business goals and objective and motivate to engage in their job. employee engagement is the ability to catch the heads, hearts, and souls of your representatives to impart a characteristic intrinsic desire and passion for excellence." employee who are engage want their organization to succeed in light of the fact that they feel associated emotionally, socially, and even profoundly to its main goal, vision, and purpose

Newman and Harrison (2008) characterized engagement as the synchronous presence of three practices in employees, their performance in job, citizenship behavior and contribution.

It basically answer to the following three term that the actual performance of the employee in their job and how much they add value to the organization.

Cook (2012) characterize engagement as "how emphatically the employees considers the organization, feels about the organization and is proactive in connection to accomplishing organizational objectives for customer, partners and other stakeholders.

When employees are closely attach with organization they know what is important for their organization and what strategies use in order to satisfied the coworkers, customer and other stakeholder because they have impact on the success of organization.

According to Andrew and Sofian (2012) Employee engagement cover broad area which facilitate nearly all branches of human resource management known till the day. In order to engaged employee fully with their job roles every aspect of human recourse management should be consider with proper approach it will also minimize mismanagement(Markos & Sridevi, 2010). After organizations identify the link of employee commitment and skills with organizations performance through concepts like employee satisfaction, employee commitments and Organizational Citizenship Behavior (OCB), employee's engagement also start getting importance for management as they recognize they have to keep their employee engage in their work. In most organizations, management is acutely aware that they have to

ensure employee engagement and to get this focus and efforts are require from top management especially to enhance performance but the question is how to do it in a right way.

The study discusses the drivers of the work engagement and employee performance at workplace in Pakistan. Where need for developing effective engagement among employee in order to improve productivity raise during the course of the years. This paper takes a look at different resources including work and individual resources and how they contribute to the way the employee performance can hence through engagement. The COR (Conservation Resource Theory) provides theoretical base for employee resources gain and investment to improve their job role(Hobfoll, 1989). This is most commonly used theory in engagement research while talking about resources.

The study is conducted with the objectives to investigate relationship among resources and employee performance through engagement at workplace in Pakistan. This study will assist management and HR to pattern their procedures for employee wellbeing and organizational effectiveness. It will also help policy makers to carry out better land use recommendations.

LITERATURE REVIEW

Employee Engagement

Work engagement is positive work related state with the characteristics of vigor, dedication, and absorption(Schaufeli, Bakker, & Salanova, 2006). Vigor submits to mental resilience, high levels of energy to invest effort in one's job, not being easily fatigued, and persistence in difficult times. Dedication is characterized by involving in one work with the feeling of pride, significance and inspiration. The third dimension is Absorption refers to being fully concentrated with one's work which is characterized by time passing quickly and one face difficulties in detaching oneself from the work. Absorption finds to representing element of engagement from 30 different interviews(Schaufeli, Salanova, González-Romá, & Bakker, 2002).Engagement is lasting state of mind which support investment of the personal energies in the work performance at the same time (Christian, Garza, & Slaughter, 2011). Engagement is view as positive energy one serve for organization goals as according to A. B. Bakker, Schaufeli, Leiter, and Taris (2008) it is a motivational state which reflect the willingness of individual to put efforts towards organizational success.

A workplace approach designed to confirm that employees are committed to the goals and values, motivated to contribute to the success of organization (MacLeod and Clarke, 2009). It is emotional and cognitive attachment with organization.

When an employee's engage they know their duty and responsibilities in the organization and also motivate their coworkers in order to achieve their own goals which directly link with the overall organization goals.

Employee engagement is the level of involvement and commitment of an employee's towards its organization and to the core cultural of the firm.

The degree to which the employees are pleased with their job, feel that their duties and responsibilities contributed to the organization success, create a friendly environment with each other for a longer period of time and add values to the organization. When employees perform in such a friendly environment their performance and productivity will enhance and sustainable with time (Cattueuw et al., 2007).

The manager who is engaged to the organization and provides clarity, valuation of employee's effort the way they contribute and the work is organized efficiently and effectively so that employees feel that they are valued and supported to their job.

Employee Engagement is the positive feeling that employees have towards their employments furthermore the effort and exertion they put into it (Macey & Schneier, 2008). Employee engagement simply mean how much employee feel positive about the job which they are performing in that particular organization.

To be engaged is to be emotionally and mentally dedicated to one's organization employees engagement has likewise been conceptualized as having two measurements: Cognitive Engagement the degree to which the worker knows about his main goal at work and his part in the organization and Emotional Engagement or physical engagement the degree to which the worker sympathizes with others at work and associates definitively with his or her colleague (Bhatnagar, 2007). It is actually the state in which employees emotionally and mentally committed to the organization

Gatenby (2008) observe, "Engagement is about making open doors for employees to associate with their partners, chiefs and more extensive organization. It is likewise about making a situation where employees are persuaded to need to associate with their work and truly think about benefiting a job Engagement is an uplifting attitude held by the employee towards the organization values and its norms. An engage employee knows about business setting, and works with associates to improve performance inside the occupation for the advantage of the organization. The Organization must work to support, keep up and develop engagement, which requires a two-path relationship between employer and employee. Saks (2006) expanded the idea of employee engagement to incorporate two critical perspectives, work engagement and organization engagement.

Drivers of Employee Engagement

To make optimal levels of success, management needs to start doing things like press a button but the Question here is to which one. Same cases for engagement, potential drivers are necessary to gain desired productivity and many authors identify some practical factors which directly contribute toward engagement and effective organizational outcomes. Work bring employee and management connected in such a way that both of them strive to combine organizational success and a sense of purposefulness and community comes to employees(Penna, 2007). Values, control, workload, reward and recognition, social support and perceive fairness as elements of work life which leads to engagement and burnout(Maslach, 2001). Top ten job characteristics are identifies by the Perrin (2003) three of them including Power of decision making, management interest in employees wellbeing and challenging job, which contributed toward employee engagement. Earlier studies have consistently uncovered the relationship of job resources and individual resources with work engagement(A. B. Bakker & Demerouti, 2008). Job resources are the physical, social and organizational part of the work which help in achieving work goals, minimize job demand and improve personal growth(A. B. Bakker & Demerouti, 2007). Autonomy, Social support, Coaching, professional development and feedback can be taken as an example of job resources. Job resources can play intrinsic and extrinsic motivational role because it submit for basic needs and create an environment for positive energy, which can be use for goal attainment and work task completion(A. B. Bakker, Albrecht, & Leiter, 2011). A study in Dutch Telecom Company among executives show that increase in job resources like Autonomy, Social support, Coaching, professional development and feedback have a positive relation with work

engagement(Schaufeli, Bakker, & Van Rhenen, 2009).According to A. B. Bakker and Demerouti (2007) in JD-R model motivational potential of job resources can be identify in higher job demand state where resources gain silence due to demanding conditions.

On the whole, previous studies have shown that job resources and personal resources facilitate work engagement they are helpful in satisfying psychological needs and job oriented goals. Personal resources like self efficacy and optimism also help employees to stay connected with their work life and satisfy the job demand(A. B. Bakker et al., 2011).

Mani, 2011 predict four driver's employee welfare, empowerment, employee growth and interpersonal relationship.

Engagement–Performance link

Engaged employees are highly connected with their job and goal achievement for employer they just go behind the limit of job contract and show emotional attachment with his/her organization (Markos & Sridevi, 2010) which ultimately pay for the better outcomes.Vance (2006) also explains that Employee engagement is results of individual attributes like skills, knowledge abilities, attitude, temperament and personality, which directly or indirectly effect job performance. The relation between both also prove by earlier studies with some other constructs such as productivity, employee retention, customer loyalty, profitability and safety(Markos & Sridevi, 2010).

Work Engagement considerate outcomes and pay for that by show integration of cognitive, physical and emotional at job as a resources for better performance (Christian et al., 2011). As Kahn (1990) defined , an individual as an engaged person who approach his task with self passion to convert his energy into higher levels of in-role and extra-role performance.

In-Role performance

In-role performance, also refer as task performance, show person performance for his/her specified task assign by the job (Borman & Motowidlo, 1997). When we call engagement as a motivational state it should concern with the consistency and depth of individuals they show for their task performance (Rich, Lepine, & Crawford, 2010) . Further more Engaged employees are consider more attentive and focused on their job tasks so positive relation can be predicted between engagement and task performance.

Extra-Role Performance

An individuals with high involvement into their role at work are consider to have higher tendency towards social and psychological perspective of the organizations and contextual performance (Borman & Motowidlo, 1997). Engagement show how individual interested in employer goals and their willingness to direct their efforts his/her help (Erickson, 2005). The individuals who are competent and active at performing their regular role are consider to participate outside organizational limits and the people with whom he work (Kahn, 1990). so, we look ahead to that work engagement would be positively related to contextual performance (Rich et al., 2010).

In In-role and extra-role performance engage employees' gain high rating from their fellows which shows not only they perform well but their willingness for better performance(A. B. Bakker, Demerouti, & Verbeke, 2004).

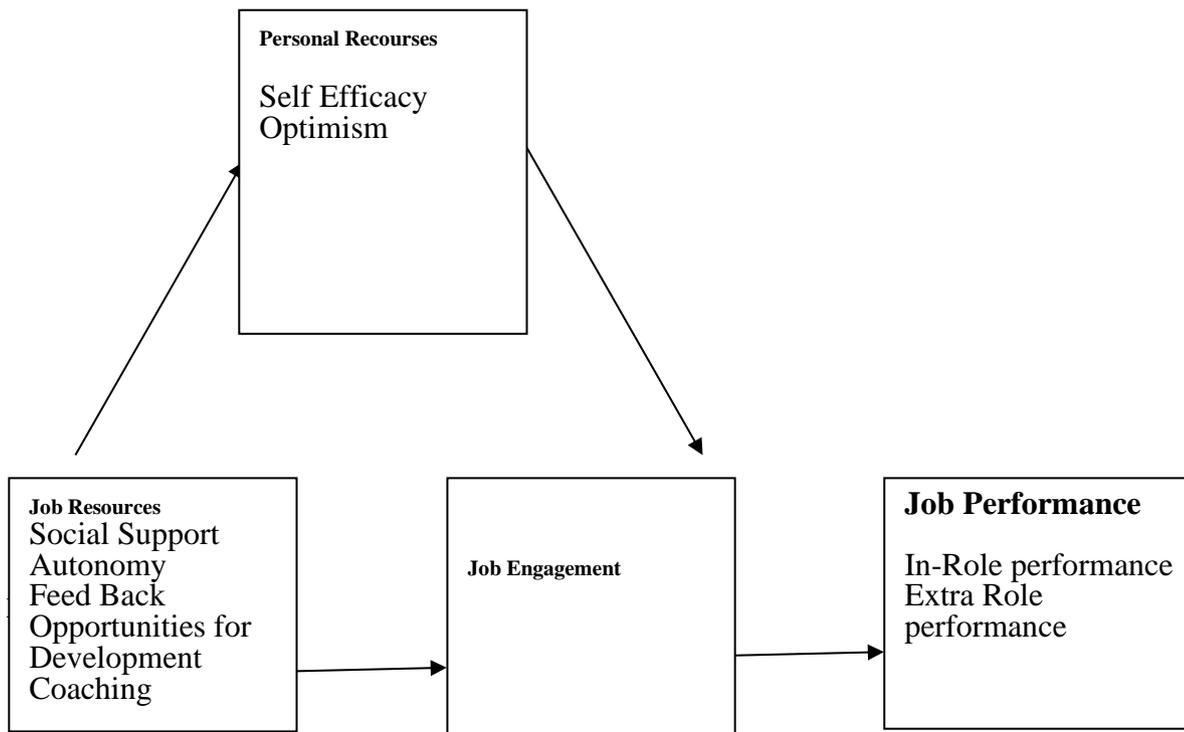
H1: There is significant relationship between job engagement and job performance in OGDCL Pakistan.

Mobilizing Resources Pay for Performance

Create one own resources in work environment could be the one of the reason behind high performance(A. B. Bakker & Demerouti, 2008).Some short but lasting moments of positive emotions can causes a endless spiral of psychological resources for future well beings(Fredrickson, 2001; Fredrickson & Joiner, 2002). Studies found that personal resources increase the work engagement and work engagement leads towards back both for job and individual resources(Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). According to Salanova, Bakker, and Llorens (2006) engagement set off upward spiral which results high well being and self –efficacy over the time. The engaged employees can gladly facilitate their future by mobilizing their resources(A. B. Bakker & Demerouti, 2008). According to COR theory individual build up resources in order to prevent negative outcomes (Hobfoll, 1989).once individual gain some resources these creates a continuous flow of resources caravans which results in high results(Xanthopoulou et al., 2007).Personal resources not only minimize stress level but

also effect physical and emotional state in positive way(Chen, Gully, & Eden, 2001).In the same way job resources increase individual motivational level which lead to outstanding performance(Rich et al., 2010). Studies examine the engagement as a mediator between antecedent and job performance which found a direct relationship between job engagement and in-role and extra-role performance(Christian et al., 2011).

H2: Job resources and Personal Resources directly relate to job engagement in OGDCL Pakistan.



METHODOLOGY

Participants

The study was conducted in OGDCL (Oil and Gas Development Company Limited) which is one of the market leading companies in Pakistan. The organization holds on the people from almost all the cities of Pakistan which represents whole Pakistan. OGDCL clarify its vision statement that they want to recognize for theirs peoples and performance. Improving outcomes through excellent management practices and work force skills is their mission. An engaged employees pay a lot for the desired outcomes (A. B. Bakker & Demerouti, 2007) as a multinational and busy organization more resources are available

which clarify the rational behind choosing this organization for the specific study. Data was collected from the top middle management and top management of each department as they are people who make decisions and are responsible for the resources and every other part regarding planning, implementation etc...

Measurement

Questioners containing 34 items which was adopted from The Job Demands–Resources (JD-R) developed by Bakker & Demerouti (2014) was use to collect data. 250 questioners were distributed among different employees working at different levels and on different positions with different qualification and gander. Out of 250 respondents 212 questioners were received back with response so the response rate was 84.4 %. 50 females participated in responding the questioners and rest were filled by males so the percentage of female and male was 20% and 80% respectively. Reliability of all the items was checked as there are three variables so the reliability analysis is as follow.

Job engagement		Job resources		Personal resources	
Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items	Cronbach's Alpha	N of Items
.790	8	.796	14	.772	9
Work performance					
Cronbach's Alpha	N of Items				
.794	6				

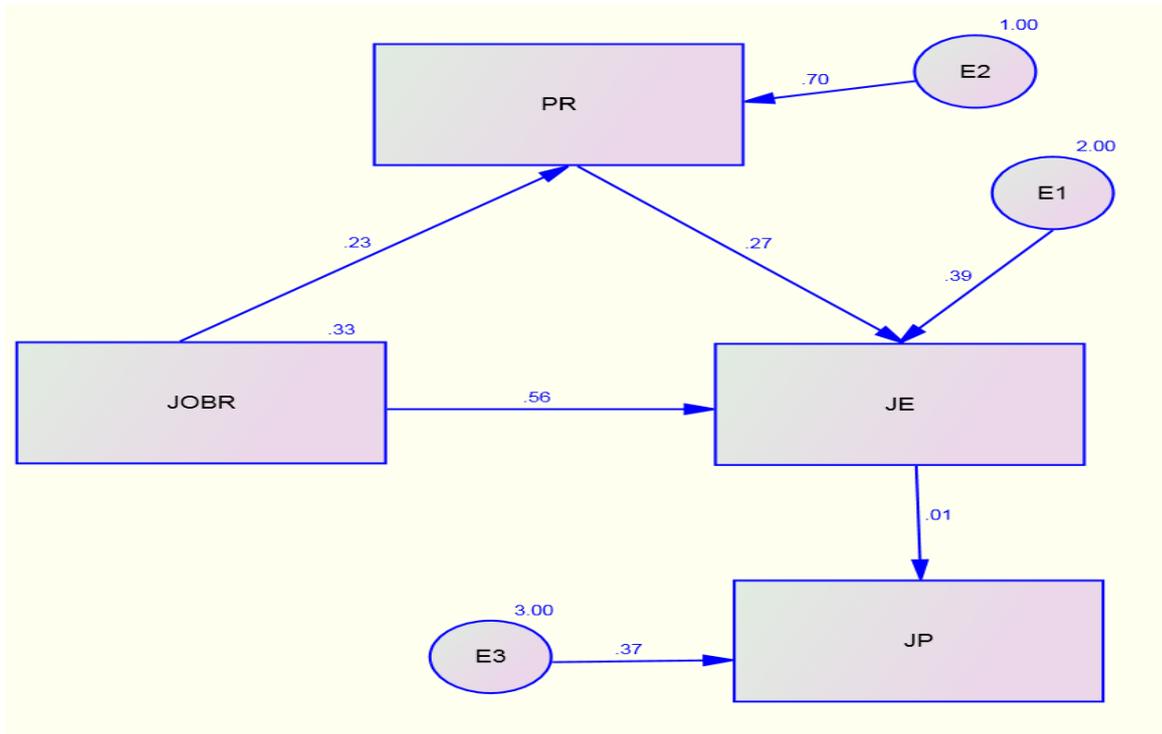
Design

Non experimental design was used for the study. Amos was used for the analysis and SEM (structural equation Modeling) was used to test the model as the main objective was to test the mediation and see weather job performance is affected by job engagement or not. For this direct and indirect relationship was calculated to satisfy the objective.

RESULTS AND ANALYSIS

AMOS was used to draw the model and direct and indirect relationship was check as JOBR (job resource) is an independent variable PR (personal resource) is acting as a mediator, as discussed in hypothesis JP (job performance) is affected by JE (job engagement). However E1, E2 and E3 are the

two unobserved variable.



The above path diagram was obtained after the calculation of analysis the effect of each variable is shown as the effect of independent variable (i.e. job engagement) on dependent variable (job resources) directly is 0.56 means that dependent variable will fluctuate 56 % if the independent variable will fluctuate however if we have check the indirect relationship or mediation of job performance manually we can see that job resources effect .23 to personal resource and personal resource effects .27 to job engagement so the indirect relationship or job resource with job engagement is 0.5 so H2 is supported. However job performance is affected .01 only means that there is very less affect of job engagement on job performance which leads to rejection of H1. The regression analysis of the above model is as follow.

Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P
PR ←JOBR	.230	.084	2.732	.006
JE ←PR	.267	.054	4.942	***
JE ←JOBR	.555	.067	8.276	***

JP ← JE	.010	.065	.150	.881
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Table 1

Direct effect			Indirect Effects				
	JOBR	PR	JE		JOBR	PR	JE
PR	.230	.000	.000	PR	.185	.000	.000
JE	.555	.267	.000	JE	.469	.280	.000
JP	.000	.000	.010	JP	.000	.000	.010

Table 1 shows that the direct effect of job resources to job engagement there is .555 effects or 55.5% however the correlation tables of the model after having the analysis in Amos following results were found.

Table 2

Standardized direct effects			Standardized indirect effects				
	JOBR	PR	JE		JOBR	PR	JE
PR	.185	.000	.000	PR	.000	.000	.000
JE	.469	.280	.000	JE	.052	.000	.000
JP	.000	.000	.010	JP	.005	.003	.000

Table 2 demonstrates the effects of job resources on job engagement in both the situation directly and indirectly as shown in the standardized indirect effect there is 52% mediation in the model. However independent variable also affects the dependent variable directly but strong the relationship through mediator i.e. personal resource. According to both tables job performance is affected in a very little by engagement.

DISCUSSION

The aim of the study was to test the participation of resources to the engagement and then how work

engagement contribute toward work performance as a part of JD-R model under COR theory (A. B. Bakker & Demerouti, 2007). This study has two assumptions: first is that job resources like Autonomy, Social support, Coaching, professional development and feedback and personal resources including optimism and self-efficacy have direct or indirect influence on work engagement in OGDCL. While the other assumption caters with that the engagement leads to improve work performance both in-role and extra-role in the context of same organization. Considering first assumption these findings are consistent with literature as conducted by A. B. Bakker and Demerouti (2007, 2008); A. B. Bakker et al. (2004); (Hakanen & Roodt, 2010); Koyuncu, Burke, and Fiksenbaum (2006); Salanova et al. (2006); Xanthopoulou et al. (2007); Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009). These findings supported the COR in the way that employee resources gain and investment to improve their job role (Hobfoll, 1989). It also supports the motivational perspective of the resources to give back to engagement in a positive way (Xanthopoulou et al., 2007).

Personal resources and job resources are mutually related in the sense that a person having optimism and self-efficacy are seen to be more active toward resource mobilizing and indulge himself in the work environment. These findings are also supported by A. B. Bakker and Demerouti (2008); Markos and Sridevi (2010); Rich et al. (2010). With the maximum support from supervisor and society individuals strive to improve his/her commitment and physical and mental well-being to enjoy his/her work engagement. Regular feedback also pays for work well-being (A. B. Bakker et al., 2011; A. B. Bakker & Demerouti, 2007, 2008; Markos & Sridevi, 2010; Rich et al., 2010; Schaufeli & Bakker, 2004; Schaufeli et al., 2009; Schaufeli et al., 2002).

Unlike to the previous studies on engagement and performance this study does not follow the consistency of literature like posited by A. B. Bakker, Demerouti, and ten Brummelhuis (2012); Borman and Motowidlo (1997); Christian et al. (2011); Perrin (2003); Richman (2006) this study shows no input on the behalf of engagement. According to Chen et al. (2001); Greenhaus, Parasuraman, and Wormley (1990); Rich et al. (2010) this could be due to creative nature of the employees whose often attempts to do creative things apart from overall output of the organizational performance. Engagement is a cognitive state where individuals always try to attempt new knowledge and skills (Fredrickson, 2001) where in organization like OGDCL do the same work for months and years and find very little opportunity to enter in new zone of creativeness. The other reason could be the family life imbalance as for engaged employee time seem to be running and they enjoy work so family imbalance can break the engagement consistency which leads to minimum output (Reijseger, Schaufeli, & Peeters). Culture can be one of the factors contributing

toward this (Penna, 2007) as Pakistani culture is production oriented employee can face resources deprivation including both job and personal resources which leads to minimum work outcomes.

CONCLUSION

This study provide basic theoretical foundation in Pakistani (OGDCL) work environment while considering resources for improve performance though engagement. As resources including job and individual resources both contribute for work engagement which shows that employees takings from resourceful environment in work place which pays for organization and employees well being to outfit with different job situations. However job performance is affected by engagement at very minimum which illustrates that not every engaged employee necessarily supply for job performance but only conscientious one who can perform well without giving directions. It also enforces that employee oriented and creative work culture is important for better in-role and extra- role performance. In the academic aspect the effect of job resources on these two variables were already checked however different researcher can check the relationship in different ways so this study checked the mediation effect of personal resources which will encourage the researchers to check the other mediators which can give to strengthen the relationship of job resources and job engagement.

Limitation and Future direction

The present study have many limitation apart from the time and resources as in this study the age gender and other demographic factors were kept constant only the mediation effect of personal resource was checked however an extensive research can be conducted by including the demographic factors such as age, tenure of employee, education and cultural background furthermore in the current study only one mediator was tested however other mediators can be tested which strong the relationship of the independent and dependent variable. Secondly this study not goes for focus on job demand and exhaustion which are the important part of the JD-R model it should be study in Pakistani culture. This model can be enhanced by testing the effect of resources on individual personality.

Further more for practical approach organizations needs to evoke the engagement work environment by using different strategies like job redesign approach and job circulation it will improve individual's behavior toward in-role and extra-role performance and enhance employees opportunities for career development.

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