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### DISCOVER THE EMPLOYEE PERFORMANCE DIMENSIONALITY IN PUBLIC SECTOR ORGANIZATIONS OF PAKISTAN

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#### ABSTRACT

Organizational performance mainly depends on the performance of employees. Successful organizations have progressively given more attention to several factors that contribute to organizational performance but the human resource is the most dominating and crucial factor of every organization. In addition to this, the performance of an employee is an essential element as it indicates the organizational success by executing their jobs and using the multidimensional performance construct such as tasks and conceptual performance. The study aims to examine the multidimensional aspect of Job performance and its association with constructs such as task performance, interpersonal facilitation, and job dedication. Data was collected on public sector organizations of Pakistan through a personally administrated survey questionnaire to investigate the impact of multi-dimension constructs of performance on employees' perceived output. The impact on criterion variable is calculated through factor analysis, descriptive statistics, and inferential statistics by using the SPSS version 22. The finding of the study revealed that, the employee perceived performance, and its multidimensional constructs significantly correlated with each other ( $r^2 = 0.908$ ) & Alpha > 0.9. Moreover, as per the coefficients table, task performance has a (Beta value 0.681) shows the largest contribution to explain a dependent variable, and based on the beta value we can conclude that any changes in task performance produce a greater impact on employee performance than the succeeding factors. The study concludes that conceptual performance is a prime factor, for every organization, although this concept discrete from task performance due to increased global competition and downsizing problems, every organization needs a higher effort level from each employee in a way to achieve organizational goals and objective. Secondly, department/section heads usually preferred the multidimensional behavior of employees while rating their subordinates and expected them to work as a team to achieve overall objectives and the study concludes that when conceptual performance is a selection criterion in addition to task performance, in such cases employers perceived this

dimension as a personality trait of an employee which needed in every organization for the survival in a competitive environment.

**Originality/value:** This study added their values in existing knowledge of employee performance and provides appropriate information's to top-management of public sector organizations to design or revise their HR policies and evaluation criteria for efficiently achieving the organizational objective.

## INTRODUCTION

Organizational performance mainly depends on the performance of its employees. Successful organizations are progressively given more attention to the number of factors that contribute to the organizational performance but the human resource is the most dominating and the crucial factor for every organization (Hamid et al. 2017). In addition to this, the performance of an employee is an essential element because it indicates organizational success by executing their jobs and using the multidimensional performance construct such as tasks and conceptual performance. And the word "employee performance" is defined as, a personnel's work behavior associated with any tasks in a way to getting things done (Kesehatan 2019). Eager to learn trends from the private sector, a researcher is more inclined to work on multidimensional constructs of employees working in public sector organizations of Pakistan (International 2020). However, public organizations are facing different challenges with employees such as high absenteeism, low punctuality, Poor performance, low commitment towards their assigned jobs and organizational objectives, and self-oriented instead of task-oriented.

These underprivileged types of performances are manifested by several other factors such as minimum annual budget relief, delayed allocation of allowances, downsizing, and instabilities of the organizational policies. In support to reduce these challenges, the researcher was highlighted this issue in the context of Pakistani PSOs and gives the recommendation to consider the multi-constructs performance items instead of uni-dimensional for improving the employee output (Pickering and Pickering 2010) and aligned the performance-driven goals with the managerial policies for moving the entire organizational process to more tactical perspective (Pradhan and Jena 2017).

### *Dimensions of employee performance*

According to the theory of Campbell, Performance is a multidimensional perception and on the most elementary level, we can make a distinction of performance in two facets such as task and conceptual performance (Bergman et al. 2008). During the last several years, the investigators performed numerous studies and extend the concept of employee performance on private, semi-private, and public sectors organizations (Campbell, 1990) by a focus on multi-performance constructs such as task performance (TP), Interpersonal facilitation (IPF) and job dedications (JD).

In addition to the above theory, Motowidlo, et al.'s (1997) described a personality theory based on task and conceptual performance and its

relationships with different abilities need to perform a job such as personal capabilities, mental abilities, and educational skills. According to this structure, personal capabilities are commerce-oriented and it's directly related to Conceptual performance (Bergman et al. 2008), whereas, mental abilities and educational skills are defined through the prediction of task performance as an employee generally requires these cognitive abilities to do their basic jobs.

Most of the previous researches were focused on different determinants that produce a great impact on employees performance, among them two types of research are more closely related to the study title such as (Author) et al. 2011) "Determinant of public sector employee performance in Pakistan" & (Pattnaik and Pattnaik 2020) "Exploring the employee performance dimensionality in Indian PSU". The author of the study identified the gaps in these researches and extends their scope of work by focusing on multi-dimensions performance constructs i.e. "task performance (TP), interpersonal facilitation (IPF) and job dedication (JD)" in employees working in public sector organizations of Pakistan. However, this topic is not discussed so far in details in public sector organizations belongs to different ministries government of Pakistan. This research will give useful information's to HR department and section heads during performance evaluation (Author) et al. 2011) and also encouraged them to collect the data from various aspects of dimension and using advanced performance evaluation techniques.

The study finds the answer to subsequent research questions:

1. What does association exists between the organization's internal measurement factors and the employees' performance?
2. What are the internal factors do they affect employees' performance in the public sector?
3. Which variables have a considerable influenced on employees' performance?

Based on the research questions, this study aims to investigate the dimension of performance (i.e. Task Performance, Interpersonal Facilitation, and Job dedication) affecting employees 'output in Public Sector Organizations of Pakistan. This study uniquely contributes to public sector organizations operating in Pakistan because it has never done before in the context of Pakistan and tested the performance-based model using three dimensions construct i.e. "TP, IPF, and JD" with 27 different items scale for exploring the impacts of independent variables on the dependent variable. Further, this study also suggested the respondents consider the employee's overall performance, working in their departments/section and also differentiate the performance based on cognitive, noncognitive abilities and procedural knowledge (task and conceptual performance). The conclusion of the research validates the findings of previous researches and based on the present study result author affirmed that all the predictor variables have significant and positive effects on criterion variables with high correlation and significance value i.e.  $< 0.00$  and  $r^2 0.99$  and the finding are the same as previous researches.

## LITERATURE REVIEW

Organizations have realized to develop some unique distinctive features for survival in a constantly changing and competitive environment, among them

most of the organizations focused on better utilization of employees in a way to achieve their organization goals (Brockner et al. 2006). Theoretically, employee performance is defined as, according to (Pickering and Pickering 2010) & (Porter 2002), Performance is a measurable and controllable factor that plays a major role in achieving the organizational goals. (Bergman et al. 2008) stated that job performance is the sequential, sporadic and multivariate feature” of employee attitude that belongs to the cumulative value to the organization by showing a distinct behavioral experience over a while in the organization”. (Druker 2003) indicated that the organization must have a well-defined system of employee performance that produces fundamental support to a firm’s operations.

### *Theoretical view of Performance*

**Employee Performance:** can be defined as a set of all collective efforts that employees used to do an assigned task during a given time frame (Pickering and Pickering 2010). It is one step ahead towards the achievement of organizational goals, that’s why HRM is keener to improve the employability skills which are directly correlated to the employee performance (Suhartini, 1995). The workplace environment is also the main feature that has a major impact on an employee's overall performance and a key determinant of work quality (Haynes, 2008).

Performance of individuals may change with time; different researcher’s shows that as the employees are more experienced in a job, the performance of employee become increases till it reaches to the constant plateau (Griffin et al. 2007). But criteria for measurement of performance is varied in each phase, initially when the employees acquiring the skills, the performance are largely dependent on ‘controlled process’, declarative knowledge, and allocation of limited resources, whereas when the individual becomes experienced and trained, the performance mostly depends on the routine process, procedural knowledge, and psychomotor abilities (Diamantidis and Chatzoglou 2019). (Hamid et al. 2017) explained the two different stages of employee performance measurements such as the transition stage and a maintenance stage. In the transition stage when individuals are new in a job, all the assigned tasks are new for them and need more cognitive ability whereas, in the maintenance stage employees become more experienced and skilled full with less cognitive abilities. In addition to multidimensional performance constructs, several others following factors were also studied in previous researches that produce a great influence on task and conceptual performance such as:

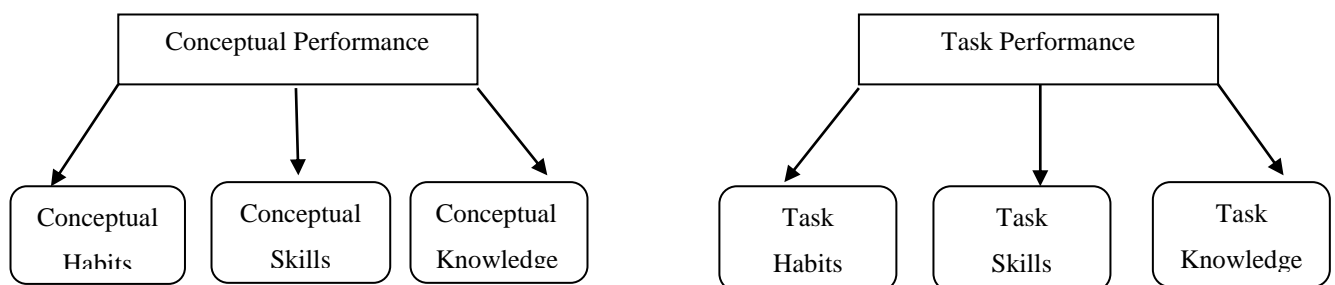
### *Task and Conceptual Performance*

Public sector organizations are officially given rewards to the employees on the effective accomplishment of assigned tasks, duties, and responsibilities in form of allowances and bonuses and show cause notices, warning letters, suspension, or termination in case of low achievement and substandard performance. Whereas, second set employee behaviors are voluntary that usually not rewarded officially but the organization expects the employees to

show this behavior for the smooth running of organizational systems. Various performance models were discussed previously (Bergman et al. 2008) and out of these, TP & CP are the most widely used construct to evaluate the employee output. These constructs are differing from each other in their conceptual definitions and taxonomic structures such as, according to (Borman and Motowidlo 1997), task performance can be defined as employees perform their activities that contribute directly or indirectly to the organization's core function. Whereas conceptual performance belongs to the voluntary behavior of employees to do the work activities that are not directly involved in assigned jobs but it's involve helping and cooperating with co-workers in the accomplishment of the organizational tasks.

### *Differences between Task and conceptual performance*

Three basic statements are linked with the differentiation between task and Conceptual performance (Bergman et al. 2008): (1) Task performance behavior is varying between jobs whereas conceptual performance tasks are the same in all types of jobs. (2) Task performance is related to the employee's ability to perform the assigned tasks, whereas conceptual performance is related to individual capability, attitude, and motivation. (3) Task performance is more agreed and committed to role behavior, whereas conceptual performance is a more flexible and extraordinary performance. Particularly, conceptual performance has been divided into two further constructs as Interpersonal facilitation and Job dedications, which include collaboration and teamwork. According to Figure 1, (Borman and Motowidlo 1997) broadly explained different variables of a task and conceptual performance which relate to the personality and cognitive ability of employees such as Conceptual habits; Conceptual skill and Conceptual knowledge related with the CP, and task habits, task skill and task knowledge belongs to the TP. These variables are associated with employee's attitudes and skills towards the accomplishment of organizational goals and objectives. Conceptual performance is more required nowadays in public sectors organization because its include behavior to adhere themselves in regulation to the workplace, voluntarily carry out the additional tasks and helps co-workers, (Meyers et al. 2020).



**Figure I**, Source: (Borman and Motowidlo 1997)

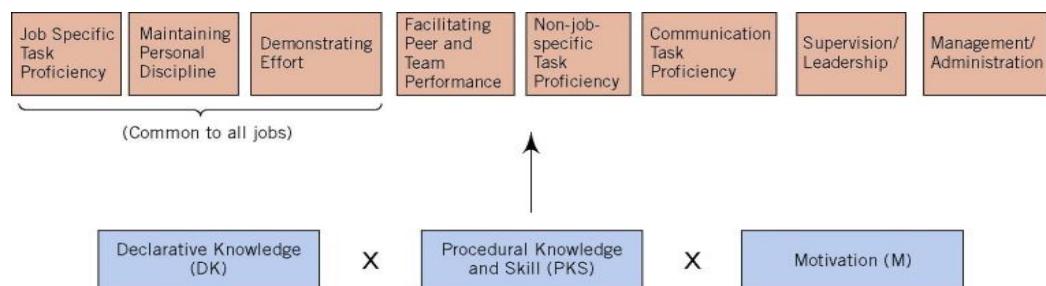
Presently, the significance of Conceptual performance (CP) is intensifying to carry out the organizational tasks voluntarily with more willingness in addition to the assigned jobs. These are the following key points that are observing with the conceptual performance.

- Persistently work with passion
- Volunteering to carry out additional activities
- Helping others
- Compliance with organizational policy and procedures
- Supportive in achieving the organizational objectives

Since, it was not simple to accurately define, compute, and foresee the performance at work, for the reason many researchers have separated the dimensions of employee's performance in different constructs i.e. TP, IPF & JD, and established its effects on employee behavior. In the conclusion of previous studies, the author of the study applying the same model in public sector organizations of Pakistan and observed the impact of these multidimensional constructs on employee output, based on that author developed the hypotheses to see the impact of one variable on another variable.

**Hypothesis 1(H1)** Task Performance has significant effects on employee performance.

**Figure II:** (McCloy, Campbell, and Cudeck 1994)



(McCloy et al. 1994) stated that job performance consists of eight basic components and among them, Declarative knowledge is related to task performance (TP), and procedural knowledge, skill, and motivation are related to conceptual performance (CP). According to the Campbell model; declarative knowledge (DK) skills are common to all jobs and employees are adhering to follow it and it's defined as, the knowledge of understanding the given task. Whereas, Procedural knowledge & skill (PKS); describe how to do the tasks, and Motivation (M) shows persistence in performance.

### ***CP and its Further Construct***

According to (Borman and Motowidlo 1997), employee job performance has two major aspects i.e. TP and CP and the author of the study continue to extend its searching about employee behavior. Particularly, struggle to define the conceptual performance by dividing it into two more aspects, Interpersonal Facilitation, and Job Dedication. As per (Van Scotter and Motowidlo 1996) IPF "includes cooperative, supportive and helping behavior with co-workers" and JD "includes self-oriented, motivated, hard work, and support to follow the organization rules to achieve its objectives. Implementation of conceptual behavior, in a work setting is more emphasizing as compare to the work alone;

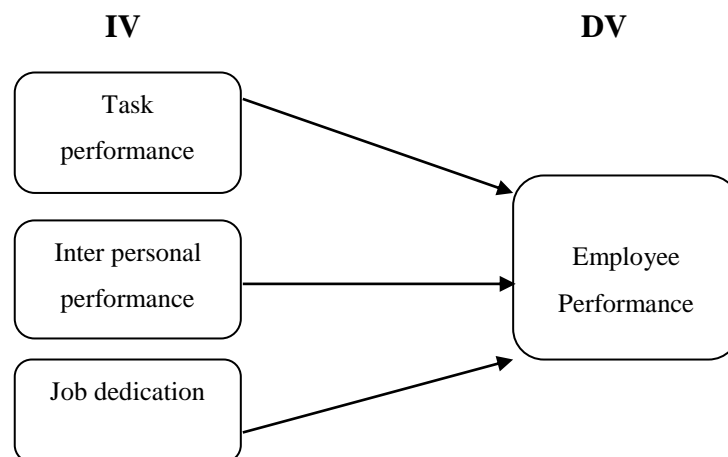
in addition to job-related tasks, an employee must cooperate, support in their actions, and follow the rules and procedures. (Bateman and Organ 1983)<sup>i</sup> encourages following such type of cooperating behaviors for the survival of the organization. Few have claimed that it helps to reduce the internal resistance and support in coordinating work (Griffin et al. 2007). In considering the importance of these constructs the study developed the hypotheses and the conceptual framework for the validation and justification of the impact of these constructs on employee overall performance and evaluation in the context of Pakistani public sector organizations.

**Hypothesis 2 (H2)** *Interpersonal facilitation has significant effects on employee performance.*

**Hypothesis 3 (H3)** *Job dedication has significant effects on employee performance.*

The conceptual framework comprises of three independent variables namely Task performance, Interpersonal Facilitation and Job dedication and one dependent variable i.e. Employee performance and its explaining the relationship between them up to some extent and its impacts on employees' performance.

**Figure III:** Conceptual Framework



## METHODOLOGY

### *Research Design*

According to (saunders 2004) a study design is the schematic framework that describes the way sample collection intends to merge relevant data for the accomplishment of the research objective. The study design allows the researcher to broaden the scope of work and find the solution of research questions for the evaluation and assessing the fundamental employee performance theories. The research framework also substratum the study and trim down the probability of drawing a faulty conclusion from data. The study followed a cross-sectional quantitative approach with probability sampling

(Saunders, Lewis, and Thornhill 2019) where the possibility of each scenario already been preferred from the population is comprehended and is generally identical for all cases. Statistically, the calculation of each characteristic of the population from the target sample helped to clarify the research questions and reach the study objectives. For that purpose stratified random sampling technique is used to divide the population, which is more likely to represent the government service employees belongs to different public sector organizations of Pakistan.

### ***Target population & Sampling techniques***

The study was conducted on public sector organizations which were located in the Sindh region of Pakistan and the respondent of the study consist of 400 participants belongs to different public service commission's having a workforce strength above 3000 employees, and the sample size of the study was around 400 N that represents a total population of PSOs as per "Krejci and Morgan" table of sample size determination (Penyelidikan 2006). For data collection, a survey questionnaire was structured to measure the performance dimensions such as "TP, IPF & JD" which is further sub-divided into 27 scale items. The questionnaire was given to employees and department/ section heads, in each participating organization. The questionnaire has two sections; the first part corresponds to the demographic data and the second part consists of 27 scale items that measure the impact of employee performance.

The researcher persuaded 400 respondents to belong to different officer levels to accept their invitation and participate in a study. The study used a pen-paper survey and online Google forms for the collection of data from respondents which includes, 91 Deputy Managers, 76 Asst. Managers, 60 Managers, 91 Deputy Directors, 16 Asst. Director, 5 Executives Directors, 18 Directors, 5 Director Generals, and 2 Chief executives across four Public sector organizations, that were filled the questionnaire and submitted. Table I, Provides the list of designations at different hierarchical levels.

**Table I:** Designation Hierarchy level

Management level	Designation
<i>Senior-level</i>	<i>Chief executive Director-General Director</i>
<i>Middle level</i>	<i>Executive Director Assistant Director Deputy Director</i>
<i>Junior level</i>	<i>Managers Deputy Managers Assistant Managers</i>

400 questionnaire forms were sent to respondents, belongs to different public sector organizations; among them, 364 forms were received with complete information's and 36 forms were rejected due to missing, information. The research is conducted on public sector organization that works under the



provincial and federal government of Pakistan, to explore the dimensionality in employee performance and the response rate of respondents is noted under the table II.

**Table II : Response Rate**

Organization	Questionnaire distributed	Received questionnaire	Blanks Questionnaire	Rejected Questionnaire	Response Rate
4 PSOs	400	364	36	-	91%

Out of these 364 respondents, responses were received from the following personnel's that belongs to the different management level i.e. 25 % belongs to Deputy Managers level, 20.9 % Asst. Managers levels, 16.5 % Managers, 25 % Deputy Directors, 4.4 Asst. Director, 1.4 % Executives Directors, 4.9 % Directors, 1.4 % Director Generals, and 0.5 % Chief executives. 4 different age levels were used to collect the data among them 49.7% belongs to 21-30 years, 25.3 belongs to 31-40 years, 23.1% belongs to 41-50 years, 1.9 % belongs to 50 and above.

### ***Research Measures***

The research followed a closed-ended questionnaire with 5 points Likert Scale from “Strongly Agree” = 1 to “Strongly Disagree” = 5 for exploring the employee performance dimensionality from different PSOs as **Annexure I** shows the detail of scale items to measure the construct used in the study. The researcher also interviews the department/section heads to triangulate the response obtained by their employees. Based on their inputs, the researcher prepared the structure of the questionnaire and used simple language, and avoids ambiguous, double-barreled, leading, and presumptions type's questions.

### ***Statistical Tools and Techniques Used***

The study data was analyzed and Summarized through SPSS software version 22. Descriptive statistics, inferential statistics, reliability, and factor analysis were determined to see the impact of scale items of the construct.

1. Descriptive Statistical Analysis: Central tendency measurement was used to produce the descriptive data and shows the result on the demographic description of respondents, frequency distribution, and mean (Gottman et al. 1998).
2. Inferential statistical analysis: ANOVA, correlation, and multiple regressions model were estimated by using the statistical SPSS software 22 (Gottman et al. 1998).
  - ANOVA; used to perceive the difference between predictable variables based on t-value and sig value.
  - Correlation; (r) was opted to explain the degree of relationship among the variables. Because variables were calculated as an interval level and as per the Pearson correlation model the output was lies between -1.0 and +1.0 with an alpha value of 0.05.

- **Multiple Regression model:** is a statistical tool, used to separate the unknown value of a variable from the known value and determined the relationship between the variables. According to (Gottman et al. 1998), when analysis deal with two variables is termed as “linear regression.”Whereas, multiple regression calculates the effect of multivariable and separately measured it. The importance of computing the impact of various simultaneous influenced factors upon a single dependent variable, the investigator can able to develop the model using the predictor’s variables which influence on employees’ job performance.

3. **Reliability** helps in determining the consistency in collected data or analysis techniques and the most widely use reliability method for estimation of internal consistency and sum or an average of questionnaire/scale items, is Cronbach’s alpha. Ideally, the (Anon n.d.) Cronbach’s alpha coefficient of a scale should be above 0.7 (Gottman et al. 1998) and the results of the current study show the reliability of 27 scale items above the threshold value and all the variables are enough reliable to each other.

4. **Factor analysis:** PCA was conducted on the data set, to understand the relationships amongst a set of underlying dimensions (Yanamandram 2005) and the KMO Bartlett's Test of Sphericity of sampling adequacy is (0.926) and Bartlett’s test value ( $p < .000$ ) which determined the suitability of sample scores with total variance explained of the scale items is 67.867%

## RESULTS AND FINDINGS

### *Factor Analysis*

Principle component analysis (PCA) was used to check the validity and reliability of results and also established the independence of measures by removing the redundant items and also indicating which variables are strongly loaded on a single factor. Before conducting the factor analysis, descriptive analysis was performed to check the missing values and the unengaged responses in the data set. Factor analysis was used to determine and specifies the factor loading values of each scale item and explained which items are highly correlated to other items and which contained overlapping and redundant items.

Table IV, Fit indices explain the results of Confirmatory factor analysis (first and second-order model) and indicated that few items with low factor loadings values and poor fitted in the model have been removed from the data set (McCloy et al. 1994), and the new model comprised of 19 items, which indicated the factor loadings values above 0.5 and these items were used for further descriptive and inferential analyses.

After deleted unmatched values from the factor loading i.e. (E2, E3, E4, IPF1, TP4, TP5, TP6 & TP7), Table IV, shows that 4 components have Eigenvalues above 1.0 with the sum of squared loading 67.867% and KMO& Bartlett’s test of sphericity 0.926 was used to determine the correlation difference from the identity matrix (Hair et al. 2014). A Kaiser-Meyer-Olkin measures the

sampling adequacy and shows the factorability of both Conceptual and task performance scales and meets the required value  $\geq$  of 0.5. Communalities were calculated to measure the variation in one variable by the variation in all other variables included in the analysis and study results explained that all the commonalities are above the 0.50 values (Yanamandram 2005). The significant correlation (0.952) and covariance (1.10) between EP and “TP, IPF, JD” also support the second-order CFA model with 19 scale items.

**Table III: KMO and Bartlett's Test**

<b>KMO and Bartlett's Test</b>			
Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling		.926
Bartlett's Test of Sphericity	Approx. Chi-Square		4253.756
	df		171
	Sig.		.000

**Table IV Fit Indices**

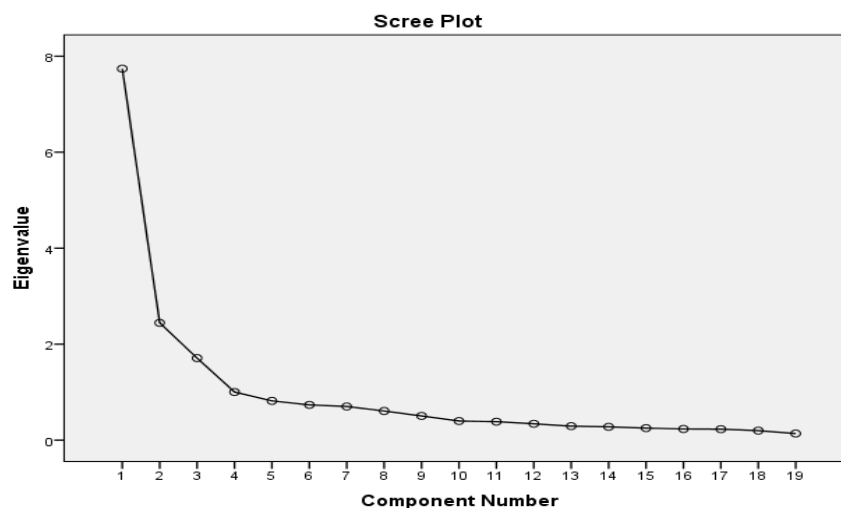
Model	CMIN	df	Sum of Squared Loadings	Bartlett's test	CMIN/df	Sig
CFA first order	5212.052	351	56.976	0.933	14.84915	0.000
CFA Second order	4253.756	171	67.867	0.926	24.87577	0.000

**V: Total variance Explained**

<b>Total Variance Explained</b>									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.74	40.735	40.735	7.74	40.735	40.735	6.943	36.543	36.543
2	2.44	12.862	53.597	2.44	12.862	53.597	2.685	14.129	50.672
3	1.70	8.994	62.591	1.70	8.994	62.591	2.22	11.685	62.357
4	1.00	5.276	67.867	1.00	5.276	67.867	1.04	5.51	67.867
5	0.81	4.302	72.169						
6	0.73	3.865	76.033						

7	0.701	3.689	79.723						
8	0.607	3.195	82.918						
9	0.505	2.656	85.574						
10	0.398	2.095	87.669						
11	0.384	2.023	89.693						
12	0.341	1.796	91.489						
13	0.292	1.535	93.023						
14	0.277	1.459	94.483						
15	0.251	1.321	95.804						
16	0.232	1.223	97.027						
17	0.229	1.204	98.23						
18	0.198	1.044	99.275						
19	0.138	0.725	100						

Extraction Method: Principal Component Analysis.

**Figure III:** Scree plot

A substantial drop off in the scree plotline was evident after the extraction of the fourth factor. There was a commensurate large drop in total variance for the initial Eigenvalues (1.002 to 7.74) from factor 4 to 1. Subsequent iterations refined the solution into four meaningful factors represented by 7 high loading indicators. These indicators were intended to be formed into composite scores

which exceeded an average of  $\geq .70$ . A considerable number of eight indicators were discarded because they were failed to achieve loadings necessary to form meaningful factors. Throughout the data reduction process, each subscale was monitored to ensure optimum internal consistency except the JD, in which all the scale items were loaded successfully.

**Table VI: Rotated Component Matrix**

<b>Rotated Component Matrix</b>				
	Component			
	1	2	3	4
JD7	.836			
IPF4	.824			
JD6.	.821			
JD5.	.816			
IPF2.	.814			
JD2.	.810			
JD3.	.810			
JD4.	.800			
JD1.	.794			
IPF3.	.782			
IPF6		.928		
IPF5.		.920		
IPF7.		.900		
TP2.			.692	
TP3.			.682	
EP5.			.670	
EP1.			.598	
JD8.				.843
TP1.				.561
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				

### *Demographics characteristics of the respondent*

The questionnaire consists of two parts i.e. demographic details of the respondents and the study constructs with items. Demographic data include the personal information of respondents, such as age, designation, gender, and name of organizations, and the study construct shows the questions that were asked from the respondent. The following tables depict the demographic characteristic of the respondents.

**Table VII.** Age of Candidate

<b>Age of candidate</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	21-30	181	49.7	49.7	49.7
	31-40	92	25.3	25.3	75.0
	41-50	84	23.1	23.1	98.1
	50 and Above	7	1.9	1.9	100.0
	Total	364	100.0	100.0	

**Table VIII.** Designation

<b>Designation</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
<b>Valid</b>	Deputy Managers	91	25.0	25.0	25.0
	Asst. Managers	76	20.9	20.9	45.9
	Managers	60	16.5	16.5	62.4
	Deputy Director	91	25.0	25.0	87.4
	Asst. Director	16	4.4	4.4	91.8
	Executive Director	5	1.4	1.4	93.1
	Director	18	4.9	4.9	98.1
	Director General	5	1.4	1.4	99.5
	Chief Executive	2	.5	.5	100.0
	Total	364	100.0	100.0	

***Descriptive Statistics***

The researcher used different statistical analysis tools such as mean, minimum, maximum, and standard deviation to analyze the collected data. Table IX shows the summary of descriptive statistics of all variables that were evaluated on a 5-point Likert scale (from “1” “strongly disagree” to “5” “strongly agree”). As per Zaidaton & Bagheri (2009), the mean score should be between 3.39 to 3.8, which is illustrated by Comparison bases on the mean of the score of the **five-point Likert scale**. The detail of descriptive analysis is presented in Table IX.

**Table IX:** Descriptive statistics

	<b>N</b>	<b>Range</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Variance</b>
	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>	<b>Statistic</b>
TP	364	3.86	1.00	4.86	3.1013	1.07102	1.147
JD	364	3.83	1.00	4.83	3.1158	1.06590	1.136
EP	364	4.00	1.00	5.00	3.1291	1.11059	1.233
IPF	364	3.60	1.20	4.80	3.2165	.91245	.833
Valid (N)	364						

As per Table IX; the value of average variance for each variable was found more than the required value i.e. 0.5, (Min = .833, Max = 1.233) and the mean score value of employee performance was 3.1 which is less than the required range. This indicates that most of the employees are not completing official job hours and utilizing the resources inefficiently. As a result, most civil servants are habitual to coming late and frequently absent from their jobs and the overall performance of employees is adversely affected by the current organization HR practices. This type of work environment will limit the employees for giving the maximum output and optimally utilizes their knowledge, skill, and ability.

### **Reliability**

After Factor analysis, the validity of data was further tested through composite reliability (CR). The values of CR (Min = 0.889 & Max = 0.945) (Table XI) were found greater than the threshold value, Hence, the scales used in the study are found reliable and internally consistent through Cronbach's alpha as shown in (Table X) and were found within the desired satisfactory limits (0.7 – 0.99) (Hair et al. 2014).

**Table X:** Reliabilities of all variables

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.977	.978	4

**Table XI:** Total item statistics and their reliability

<b>Inter-Item Correlation Matrix</b>				
	EP	TP	JD	IPF
EP	1.000	.950	.890	.921
TP	.950	1.000	.919	.945
JD	.890	.919	1.000	.889
IPF	.921	.945	.889	1.000

### Correlations

Pearson Correlation was used to determine the relationship between independent and dependent variables. ve+ or -ve correlations indicate the direction of the relationship between -1.00 and +1.00 and the variables may be positively or negatively correlated with each other. A positive correlation specifies a direct positive relationship between two variables, whereas a negative correlation specifies a negative relationship between two variables. Table XIV. Shows the correlations between the task performance and two conceptual performance facets i.e. interpersonal facilitation and job dedication and also confirmed the absence of multicollinearity in data. The correlation matrix indicated values between 0.890 to 0.950 as required for normal data with no multicollinearity (Graham 2003).

### *Correlation Coefficient Guide*

Correlation coefficient (r): Strength of the correlation from 0.01 up to 0.09 (Negligible association), from 0.10 up to 0.29 (Low association), from 0.30 up to 0.49 (Moderate association), from 0.50 up to 0.69 (Substantial association) {Source: (Kotrlík, Williams, and Jabor 2011)}

Using Pearson correlation determining the degree of association between the indicated internal factors, hypotheses were tested based on the below Table XII.

**Hypothesis: 1** Correlation between Task Performance and Employee Job performance

*Hypothesis (H0)* Task Performance (TP) has no significant impact on employee performance.

*Hypothesis (H1)* Task Performance (TP) has a significant impact on employee performance.

As per Table XII Correlations and XII (Coefficients), EP and TP are positively correlated with each other and the Pearson correlation value (0.950) & ( $p = 0.000$ ) shows the statistically significant relationship, therefore the null hypothesis (H0) is rejected and alternate hypotheses is accepted.

**Hypotheses: 2** Correlation between interpersonal facilitation and Employee Job performance



*Hypothesis (H0)* Interpersonal facilitation (IPF) has no significant impact on employee performance.

*Hypothesis (H1)* Interpersonal facilitation (IPF) has a significant impact on employee performance.

As per Table XII Correlations and XIII (Coefficients), EP & IPF are positively correlated with each other and the Pearson correlation value ( $r = 0.921$ ) & ( $p = 0.041$ ) shows the statistically significant relationship, therefore, the null hypothesis (H0) is rejected and alternate hypotheses is accepted.

**Hypotheses: 3** Correlation between Job dedication and Employee Job performance

*Hypothesis(H0)*. Job dedication (JD) has no significant impact on employee performance.

*Hypothesis(H1)*. Job dedication (JD) has a significant impact on employee performance.

As per Table XII Correlations and XIV (Coefficients), EP & JD are positively correlated with each other and the Pearson correlation value ( $r = 0.890$ ) & ( $p = 0.000$ ) shows the statistically significant relationship, therefore, the null hypothesis (H0) is rejected and alternate hypotheses is accepted.

We can conclude from the above correlation results that any consequent changes in the independent variables such as Task performance, job dedication, and Interpersonal facilitation have a positive and significant impact on the dependent variable (EP).

**Table XV:** Presents the correlations between dependent and independent variables

Correlations		EP	TP	IPF	JD
EP	Pearson Correlation	1	.950**	.921**	.890**
	Sig. (2-tailed)		.000	.000	.000
	N	364	364	364	364
TP	Pearson Correlation	.950**	1	.945**	.919**
	Sig. (2-tailed)	.000		.000	.000
	N	364	364	364	364
IPF	Pearson Correlation	.921**	.945**	1	.889**
	Sig. (2-tailed)	.000	.000		.000
	N	364	364	364	364
JD	Pearson Correlation	.890**	.919**	.889**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	364	364	364	364
**. Correlation is significant at the 0.01 level (2-tailed).					

## Regression analysis

### Multiple Linear Regression Analysis

Regression analysis is used to investigate the effect of one or more predictor variables on the dependent variable and it allows us to make a declaration about how independent variables will predict the value of a dependent variable.

**Table XVI: Model Summary**

Model Summary					
Model	R	R Square			Durbin-Watson
			df1	df2	
1	.953 <sup>a</sup>	0.908	3	360	1.896
a. Predictors: (Constant), JD, IPF, TP					
b. Dependent Variable: EP					

According to the model summary, 90.7% adjusted R Square value explained the impact of the independent variable (TP, IPF, JD) on dependent variables (EP), and the remaining 9.3 % is determined by other unexplained factors in this model. The results indicated good fit to the data with Durbin-Watson value 1.896,  $df = 1182$ ,  $p = .000$  &  $R^2 = 0.908$ . These results demonstrated that the respondents were able to understand and differentiate between substantial variables and provided correctly the Sig values of each variable were less than 0.05 which support the study developed hypotheses and based on sig value, the investigator declared that all the null hypotheses were accepted. The researcher concluded study results in continuation with findings same as previous researches (Author) et al. 2011), (Pattnaik and Pattnaik 2020) and it was observed that TP, IPF&JD has a significant effect on employee performance and employee attitude.

Table XV, explains the direct relationships of EP with TP ( $\beta = 0.681$ ,  $p = 0.000$ ), JD ( $\beta = .084$ ,  $p = 0.041$ ) and IPF ( $\beta = 0.202$ ,  $p = 0.000$ ) and it was found significant to support the  $H_0$  and  $H_1$ , respectively. According to Table XV, we can easily compare the  $\beta$  value of each variable, and based on the study result author concluded that any positive change in task performance produces a greater relative effect on employee performance than the succeeding factors.

Based on actual practices being carried out in their respective organizations, the author ensures the generalizability of results in public sector organization of Pakistan, analysis of variance (ANOVA) used to check the differences in terms of EP and TP, IPF, JD across the organizations, and it was found significant ( $p = .000$ ).

Analysis of variance" (F-test) is explained the performance model, and as per the ANOVA table study conclude the impact of independent variables on a dependent variable but F-test table doesn't show the individual significance

value of each variable, and this conclusion was further evidenced with the aid of t-test. And according to the coefficient table (Table XV),

<b>Table XVII: ANOVA</b>						
<b>(F-test)</b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	406.495	3	135.498	1182.925	.000 <sup>b</sup>
	Residual	41.236	360	0.115		
	Total	447.731	363			
a. Dependent Variable: EP						
b. Predictors: (Constant), JD, IPF, TP						

<b>Table XVIII: Coefficients</b>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-0.126	0.069		-1.817	0.07		
	TP	0.706	0.06	0.681	11.842	0.000	0.077	12.933
	JD	0.088	0.043	0.084	2.048	0.041	0.152	6.597
	IPF	0.246	0.06	0.202	4.073	0.000	0.104	9.637

## DISCUSSION AND IMPLICATIONS

This research contributed its effort in measuring the employees' performance constructs with 27 mega-dimension taxonomy of conceptual and task performance and its coincidentally the same as, (Pattnaik and Pattnaik 2020), (Author) et al. 2011), (Borman and Motowidlo 1997), (Dierdorff, Rubin, and Morgeson 2009). The study scale was made on the assumption that employees' performance consists of two multidimensional components such as Conceptual performance and task performance, where Conceptual performance scales were sourced from existing literature (Borman and Motowidlo 1997) and task performance variables developed from (Van Scotter and Motowidlo 1996). There was a strong case for developing a robust instrument to measure both Conceptual and task performance based on (Borman and Motowidlo 1997) taxonomy. Employee performance dimensions were confirmed to be multivariate and its consist of 5 scale items, 15 items related to Conceptual performance dimensions and 7 items related to the task performance dimensions for measuring the behavior of employees towards their assigned tasks.

The study findings are somehow parallel on few points with cited studies (Pattnaik and Pattnaik 2020) & (Author) et al. 2011), and based on the correlation between independent variables, the studies were concluded its result that TP was highly correlated with IPF than JD. But the present study result was contradicted at this point as TP showing a high correlation with IPF ( $r^2 = 0.945$ ,  $p \leq 0.000$ ) as compared with JD ( $r^2 = 0.919$ ,  $p \leq 0.000$ ) and the researcher suggested to combine these two constructs having a similar factor loading values.

This study also observed that PSOs managers perceived an inherent difference between these dimensions, but, their ratings did not reflect it. As PSOs managers are more emphasized to consider the employee overall performance as a unidimensional construct and it could collectivistic relate to the Pakistani culture, where peoples are habitual to take a holistic view of things instead of

compartmentalizing them (Zafar Iqbal et al. 2017). Due to these concerns, the study broadened the scope of the sample from different public sector organizations running in the central region of Sindh, Pakistan, and determined the supervisor's perceptions about the employee performance, as most of the managers or supervisors usually prioritize the task performance (TP) over the other dimensions. Hence, rating of performance could be influenced by the way supervisors think and ranked to these constructs. However, specifically in the context of Pakistani PSOs, where the analogous type of work culture existed (Zafar Iqbal et al. 2017), the organization usually preferred social behavior and teamwork in support to achieve its objectives. This part of the study is aligned with the study conducted in North Shewa to determine the factors affecting the employee performance in the public sector (In, Of, and Shewa 2019) as team-based organization cultures positioned on higher weightage and influenced the overall employee performance ratings and it could also support to present study finding that JD is not a distinct construct from TP and IPF although the employee performance is a combination of these constructs and supervisors/managers usually consider the multi-dimensions behavior of employees while rating them. At this point, the study finding is contradictory to the cited study conducted in India (Pattnaik and Pattnaik 2020), according to the TP and JD correlations are high enough as compared to the IPF and they were considered IPF as a separate construct.

In addition to correlations analysis, the calculated mean in the descriptive statistics table also defined the study results and it implies that the performance of employees is highly dependent on multi-dimensions "TP, IPF & JD" with a mean value  $>3.1$  and the reliability of each scale items were also found within the desired satisfactory limits (0.7 – 0.99) (Hair et al. 2014) and internally consistent through Cronbach's alpha as shown in (Table XIII), these parameters are cumulatively explained the significant impact of these construct on employees overall performance. As per the summary of study findings, the author successfully put their efforts in gaining the attention of public employees to show multi-dimensional behavior while performing a job and play a considerable role in achieving the organization's overall objectives. As most of the PSOs managers are not proficient enough to differentiate between various levels of performance, according to (Awan et al. 2020) they were seeking to explore the effectiveness of a "performance management system" in terms of employee performance and the result of the study shows that accurate use of PMSE model improved the employee perception about the fairness and justice in the evaluation of their performance and also observed the positive effects of mediating variables on the task and conceptual performance. As the private sector focused on the concept of work engagement for the improvement of their employee performance, several researchers also keen to apply the same phenomenon to public sector organizations (Meyers et al. 2020). Where dedication and commitment with work have produced a positive psychological effect on employee performance, the concept of work engagement will also show a positive, satisfying, and professionally state of mind behavior of an employee's which is characterized by dedication, devotion, and attachment with work" (Diamantidis and Chatzoglou 2019).

## **CONCLUSION AND LIMITATION OF STUDY**

There are a few conclusion we would draw from the study, First conceptual performance is a prime factor for every organization, although this concept discrete from task performance but due to raised global competition and downsizing problem every organization needs a higher effort level from each employee in a way to achieve organizational goals and objective. Secondly, department/section heads usually preferred the multidimensional behavior of employees while rating their subordinates and expected them to work as a team to achieve overall objectives and the conclusion is that when conceptual performance is a selection criterion in addition to task performance, in such cases employers perceived this dimension as a personality trait of an employee which needed in every organization for the survival in a competitive environment.

This study uniquely added their contribution to employee performance literature by testing the multi-dimension performance construct in the context of Pakistan PSOs, which had never been discussed before. The gaps in a study give direction to future researchers, for expanding the scope of work. As the sample of the study was restricted to public sectors organization located in Karachi, Pakistan but this study could be replicated across other organizations working in different regions of Pakistan and also broadened the scope of study through comparison between the public and private sector organizations and see the difference of manager's perceptions.

This study worked on two major dimensions of performance such as TP and CP. Further, it added the observations by proving that Pakistan PSOs HR departments do not perceive an unambiguous difference between performance dimensions while rating the subordinates. Usually, they are focusing on overall performance, though they might be complete diversity between the performance aspects. The study also enforces to improve the working environment that may contribute to achieving the organizational objectives. PSOs need to re-consider the performance management practices to make them more genial, purposeful, and transparent and concludes by suggesting methods to improve managerial capabilities of assessing and managing performance better. Despite the study making a relevant contribution to both research and practice, some gaps can be addressed through future performance studies. The sample in this study was restricted to collect the data from 4 PSU headquarters working in Sindh only. The study could be replicated across the organizations operating in other provinces of Pakistan and working for different sectors and also compare the performance dimension with private employees. This study used only public sector organizations that could lead to the rater halo effect. The data was collected only from 4 public services section of Pakistan which needs further expansion by conducting a comparative study among different public/private sectors of Pakistan.

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**Table 3:** Appendices 01: Questionnaire

**Title:** Discover the Employee Performance Dimensionality in Public Sector organizations of Pakistan.

**Demographic Data**

**Note:** You are expected to fill the data in front of the boxes by using this sign. X

1.1 Age: 21-30  31-40  41-50  Above 50

1.2. Designation

Deputy Manager

Assistant Manager

Manager

Deputy Director

Assistant Director

Executive Director

Director

Director General

Chief Executive Director

1.3 Gender: Male  Female

1.4. Organization: \_\_\_\_\_

**Study Factors:** Where, 1=Strongly Agree, 2= Agree, 3 = 'Neutral', 4= Disagree, and 5= strongly disagree.

Construct	Scale items to measure the construct	SA	A	N	DA	SDA
A.	<b>Employee performance (EP)</b>	5	4	3	2	1
EP1	I use to maintain a high standard of work					
EP2	I am capable of handling my assignments without much supervision					
EP3	I am very passionate about my work					
EP4	I know I can handle multiple assignments for achieving organizational goals					
EP5	I use to complete my assignments on time					
B.	<b>Task performance (TP)</b>					
TP1.	Adequately complete assigned duties					
TP2.	Fulfill responsibilities specified in the job description or needed by his/ her formal organizational role					
TP3.	Perform tasks that are expected of him/her					
TP4.	Meet formal performance requirements of the job					
TP5.	Engage in activities that will directly affect his/her performance evaluation					
TP6.	Neglect aspects of the job that he/she is obligated to perform (R)					
TP7.	Fail to perform essential duties					
C.	<b>Interpersonal facilitation (IPF)</b>					
IPF1.	Praise co-workers when they are					

	successful					
IPF2.	Support or encourage a co-worker with personal problems					
IPF3.	Talk to others before taking actions that might affect them					
IPF4.	Say things to make people feel good about themselves or the workgroup					
IPF5.	Encourage others to overcome their differences and get along					
IPF6.	Treat others fairly					
IPF7.	Help someone without being asked					
D.	<b>Job Dedication (JD)</b>					
JD1.	Put in extra hours to get work done on time					
JD2.	Pay close attention to important details					
JD3.	Work harder than necessary					
JD4.	Ask for a challenging work assignment					
JD5.	Exercise personal discipline and self-control					
JD6.	Take the initiative to solve a work problem					
JD7.	Persist in overcoming obstacles to complete a task					
JD8.	Tackle a difficult work assignment enthusiastically					