

**AN INVESTIGATION OF THE MODERATING ROLE OF TEAMWORK
EFFECTIVENESS IN THE DEPENDENCY OF BEHAVIORAL
OUTCOMES ON EMPLOYEE WORK ENGAGEMENT**

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Abstract

This study is an attempt to test a commonly held assumption that low level of employee work engagement may lead to behavioral outcomes (deviant behavior, absenteeism and high turnover intentions). To test the proposition, we collect the data from 210 individuals of banking sectors

through stratified random sampling. The responses of the respondents were measured through a structured questionnaire having a five-point Likert scale. Based on empirical investigation, we found that work engagement has negative and significant relationship with behavioral outcomes i.e. deviant behavior, turnover intention and absenteeism. We also found that teamwork effectiveness moderates the relationship between work engagement and behavioral outcomes. We concluded that work engagement is high when teamwork is high and vice versa. Implications for theory and future research directions was also highlighted.

Introduction

The concept of work engagement has been extensively researched in different sub-fields of psychology. Lockwood (2007) stated that employee's work engagement is considered as the business initiative, which plays a significant role in the organization's success and survival. Work engagement has three sub-components which are vigor, dedication and absorption. According to Christian et al, (2011), higher level of vigor on the part of employees indicates his readiness to devote effort within his work. It also shows employee's readiness to remain resolute in the face of task difficulty or failure. They indicated that "dedication" is the emotional component of employee work engagement. It is often characterized as showing zeal and zest in the workplace environment and putting one's heart into the job (Airila, Hakanen, Punakallio, Lusa, & Luukkonen, 2012). It represents the worker's strong sense of identification with the organization and also with his stipulated work. Absorption sub-component of work engagement is characterized by individuals who are completely engaged in their task. The individual is so immersed in performing tasks that he forgets time and everything around him. This component of work engagement is characterized by full satisfaction, concentration and fully engrossment in task completion (Christian et al, 2011).

The current research study is focused on the JD-R model. This model predicts a positive relationship between work engagement and organizational outcomes. Work engagement significantly predicts valued and important organizational outcomes. In the particular work engagement predicts lower turnover intention and deviant behaviors of employees (Mobley, Horner, and Hollingsworth, 1978). Previous research shows that work engagement is negatively correlated with turnover intention. Turnover intention means the extent to which an employee has the plan to leave or quit the organization (Shantz et al, 2016). Work engagement plays significant role in minimizing deviant behaviors. Deviant behaviors of employees may refer as theft in organization, damaging property of the organization, often arriving late to work place and take unauthorized leave (Shantz et al, 2016). All these and so many other deviant behaviors have a negative effect on organizational performance and predict outcomes. Deviant behaviors threaten the well-being of the organization and sometime even the survival of the organization (Robinson & Bennett, 1995).

The current research was designed to contribute to the literature in four ways. First, the study identified the possible moderator i.e. teamwork effectiveness on the relationship between work engagement and behavioral outcomes. Although past researches have examined the interactions among personal and job-related factors as antecedents of work engagement (e.g., Hakanen, Bakker, and Schaufeli, 2006; Hakanen and Schaufeli, 2012), to date, no empirical studies have examined a boundary condition of the relationship between engagement and important individual outcomes except Shantz et al., (2016); Ullah et al, (2018) and Imran et al. (2019). Thus, examining teamwork effectiveness as a moderator enhances engagement theory by identifying

conditions under which the relationship between engagement and its outcomes are amplified or attenuated.

The present study also contributes to engagement theory by positioning work engagement as a work-related energy resource that is interchangeable with other resources (Halbesleben, 2010). Although prior research has applied conservation of resources theory to work engagement theory (e.g., Bakker and Leiter 2010; Schaufeli et al, 2008), these studies have theorized that engagement is an outcome of job resources. In the present study, consistent with Gorgievski-Duijvesteijn and Hobfoll (2008), we conceptualized engagement as an energetic resource.

Third, the present study contributes to a body of research that positions teamwork effectiveness in terms of resource allocation (e.g., Hansen et al, 2014; Parker and Griffin, 2011; Wollard and Shuck, 2011). Although teamwork effectiveness has traditionally been viewed as a social exchange process in that it sets the basis for exchange relationships (Eisenberger et al., 1986), researchers have suggested that teamwork effectiveness also acts as a resource from which employees may draw. Consistent with conservation of resources theory, we hypothesized that low level of engagement implies depletion of a work-related energy resource (e.g., engagement), which can be compensated for by an organization-related resources (e.g., teamwork effectiveness).

A fourth contribution of this study is that we examine the relationship between engagement and turnover intentions, deviant behavior and absenteeism. Two meta-analyses show that there are far fewer empirical studies that have examined the relationship between engagement and these three outcome variables, relative to organizational commitment and job performance (Christian, Garza, & Slaughter, 2011; Halbesleben, 2010). Although the results of these meta-analyses clearly support the relationship between engagement and positive work-related attitudes and behaviors, there is a need for research on the extent to which engagement leads to less desirable outcomes for organizations, such as turnover intentions, absenteeism and deviance (Shantz et al, 2016).

Literature Review

Work Engagement and Behavioral Outcomes

Work engagement plays significant role in organizational outcomes. Engaged workers show more commitment to task completion and also to the organization. Employee's work engagement has a direct effect on worker's turnover intentions, job satisfaction, absenteeism, deviant behavior, organizational citizenship behavior, task achievement and other related workplace behavior (Hansen, Byrne and Kiersch, 2014; Fairlie, 2011). Work engagement has a negative relationship with behavioral outcomes (Khattak et al, 2017). Imran et al, (2019) also found a negative association of work engagement with behavioral outcomes. Shantz et al, (2013; 2016) have the same findings. Thus, we proposed that:

H₁: Employee work engagement is negatively related to behavioral outcomes.

Employee work Engagement and Turnover Intentions

Past researches highlighted that employee work engagement has the negative relation with turnover intentions. Turnover intention is the negative outcome of work engagement (Shantz et al., 2013). Engaged employees often have a greater and strong attachment to the organization and have a lower inclination to quit the organization. Albrecht (2012) argued that engaged workers feel a sense of belonging to the organization and they seldom express thoughts of

leaving the organization. Colliniet al., (2015) found that turnover intention in healthcare services in the USA was high due to low level of work engagement. Similarly, Khattak et al, (2017) and Imran et al, (2019) found that work engagement has negative associations with turnover intention. Thus, we proposed that:

H₂: Employee work engagement has the negative relation to turnover intention.

Employee Work Engagement and Absenteeism

Absenteeism refers to stay outside the organization during working hours or do not come to work place (Shantz et al, 2013). Absenteeism has negative effects on employee performance and as a result, it negatively affects organizational outcomes (Khattak et al, 2017; Shantz et al, 2016). In organizations where the ratio of employee absenteeism is high, the organization fails in accomplishing organizational goals (Agarwal et al, 2012). Saks (2006) argued that engaged individuals have different resources such as physical resources, cognitive resources and emotional resources, therefore engaged employees remain happy and absorbed in their job. This situation leads to reduction in absenteeism of the employees from workplace (Roche, Teague, Coughlan & Fahy, 2011). Thus, we proposed that:

H₃: Employee work engagement has the negative relation with absenteeism

Employee Work Engagement and Deviant Behavior

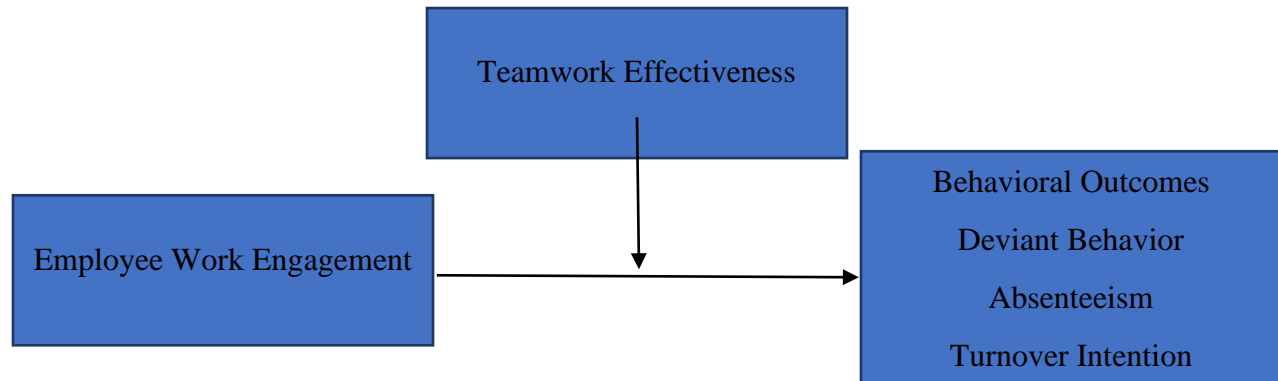
Counterproductive work behavior means those behaviors that harm or sabotage the legitimate interest of the organization (Demerouti et al, 2008). It is the negative behavior of employees that create harm and problems in the organization. Researchers pointed out that these counterproductive behaviors of employees could be lower if they have a high level of engagement towards the work (Sulea et al., 2012). Engaged employees are zealous and enthusiastic at work place and they have influence on their surroundings and it results in decreasing the level of counterproductive work behavior.

H₄: Employee work engagement has the negative relation with deviant behavior

The Moderating Role of Teamwork Effectiveness

Teamwork is defined as a cooperative process in an organization that allows and help ordinary people of the organization to accomplish extraordinary results (Shantz et al, 2013). Effective team work can achieve organizational goals in the most effective way. An important aspect of teamwork is effective leadership. Effective leadership can change the route of success of the organization (Sonja and Stander, 2014). It means that it is the responsibility of effective leaders to create and maintain a favorable working environment in the organization. Past researches examined that organizational related resources like organizational citizenship behavior, supervisor support and co-worker support minimize the negative effect of less engaged employees. We proposed that teamwork is an organizational related resource that may also reduce the negative effect of less engage employee. Thus, we proposed that:

H₅: Teamwork effectiveness moderate the relationship between work engagement and behavioral outcomes



Theoretical Framework of the Current Research

Methods

Sample and Procedures

This research carried out in the banking sector of Pakistan. Through stratified random sampling, we collect data from 210 employees. Structured questionnaire was used for data collection. Employees were informed about the objectives of the study and they were ensured that the data will be used only for research purpose and their responses will be kept confidential.

Measures

Employee work engagement was assessed with nine-item version of Utrecht Work Engagement Scale (UWES-9; Schaufeli, Bakker, & Salanova, 2006b). To measure turnover intention, we used four item scale originally developed by Borroff and Lewin (1997). Deviant behavior was assessed through 12 items scale of Bennett and Robinson (2000). Absenteeism was measured through a five item scale developed by Bennett and Robinson (2000). Teamwork effectiveness was measured through 11 items scale of Sterling and Selenick (1988). All items were measured on Five-point Likert scale ranging from strongly disagree = 1 to strongly agree = 5.

Results

Respondents' Profile

The sample comprises of 43% female respondents and 57% were their male counterparts. Participants having a BA / BSc degree were 24%, MA/MSc/MBA was 56% and those having MS/MPhil qualification was 20%. Furthermore, 22% respondents have 1 to 5 years' experience, 30% participants have 6 to 10 years' experience, 38% participants have 11 to 15 years' experience and 10% participants have more than 15 years' experience in the banking industry. Moreover, respondents having an age group of 21-30 were 43%, 27% belong to an age group of 31-40, 16% belong to 41 to 50 years of age and 14% respondents belong to an age group of 51 to 60 years.

Scale Validity and Internal Consistency

Table 1 depicts confirmatory factor analysis (CFA). The standardized loading values for all variables fall between 0.63 to 0.91 ensuring that all measurement variables are statistically

significant. Moreover, χ^2/df values are less than 4 and GFI and AGFI values are almost equal to 0.90. The values of CFI are above 0.90 and the values of RMSEA are less than 0.05. Thus, all values fall in the acceptable range suggested by Hair et al, (2010) indicating a good model fit.

Table 1: CFA Statistics

	Items	CMIN	DF	CMIN/DF	RMR	GFI	AGFI	CFI	RMSEA
EWE	9	40.283	22	1.831	.044	.962	.867	.951	.035
TWE	11	102.233	58	1.762	.049	.902	.853	.929	.042
BO	21	104.126	61	1.706	.047	.895	.878	.926	.047
Recommended values (Hair et al, 2010)				≤ 4	≥ .05	≥ .9	≥ .9	≥ .9	≤ .05

Table 2 highlights intercorrelation, reliability and average variance extraction (AVE). The values confirm reliability, convergent and discriminant validity of the scale. Harman’s one-factor test ensure that there is no issue of common method bias. Correlation coefficient among variables is significant. Composite constructs reliability (CCA) is also good, i.e. above 0.7.

Table 2: Alpha, Correlation, AVE and CCR

Alpha BOEWETWE				
	BO	0.861		
EWE		0.88	-.513**	1
TWE		0.92	.423**	.568**
				1
Mean		3.483	.29	3.78
SD		.861	.847	.761
AVE		0.711	0.787	0.679
CCR		0.912	0.902	0.855

Regression Results

Regression coefficients of the study variables are reported in table 3. Hypothesis 1 that is “employee work engagement has negative and significant relation with behavioral outcomes” is accepted (coefficient = -.406, t = 6.71). Similarly, H₂, H₃ and H₄ are also accepted at 95% confidence level.

Table 3: Regression Coefficients

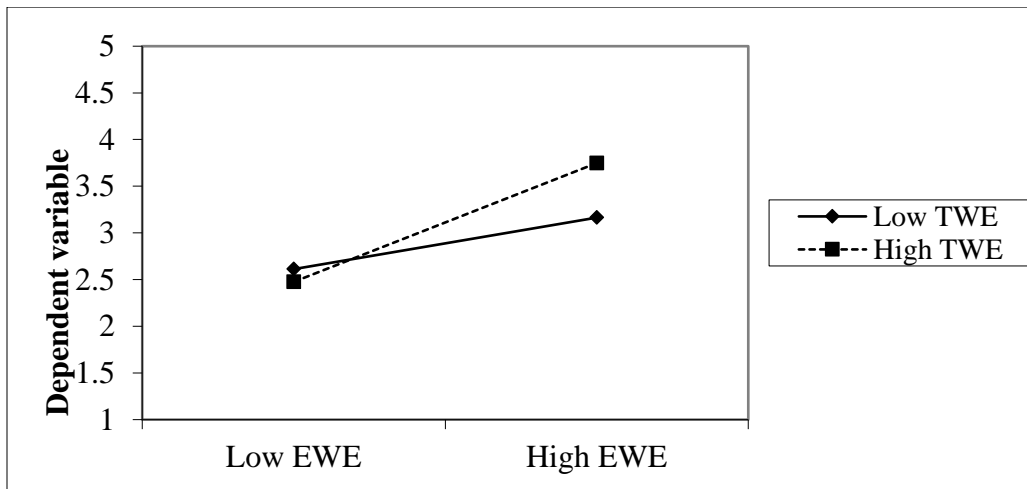
Path		Coefficient	Std. Error	t-value	p-value
EWE → BO		-.406**	0.61	-6.71	0.000
EWE → TI		-.130**	0.027	-4.72	0.000
EWE → AB		-.186**	0.034	-5.50	0.000
EWE → DB		-.167**	0.060	-2.77	0.000

Moderation Results

Moderation analysis was assessed through Hayes and Preacher (2013) Method. The coefficient value of interaction term is significant indicating that TWE moderate the relationship. It is further confirmed that lower level confidence interval (LLCI) and upper level confidence interval (ULCI) have not contain zero. Thus, we concluded that EWE is high when TWE is high and vice versa. The interaction plot is also reported.

Table 4: Moderation Results

Path	coefficient	se	t	p	LLCI	ULCI
EWE to TWE int_1	0.234	.046	5.11	0.00	.144	.324



Interaction Plot of EWE, TWE and BO

Discussion, Conclusion and Implications

The current research study was designed to examine the moderating role of teamwork effectiveness of the relationship between the employee’s work engagement and behavioral outcomes. We found that employee’s work engagement has negative significant relation to behavioral outcomes. The result of the current research study is consistent with previous researches (Imran et al, 2019; Khattak et al, 2017; Shantz et al, 2016;Kular et al, 2008). We also found that TWE play a moderating role in work engagement and behavioral outcome relationship. It provides workers or employees an open approach to share their ideas and feelings in order to improve organizational performance. It is essential for managers or supervisors take keen interest in the needs and problems of the employees. The managers should accommodate the concern of the employees to maintain smooth running of the organization and improve and enhance organizational productivity. Employee’s attitudes play significant role in developing sustainable relationships between employees and employer. It works as a positive factor for employee engagement to increase organizational performance. The results of this study are also in line with Abrahma (2012). It is concluded that teamwork effectiveness buffers the relationship of EWE and BO. Thus, organizations may use TWE as a remedy for low level of work engagement.

Limitations and Future Directions

Our study has several limitations. First, we empirically test EWE and BO relationship in one sector i.e. banking industry that may affect generalizability of findings. Future work is needed to test the same model by collecting data from different sectors. Second, we only select teamwork effectiveness is an organizational related resource that may compensate for low level of work engagement, however, there are many other organizations related resources like supervisor support, OCB and co-worker support that may also buffer the relationship between EWE and BO. Future researchers may use these possible moderators to further explore the current scenario. Lastly, we collect the data from employees working in the banking sector of Pakistan that may also affect generalizability. Future studies may extend the same model in other cultures and organizations setting.

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