

The Buffering Effect of Teamwork Effectiveness on the Relationship between Employee Work Engagement and Behavioral Outcomes

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Abstract

This study was an attempt to verify and test a commonly held assumption that low level of employee work engagement may leads to deviant behavior, absenteeism and high turnover intentions. For this purpose, in the current research work 246 individuals from banking sectors of Pakistan were selected through stratified sampling technique. The responses of the respondents were measure through a structured questionnaire having a five point Likert scale. The reliability of the instrument was checked and found satisfactory. All the regression assumptions were tested and found that the data fulfill all the regression assumptions like data normality, autocorrelation, multicollinearity, heteroscedasticity and homoscedasticity. To test the study hypotheses; regression and mediation were applied. A negative significant relationship was found between employee work engagement and behavioral outcomes ($p = .00$, $B = -.406$). A negative significant relationship was also found between employee work engagement and turnover intention ($p = .00$, $B = -.130$). Similarly, the study found a significant negative association between work engagement and deviant behavior ($p = .00$, $B = -.167$). The results suggest that team work effectiveness moderates the relationship between work engagement and behavioral outcomes. Implication for theory and future research direction was also highlighted.

Keywords: Employee Work Engagement, Behavioral Outcomes, Teamwork Effectiveness, Turnover Intention, Deviant Behavior

Introduction

Over the last few decades, teamwork has got an immense importance in the smooth running and functioning of organizations. This has been reported in different research studies that positive relation exists between team-based working and the quality of services and products offered by

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organization (Gibson et.al, 2007). Teams in organizations provide a huge diversity in attitudes, experiences, skills and knowledge whose integration makes it possible to offer flexible, innovative and rapid solutions to different challenges faced by the organization and problems that disturb progress of the organization. This can promote performance of the organization and improving the satisfaction level of those making up the team. This is the result of what has been called “the wisdom of crowd”. It increases the capacity for achieving different types of performance which becomes possible as a result of interaction among team members of the organization (Salas, Rosen, Burke & Goodwin, 2009). Different research studies showed a positive and significant effect of work engagement on employee’s work attitude, his way of conduct and behavior in the organization and his attitude towards job satisfaction and job performance (Hakanen & Schaufeli, 2012).

Work engagement is considered a motivational –psychological state which has three dimensions. These dimensions are described as dedication, vigor and absorption. High work engagement has been linked to the improved in-role performance and increased extra-role behavior. This study presented whether work engagement mediates relationship between job satisfaction and supervisor support. Second contribution of this study was that it establishes the discriminant validity of work engagement from both sides; effective commitment and job satisfaction (Taipale, Selander, Anttila & Nätti, 2011). This study examined whether work engagement is an outcome of effective commitment and job satisfaction of employees. Environment of the organization also play effective role in employee’s job performance. Good and friendly environment in the organization enables workers to offer their best efforts to achieve organizational goals.

The current research study is focused on the JD-R model. This model predicts positive relationship between work engagement and organizational outcomes. Work engagement significantly predicts valued and important organizational outcomes. Different research work show that work engagement is negatively correlated with turnover intention of the employees.

Problem Statement

It is often seen that relatively disengaged workers may lead to lower level of turnover intentions and deviant behaviors. Only low level of work engagement is not responsible for lower desirable work outcomes. There are also some other available resources in the work place environment which has sound effects on work outcomes. Some of these important possible resources which have direct effect on work outcomes

are perceived organizational support, team dynamic, support from colleagues and support from the supervisor.

Researchers suggest that these available resources may buffers the relationship between employee work engagement and behavioral outcomes (Shantz *et. al.*, 2016). These researchers only investigated the effect of perceived organizational support on the relationship between work engagement and behavioral outcomes. The current research is an attempt to fill research gap by investigating the moderating effect of teamwork effectiveness on the relationship between employee work engagement and behavioral outcomes.

Objectives of the Study

This research study is correlational and descriptive in nature. This study was designed to achieve the following main objectives.

- i. To find out significant relationship between employee engagement and behavioral outcomes
- ii. To investigate the relationship between employee's work engagement and turnover intentions
- iii. To determine the relationship between employee's work engagement and deviant behavior
- iv. To verify the moderating effect of teamwork effectiveness on the relationship between employee work engagement and behavioral outcomes

Significance of the Study

The current research study has a great significance both in practice and theory. The findings of will broaden horizon of knowledge about work effectiveness, work engagement and behavioral outcome. Practices in human resource management are made to identify ways to enhance employee's work engagement. In the work under consideration effectiveness was used as moderator in the relationship between work engagement and behavioral outcomes. Findings of this study will help managers and supervisors to develop ways and means to enhance employee's work outcomes. This study has contributed to the knowledge of engagement theory by positioning work engagement as a work-related energy resource that is interchangeable with other resources.

The findings of this study are helpful for other researchers in studying deviant behaviors of employees such as turnover intention, absenteeism and deviant behaviors. This study is also helpful for policy makers to identify ways how to increase work effectiveness and how to lessen deviant behaviors of the employees. Findings of the current research study have important implication for managers and

policymakers. The theoretical model of this study will help managers to comprehend and understand the concept of employee work engagement. In a nut shell, this study is significant in the field of human resource management.

Literature Review

Employee work engagement is an emerging concept in the field of organizational psychology, human resource development, management and business. Employee work engagement may be defined as the extent to which employee is involved in his work. It depends on organizational practices which are undertaken in order to achieve organizational goals (Wollard & Shuck, 2011). Employee work engagement may be considered as a key characteristic in accomplishing organizational success and competencies. It is a fact that engaged workers are very important for the survival of organization. Engaged workers significantly contribute to the bottom line (Shantz, Alfes & Latham, 2016).

In the present day, researchers in the area of human resource management show great interest in the concept of employee work engagement. The concept of "Employee Work engagement" was first coined by Kahn in 1990. According to him "the harnessing of organization members to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990). He introduced for the first-time Psychological contract theory (PCT). The psychological contract theory emphasizes on specific psychological conditions. Such conditions are essential for high level of work engagement. He pinpointed three psychological conditions which play crucial and important role in motivating employees to engross in work more. These psychological conditions are psychological meaningfulness, psychological availability and psychological safety. According to Psychological contract theory, if organization can ensure these three psychological conditions, in exchange, employee shows higher level of engagement at work place (Hakanen, Bakker, & Schaufeli, 2006).

Related to work engagement, Demerouti *et al.*, (2001) introduced another model which is known as Job-Demand Resource (JD-R) model. It states that sometime employee is more engaged in work place personally, but they cannot produce engagement effectively due to absence of some favorable conditions in the work place environment. He further claims that the most important theory concerned about employee work engagement is Social Exchange Theory (SET).

Theoretical Framework

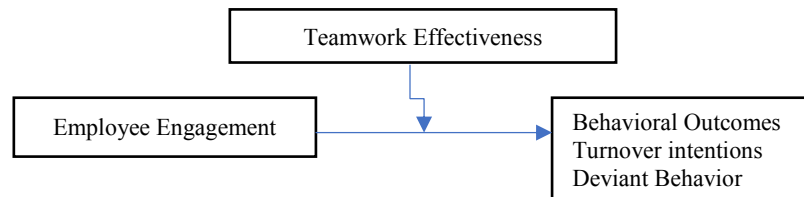


Fig 1 Theoretical Framework

Hypotheses of the Study

- H₁: Employee work engagement is significantly related with behavioral outcomes
- H_{1a}: Employee work engagement is significantly related with turnover intentions
- H_{1b}: Employee work engagement is significantly related with deviant behavior
- H₂: Teamwork effectiveness moderates the significant relationship between employee work engagement and behavioral outcomes

Research Methodology

The population of the current study consists of all level of managers from banking sector of Pakistan. The sampling framework consists of six banks in which two were selected from public sector i.e. National Bank of Pakistan and Band of Khyber, two were selected from private sector i.e. Allied Bank and Askari Bank, and international banks including Standard Chartered Bank and Bank Al-Falah. Survey questionnaire was used for data collection. Standardized and adapted questionnaire was used for data collection. Questionnaires were administered to all of managers in the selected banks. Through stratified random sampling technique, the study finally selected 270 respondents from banking sector of Pakistan. A total of 257 respondents give their responses from which 11 respondents responses were incomplete or incorrect and thus out from the study. Finally, further analysis was conducted on 246 responses.

Measures

Three standardized and adopted questionnaires were used for data collection. One questionnaire was to assess employee work engagement. The second questionnaire was to measure managers responses concerning deviant work place behavior. The third questionnaire was to assess work effectiveness of the employees. These questionnaires were adopted by

different authors and these were used by different researchers in different studies in different context.

Employee work engagement was assessed with nine-items version of Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006b). Research studies show that UWES-9 scale of employee engagement has high degree of internal consistency and test-retest reliability. It also has high degree of discriminant, convergent and construct validity (Schaufeli, Bakker, & Salanova, 2006b; Seppälä *et al.*, 2009). This research instrument assesses three dimensions of employee work engagement. These dimensions are absorption, dedication and vigor. Each facet was assessed by three items. 5-point rating scale was used to assess responses of the respondent ranging from 1 (“never”) to 5 (“always”) for all subscales. The subscales were combined to measure the overall level of work engagement.

Behavioral outcome was assessed with three sub dimensions. These were turnover intention, deviant behavior, and absenteeism. Different survey questionnaire was used to assess behavioral outcomes. Turnover intentions questionnaire was developed by Borroff and Lewin (1997). It has four items measure and its reliability was .80 during their study. 5-point Likert scale was used to assess responses of the respondent ranging from 1 (never) to 5 (Always). Deviant behavior questionnaire was developed by Bennett and Robinson (2000). It has 12 items. 5-point Likert scale was used to assess responses of the respondent ranging from 1 (never) to 5 (Always).

Team work effectiveness was used as moderator in the current research study. Work effective questionnaire was developed by Sterling and Selenick (1988). This questionnaire consisted of 11 research items. 5-point Likert scale was used to assess responses of the respondents ranging from 1 (strongly disagree) to 5 (strongly agree).

Results

Reliability of the Research Instrument

Table 1: Alpha Reliability

Subscale	No of Items	Alpha Coefficient
Employee Work Eng	9	.88
Turnover Intention	4	.81
Deviant Behavior	12	.75
Teamwork effectiveness	11	.88

The above table shows alpha reliability coefficient of study variables. As shown the Cronbach’s Alpha values of all the variables are well above

the standard value. Thus, we concluded that the instrument used by the current study is reliable.

Results of Linear Regression

Table 2(a): Model Summary

Model	R	R ²	Adj. R ²	Std. Error of Estimate	Durbin Watson
1	.393 ^a	.154	.151	3.41	1.52

a. Predictors: (Constant), EWE

b. Dependent Variable: BO

Table 2(a) shows the model summary of the regression analysis of employee work engagement and behavioral outcomes. Table shows that R^2 value is .154. This indicates that our independent variable employee work engagement explains 15.4% variance in the dependent variable. Durbin Watson value is 1.52. Data is free from autocorrelation because Durbin Watson value lies in the acceptable range.

Table 2(b): ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	519.908	1	519.908	44.503	.000
	Residual	2850.529	244	11.682		
	total	3370.437	245			

a. Predictors: (Constant), EWE

b. Dependent Variable: BO

The above table 2(b) illustrates ANOVA statistics of employee work engagement and behavioral outcomes. In this table, *F-stat* value is important because it shows or tells about model fitness. It is clear from the result of this table that *F-stat* value is 44.5. This *F-stat* value shows the overall fitness of the regression model. Table shows that *p* value is 0.00 ($p < 0.05$). It means that the value of R^2 in the above table is the true value.

Table 2(c): Coefficients

Model	UnStandardized Coefficients		Standardized Coefficients		
	<i>B</i>	Std. Error	Beta	<i>t</i>	Sig.
(Constant)	91.464	2.008		45.547	.000
EWE	-.406	.061	-.393	-6.671	.000

a. Dependent Variable: BO

Table 2(c) shows the result of regression coefficients for the independent variable employee work engagement and dependent variable behavioral

outcomes. As shown in the table above, the t value is -6.671 which is well above the standard value of t (+-1.96). Result shows that unstandardized coefficient of employee work engagement is -.406 which indicates that a unit change in our independent variable (EWE) will bring 4.06 units change in our dependent variable (BO). P value is .00 which is less than .05 ($p < .05$). The value of t -statistics is -6.671. Thus, employee work engagement is significantly and negatively related with behavioral outcomes ($\beta_0 = -.406, p < .05$).

EWE and Turnover Intention

Table 3(a): Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of Estimate	Durbin Watson
1	.289 ^a	.084	.080	1.54	1.544

a. Predictors: (Constant), EWE

b. Dependent Variable: TI

Table 3(a) illustrates result of regression analysis of the employee work engagement and turnover intention. Turnover intention was the sub-dimension of behavioral outcomes. Table shows that R^2 value is 0.084. It means that independent variable (employee work engagement) explains 8.4% variance in our dependent variable (turnover intention). The value of Durbin Watson lies in the acceptable range i.e. 1.544.

Table 3(b): ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.941	1	52.941	22.29	.000
	Residual	579.485	244	2.375		
	total	632.426	245			

a. Predictors: (Constant), EWE

b. Dependent Variable: TI

Table 3(b) describes ANOVA statistics of employee work engagement and turnover intention. Table shows that F value is 22.29 which shows that our model is fit. P value is significant at 0.00 which also confirms model fitness.

Table 3(c): Coefficients

Model	UnStandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	16.96	.905		18.73	.000
EWE	-.130	.027	-.289	-4.721	.000

a. Dependent Variable: TI

Table 3(c) illustrates regression analysis coefficient results for employee work engagement and turnover intention. Table shows that employee work engagement coefficient value is -.130 which indicates that a unit change in the study independent variable will bring a negative change of 0.13 units in the dependent variable. The value of *t-stat* is -4.721 which is greater than the standard value (+1.96). It is determined from this result that employee work engagement has significant and negative relationship with turnover intention.

EWE and Deviant Behavior

Table 4(a): Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of Estimate	Durbin Watson
1	.275 ^a	.131	.027	3.37	1.68

a. Predictors: (Constant), EWE

b. Dependent Variable: DB

The above table 4(a) describes model summary of the independent variable employee's work engagement and deviant behavior. Deviant behavior was the sub-facet of behavioral outcomes (dependent variable of this study), so here it was treated as dependent variable. Table shows that R² is 0.131. It illustrates that our independent variable explains 13.1% variance in dependent variable. In this table, Durbin Watson value is 1.68 which indicates that data is free from autocorrelation problem.

Table 4(b): ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	87.739	1	87.739	7.69	.000
	Residual	2782.05	244	11.402		
	total	2869.797	245			

a. Predictors: (Constant), EWE

b. Dependent Variable: DB

Table 4(b) shows ANOVA statistics of employee's work engagement and deviant behavior. Table shows that F value is 7.69. F-stat value shows model fitness of the data. Table also shows that p value is less than 0.05 which means that our model is fit.

Table 4(c): Coefficients

UnStandardized Coefficients			Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
(Constant)	47.73	1.98		24.06	.000
EWE	-.167	.060	-.175	-2.774	.000

a. Dependent Variable: DB

Table 4(c) illustrates result of regression coefficient of employee's work engagement and deviant behavior. The unstandardized coefficient value is -0.167 which tells us that a unit change in the study independent variable will bring -0.167 units change in the study dependent variable. *T*-value is more than the standard value suggested by researchers. A negative but significant association was found between EWE and DB.

Moderation Results

Relationship between Employee's Work Engagement and Behavioral Outcomes with Moderator Team Work Effectiveness

Table 5(a): Model Summary

R	R ²	MSE	F	df1	df2	P
.6	.4	18.7	44.2	3.00	246.00	.000

Outcome: BO

Table 5(a) illustrates model summary for moderation results. It shows R, R², F, and p values. It is shown in the result of this table that R² value is 0.4 which shows that our independent variable (employee's work engagement) explains 40% variation in the study dependent variable (behavioral outcomes). F-statistic value is 44.2. F value and p value (less than 0.05) tells about model fitness.

Table 5(b): Coefficients

Model	coeff	se	t	p	LLCI	ULCI
Constant	54.7	.3	175.2	.00	54.1	55.3
TWE	1.2	.1	8.9	.00	1.0	1.5
EWE	-.1	.0	-1.6	.1	-.3	.0
int 1	.1	.0	2.6	.00	.00	.2

Table 5(b) shows result of employee's work engagement and behavioral outcome with moderating effect of team work effectiveness. As shown in the table, interaction effect has significant *p* value. The above table indicates that interaction term *p* value is 0.00 which is less than .05 and is significant at 95% level of confidence. Based on the results of the above table, team work effectiveness significantly moderates the relationship between employee's work engagement and behavioral outcomes.

Discussion and Conclusion

Work engagement is considered a motivational-psychological state which has three dimensions. These dimensions are described as dedication, vigor and absorption. High work engagement also reduces turnover behavior and intention to quit. The beginning of employee work engagement is the first step of his appointment to the services of

organization. It is the responsibility of the supervisor to motivate employees in order to enhance worker's engagement for job performance and commitment to organization. The current research study was designed to study significant relationship between employee's work engagement and behavioral outcomes. It was also aimed to study moderating role of team work effectiveness in the relationship between employee's work engagement and behavioral outcomes. It was found that there was significant relationship between employee's work engagements behavioral outcomes. The result of current research study is consistent with the study of Kular *et al.*, (2008). They found that find solution to issue of work engagement in order to enhance organizational performance. The results of this study are also in line with the study of Abrahma (2012).

Results show that there was significant and negative relationship between work engagement and turnover intention. The results are consistent with results of Smyth, Zhai and Li (2009). Results are also in line with the result of Bothma and Roodt (2013) and Sonja and Stander, (2014).

Another important aim of this study was to determine significant relationship between work engagement and deviant behavior. It was found that there was significant and negative relationship between work engagement and deviant behavior. A negative relationship was also found between employee's work engagement and counterproductive work behavior. To maintain an ideal case of workplace place in organization, these behaviors of different individuals coincide with norms of the organization. But sometimes work behaviors range outside norms of the organization. Workers or individuals either lack motivation to conform to normative expectations of the social content or become motivated to violate those expectations. This situation results in deviant behavior at work place.

Limitations and Direction for Future Research

The present study finds out the relationship between work engagement and behavioral outcomes in the banking sector of Pakistan. It may have significant effects on organizational commitment and employee's job performance. Thus, in future; researchers may explore the relationship between work engagement and organization commitment and job performance. In future, researchers may extend similar study in different organizations and diverse culture for generalizability of results. Also Researchers may explore other possible moderators like coworker support and supervisor support on the relationship between employee's work engagement and behavioral outcomes.

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