

## **Effect Of Work Engagement On Employee Performance: The Moderating Role Of Polychronicity**

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### ***Abstract***

*Purpose of this research is to explore the level of work engagement in front line employees of banking sector influence the performance of their employees in moderation of polychronicity. A sample comprising 300 questionnaires were distributed among the four prominent banks located in Islamabad and Rawalpindi major cities of Pakistan. For gathering of facts purposive sampling practice was utilized. For evaluating the data Descriptive statistics was utilized in SPSS 22 edition and to examine hypothesis Structural equation modeling was used. The outcome of this investigation signifies that work engagement has a positive association with employee performance at the same time moderated by polychronicity. Since cross-sectional design the existing investigation has some restrictions as it is operated in few banks. In future, investigators should conduct this investigation in wider range at other banks present in similar cities or diverse cities of Pakistan. Implications of the findings, limitations, and recommendations for future guidelines are reviewed.*

**Key words:** *Work Engagement, Employee Performance. Polychronicity.*

### **INTRODUCTION**

In service organizations employees play significant role to accomplish several activities. Engaged workers or independent staff members functioning efficiently as compared to non-engaged workers, number of readings associated to work engagement including in-role as well as extra-role employee performance (Halbesleben and Wheeler, 2008; Bakker and Xanthopoulou, 2009; Bakker and Bal, 2010).

Employees want to remain with such organization where they feel the sense of affiliation. While the thought of multitasking has established considerable attention in the common press (BBC, 2009), however progressive thoughts too influence the level to which workers effectively and efficiently complete their job roles. Task-switching behavior is significant in front line service jobs in the hospital industry, as frontline employees would transfer back and onward among various tasks in a specified block of period (Arndt *et al.*, 2006; Jang and George, 2012).

Latest research specifies that polychronicity is important forecaster of job performance (Arndt *et al.*, 2006; Kantrowitz, Grelle, Beaty, and Wolf, 2012). A reading of Poposki and Oswald (2010) had participants selected how several dissimilar tasks they would like to perform during a search, and then had them provide a short-term description for why they selected that task. Multitasking is prominent particularly between the young generations (Pilotta and Schults, 2005). There is a theoretical connection among polychronicity and multitasking, noting the difference among the two is significant. Konig and Waller (2009) suggest using the word “polychronicity” only when explaining the preference for doing a number of things at the same time.

In services organization employee’s expertise, abilities involvement reason more than processes. The thought behind this information is that workers working in service organization have additional influence across value of accomplishment for instance inclined by workers struggles. Performance of workers distributed among task plus contextual performance constructed upon ordering technique stated explored in study of Borman and Motowidlo (1993). When persons put in efforts towards their employment role, so established contextual type of performance.

Engagement narrates the determination and strength with which persons follow kind of performance known as task (Ashforth and Humphrey, 1995; Rich *et al.*, 2010). In this research it is anticipated regarding engagement to donate additional rationality to forecast task with contextual kinds of performance however term polychronicity is presenting the moderating effect between these two independent and dependent variable.

According to Kahn (1990) those staff members who put in entire potential towards employment position are expected to possess wider formation of that position in addition tending to move external official restrictions towards their employment to enable the workplace at great and workers working inside the organization. (Rich *et al.* 2010). Sustaining extraordinary functioning of workplace could simply feasible by means finest worker performance at separately. This study is about polychronicity and work engagement as factors influencing the job performance of employees working in service organization of private sector.

Kahn’s (1990) on theoretical grounds (Ashforth and Humphrey, 1995; Rothbard, 2001; Schaufeli *et al.*, 2002; May *et al.*, 2004; Saks, 2006; Rich *et al.*, 2010), present his effort which had been consumed as the beginning step for organizing literature. Kahn (1990) through peculiar participation represent such condition by whom workers get a hold upon them throughout that job position, states a kindness, dedicate their own energy to association with their job. Complete passion was revealed by the employees. Work engagement was first and foremost affirmed as an inspiring idea that recommend the active distribution of individual possessions in the course of the responsibilities related with employment position (Kanfer, 1990). The Moreover, engaged staff members were eager to grab advantage without alter their workplace. Engagement depicted as definite with exclusive concept comprises of rational, sensitive, and interactive elements linked through worker role performance. Demonstrating a profound, direct passionate association towards employment, similar way demonstrate focus and conceptual immersion also (Saks, 2006). Thus, such workers were remains additionally constructive, gainful, protected, recovered, unlikely depart employment, simply 30% of worldwide staff members was expected to be involved (Harter,

Schmidt and Hayes 2002; Saks, 2006). Regardless prolonged confirmation of associations to direct trade consequences, engagement was diminishing (Czarnowsky, 2008). Further extended, engaged employees possess additional optimistic feelings, improved well-being, generate their individual possessions, and helps them to reallocate engagement to their colleagues and others. An employee should discover importance in their task to remain an engaged employee, while in modern eras, several employees thought they were examined to provide an abundant deal and then in results acquire an advantage additional than a job.

Performance was explored the capacity/talent of staff members to comprehend employment associated targets, generate exertions to accomplish anticipated victim aligned by workplace (Maathis and Jackson, 2000; Bohalander, Snell and Sherman, 2001). Klehe (2004) exposed that interacting capability, societal wisdom including interaction manipulated mediated association of employee performance. They suggested that self-examining variable may possibly also intervene association of job performance and positive behavior.

Sparrowe *et al.* (2001) analyzed association of collective interaction and performance. They derived outcomes like entities whom exchange notions via vital setup possess well including great stage role and extravagance role performance as compared to whom conceal facts and figures.

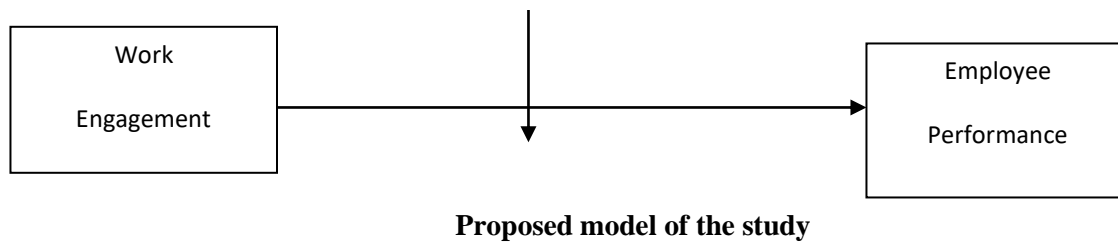
Moreover, extra role behaviors prior times expressed by Dyne (2000) and his coworkers that it was a conduct that was extremely additional than a regular work role belief for the advantage of a workplace as not contained within the official explanation of one work.

Silverman, Pogson and Cober (2005) enlightened the performance in workplace setting that the extent of attachment of workers means in what way they contribute in workplace for attainment of objective, for judging the workers performance was remains critical ever although all those additional aspects would be considered too.

Hall (1959) stated the expression "polychronic time usage." Afterwards in 1983 he confirmed the concepts of polychronicity diverging to monochronicity. Polychronicity was elaborated as the rank to which workers aspired to complete dual or surplus duties at one time (Bluedorn, Kaufman, and Lane, 1992; Kaufman, Lane, and Lindquist, 1991; Slocombe and Bluedorn, 1999). The definition was also extended further as the rank to which individuals wanted to execute different assignments/duties at a single time. (Bluedorn, Kalliath, Strube, and Martin, 1999). As Bluedorn (2002) explored the expression polychronicity including verified deviations that intensity to which workers encouraged to be immersed in dual or a number of assignments at once and they complete them in actually. In the similar circumstances Poposki, Oswald, and Chen (2008) founded a new description as polychronicity was a non-logical variable where whole emphasis was on the workers partiality for transforming the significance among existing assignments substituting of presenting significance on completing of particular assignment for shifting to a fresh assignment.

Polychronicity has been characterized into two diverse categories: (1) multi-tasking and (2) task-shifting (Arndt, Arnold, and Landry, 2006; Bluedorn *et al.*, 1999). Multi-tasking was single mode of polychronicity, was clarified as executing various deeds at single instance. (Ofori Dankwa and Julian, 2001).

Polychronicity



*H-1: Work Engagement has significant influence on Employee Performance.*

*H-2: Polychronicity moderates the association among work engagement and Employee Performance.*

This investigation has various hypothetical along applied implications particularly for prevailing workplaces to get achievement in this modern world by availing the outcomes of this research to maximize employee's retention by recruiting polychronic individuals. The existing results agreed that engaged workers exhibit higher level of Job performance. Such employees should be intrinsically rewarded due to their higher level of job performance that ultimately leads to increase employee retention. Main focus of this study is on moderating effect of polychronicity to enhance job performance in organizations to save organizations costs related to recruitment of more workers as higher level of job performance ultimately retains the right workers.

## RESEARCH METHODOLOGY

This research was conducted on primary data collected by questionnaires from 300 front line workers of banking sector (SILK, HBL, SCB, and ABL) from Islamabad/Rawalpindi. Questionnaire was adopted to gather facts as well as variables in existing model.

Polychronicity was computed via utilizing ten items scale. Bluedorn et. al (1999) Inventory of Polychronic Value Scale (IPV) rated on 5-points Likert Scale from 1 to 5 demonstrating strongly disagree to strongly agree however one item was omitted from original scale due to their lower standardized regression weight and that was P4.

WE instrument designed via Schaufeli and Bakker (2003) with nine items was used to measure WE using five point Likert scale from 1 to 5 representing strongly disagree to strongly agree. Original instrument consisted of seventeen items but, the shortened version was used to measure, but one item was omitted from the 9-item scale due to their lower standardized regression weight in pilot testing and that was WE 9.

A scale of Job performance developed by William and Anderson in 1991 was adapted according to the study. Scale items were ranked on 5-points Likert scale from 1 to 5 expressing strongly disagree to strongly agree. JP was calculated by a seven items scale no item was excluded in pilot testing of this study.

SPSS 16.0 package program was used to calculate descriptive statistics, reliability, and frequencies of the study. Amos 22 software was used for measuring results including confirmatory factor analysis and regression. Structural equation modeling (SEM) was used to check the fitness of proposed model.

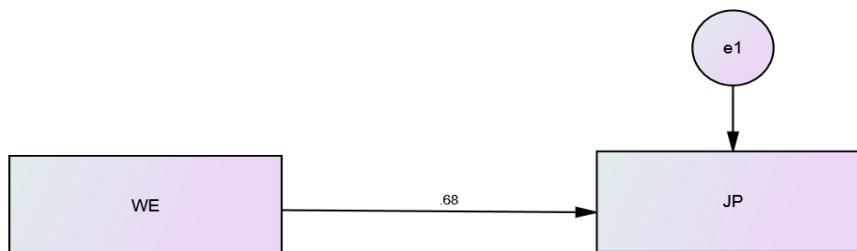
## RESULTS AND DISCUSSION

Confirmatory factor analysis (CFA) was done to check the fitness of scale. Included items were valid as their standardized regression weights were  $\geq 0.30$ . The Table 3.1 shows the reliability statistics of scales used in this study and it describes that scales have the valued in acceptance range that is  $\geq 0.70$ .

**Table 3.1 Alpha reliability coefficients of instruments (n= 300)**

Scale	No. of items	Cronbach Alpha
Polychronicity	9	0.728
Job performance	7	0.861
Work engagement	8	0.893

On determining the model fit, estimates were calculated through regression coefficients. The casual relationships among the variables.



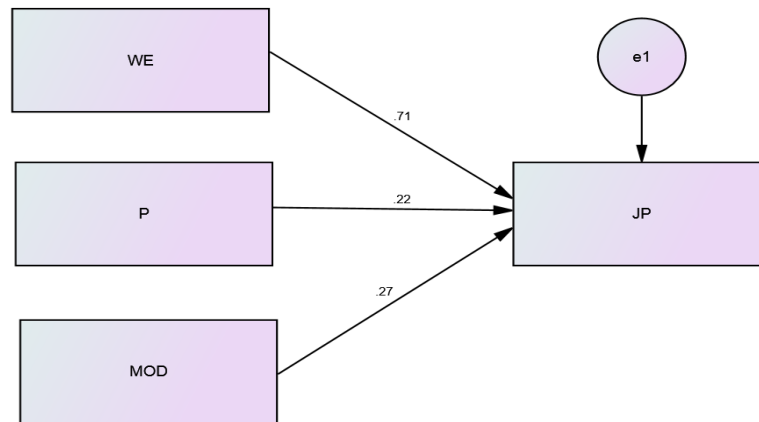
**Fig.3.1: Structural equation modeling (direct effect)**

**Table 3. 2: Structural equation modeling (Direct effect)**

Variables	Estimates	p-value	Hypothesis	Decision
WE→JP	0.679	0.000	H1	Accepted

According to values of coefficients and significance mentioned in the table 3.12, work engagement has a significant positive association with JP. Thus H1 is accepted. By using structural equation modeling, it is determined that work engagement significantly and positively affects job performance ( $r = 0.679$ ,  $p < 0.05$ ).

### 3.2 Second order factor



**Fig. 3.5: Second order factor**

**Table 3.3: Second order factor (Indirect effect)**

Variables	Estimates	p-value	Hypothesis	Decision
P→ JP	0.706	0.000	H2	Accepted

The values of CMIN, df, CMIN/df, p-value, AGFI, GFI, CFI, and TLI which are almost in the required range. Analysis of figures in Table 3.3 describes that work engagement positively ( $r = 0.679$ ) and significantly related to job performance when polychronicity is included as moderating variable. An increase in regression weights (0.679 to 0.706) shows that polychronicity significantly moderates the relationship between WE and JP. So, H2 is accepted.

## DISCUSSION

This study designed to find out the associations between engagement, job performance and also the moderation influence of polychronicity in association among work engagement with job performance. Its foremost objective was investigating moderation influence of polychronicity on connection among work

engagement with job performance. Job performance was independent variable but work engagement was a dependent variable whereas polychronicity was moderator among engagement and performance. Engaged workers reveals higher level of job performance that ultimately leads to high level of polychronicity. Similarly, polychronicity strengthen the relationship among the engaged employees and their performance.

This study intended to illuminate correlation between included three variables in study. Statistical population was the front line employees of National Bank of Pakistan, Habib Bank Limited, Standard Chartered Bank, and Askari Bank Limited in Rawalpindi/Islamabad. Sample size for the study was 300 front line employees.

Several studies have been executed to determine association among work engagement and Job performance. There is a slight awareness to effects of facets of WE and JP. Matusitz and Breen (2009) and Costen and Salazar (2011) suggested that WE and JP are associated positively. Front line employees who are engaged are able to provide better services. These findings are aiding the result of study that Work engagement enhances level of Job performance.

The second hypothesis anticipated that polychronicity moderates relationship between WE and JP. As earlier researches provide proof that polychronicity has a positive effect. Kaufmann-Scarborough and Lindquist (1999) and Jang and George (2012) empirically tested the polychronicity but variable does not tested moderator previously. As Rich *et al* (2010) study also supports this argument that employees who are polychronic and engaged as well their performance in work is better as compared to other employees.

### **Theoretical and practical implications of study**

This investigation has various hypothetical along applied implications particularly for prevailing workplaces to get achievement in this modern world by availing the outcomes of this research to maximize employee's retention by recruiting polychronic individuals. The existing results agreed that engaged workers exhibit higher level of Job performance. Such employees should be intrinsically rewarded due to their higher level of job performance that ultimately leads to increase employee retention. Main focus of this study is on moderating effect of polychronicity to enhance job performance in organizations to save organizations costs related to recruitment of more workers as higher level of job performance ultimately retains the right workers.

Engaged workers who have also a solid bond with their Managers and have joint acceptance regarding their responsibilities are more expected to reveal higher level of job performance so organization should possess such workforces retained to attain a higher level of achievement in the challenging industry.

### **Limitations and future recommendation**

Even though the study has very critical findings but at the similar time there are various limitations as well. For conducting the future research the existing study has some suggestions. The outcomes of this investigation depend upon honesty of contestants. Moreover, assumed that participants would disagree with societal required responses, as related to broadly disclose their emotions and preferences. Hence, future studies should make efforts to practice diverse sources to acquire maximum exact information.

This research may be limited from this model to other areas. If investigate the findings in other areas, it may deliver assistance to researchers to comprehend the generalizability of research. Limitation of this research comprises not uncover difference between male and female employees.

Another limitation of the present research is that, investigation conducted from different banks situated in Rawalpindi/ Islamabad cities. Hence, it is not easy to generalize these results. This research is performed mainly on the front line workers of banking sector and it is suggested that the future studies may use the same model for telecommunication and education sector to acquire additional useful moderation influence of polychronicity.

On the basis of results acquired from this research, it is suggested to perform research study on the relationship between polychronicity and overall organizational performance. In this context, a fascinating area of research would be explore in future research studies if factors like job satisfaction and the organizational performance would be included with polychronicity.

### **CONCLUSION**

The intention of this investigation is find out the association between variables like Work engagement and Job performance and to establish the moderating impact of Polychronicity on link among work engagement and Job performance. Results displays that engaged workers are more expected to exhibit the higher level of job performance as they have full concentration on their tasks, such employees step beyond their job descriptions to provide best services to their customers. Individuals put their maximum efforts to survive in this dynamic system. As creating such environment that encourages workers to engage more in their work and selecting the right worker for the right job. Organizations having engaged workers have high employee retention and low rate of turnover. Similarly, polychronicity plays a vital role and strengthen the relation between the two variables. In the perspective of banking sector this study indicates that polychronic individuals have higher level of performance.

Thus, front line workers having polychronic styles can be assigned several tasks at the same time. As they are highly engaged so they enjoyed their work it reduces the extra cost of the organization. For example, front line workers deals with different tasks at the same time picking up the phone call, providing information to the customers can also assign some other office assignment which ultimately reduces the cost of the organization.

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