



Journal of Management Development

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Article information:

To cite this document:

Ubaid Ur Rahman, Chaudhry Abdul Rehman, Muhammad Kashif Imran, Usman Aslam, "Does team orientation matter? Linking work engagement and relational psychological contract with performance", Journal of Management Development,

<https://doi.org/10.1108/JMD-10-2016-0204>

Permanent link to this document:

<https://doi.org/10.1108/JMD-10-2016-0204>

Downloaded on: 04 September 2017, At: 07:17 (PT)

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Does team orientation matter? Linking work engagement and relational psychological contract with performance

Purpose

The cultural transformation introduces team orientation as a powerful tool to reconfigure the human capital to become more productive. This research tries to uncover two folds; first is to check the direct effects of employees' work engagement and relational psychological contract on contextual performance and job satisfaction. Second is to investigate the moderating effect of team orientation in between above stated relationships.

Methodology

The self-administrated questionnaires and simple random sampling are used to collect data from 380 employees of banking and insurance sector.

Results

The findings reveal that work engagement and relational psychological contract have positive relationships with employees' contextual performance and job satisfaction. Furthermore, the presence of team orientation has strengthened effect on direct existing relationships.

Implications

This study adds the body of knowledge by providing insights to team orientation in different avenue. For practice side, it is important to discourse the work engagement of employee and their relational psychological contract to enhance the contextual performance. Moreover, high work engagement leads to high commitment level and ultimately increases the level of job satisfaction.

Originality/value

The contemporary research is lacking with respect to the empirical investigation of team orientation, more particularly, in relationship to human psychology factors. This unique model is addressing the real time issue by providing insights to relational psychological contract, employees work engagement, contextual performance and job satisfaction.

Keywords: Work Engagement, Relational Psychological Contract, Team Orientation, Contextual performance, Job satisfaction

Introduction

The determination to transfigure organizations to emphasize on intellectual capital issues has become global phenomena (Rehman et., 2011). Currently, to align employee's capabilities with global perspective, organizations are readdressing its leaning mechanisms, intellectuals' knowledge strength, behavioral aspects of employees at workplace, intra-organizational conflicts and prevailing culture (Imran et., 2016; Aslam, Rehman, & Imran, 2016). On the other hand, particularly in private sector organizations, the ratio of employees' turnover is drastically increasing day by day (Allen, Shore, & Griffeth, 2003). There are various financial and other reasons behind the switching behavior of employees (Muqadas, Rehman, & Aslam, 2017). Contemporary literature suggests that dissatisfied employees are more attentive in switching and also finding ways to leave organization in their first leisure (Muqadas, Rehman, & Aslam, 2017). Therefore, organizations are keenly interested to enhance the satisfaction level of employees by all means and secure their contextual performance triggers at workplace. In this way, the relational theory highlights the importance of psychological contract between employees and organizations to gain commitment level of employees towards organizations (Christian, Garza, & Slaughter, 2011). Specifically, psychological contracts are comprised of the obligations that employees believes their organization owes them and the obligations that employees believes they owes to their organization in return. The research on psychological contract till date reveals to two cores: transactional that is based on work-reward basis and other is relational that is other than monetary benefits or emotional contract. The social exchange theory is also supports the relational psychological contract to form long-run commitment level of employees.

In dynamic perspective, organizations are giving due importance to engage employees at workplace to reap the required level of performance. That's why employees work engagement is growing academic research area with particular resonance for practitioners (Rayton & Yalabik, 2014). Engagement recently has become the subject of study as dissimilar definitions in academic literature, the antecedent and consequences of engagement are not sufficiently developed either conceptual or in empirical form (Albrecht et al., 2015). Also, there is curiosity to investigate the work engagement in different outlook. Moreover, understanding the antecedents and consequences of employee's work engagement, it is important to engage employee with work and get competitive advantage and desired outcomes (Gruman & Saks,

2011). However, it is the matter of fact that employees' interests are different in the context of salary, promotion, career development, bonus, and medical benefits that are predictors of employees' contextual performance. Therefore, a conflict between employer and employees in insurance industry that ultimately influence on the employees' contextual performance. Demerouti et al., (2010) have found that work engagement is one of the main factors that lead to increase relational psychological contract of employees with its organization.

Despite of the acknowledged interest in work engagement, relational psychological contract and team orientation; very few empirical evidences are available in extant literature. Although, Numerous studies on the consequences of work engagement have shown its relationship with job satisfaction, low absenteeism, low turnover and high organizational commitment and performance (Salanova et al., 2003; Schaufeli & Bakker, 2004) but limited work has been done to know about employees contextual performance as a consequence of work engagement (.Jong, Schalk, & Cuyper, 2009). Additionally, there is also limited research conducted especially in the context of developing countries that has diverse features from western culture (Judy et al., 2003). The objective of this study is to empirically investigate the relationship among relational psychological contract and work engagement on contextual performance and job satisfaction. Furthermore, this study also tests the moderating effect on team orientation in between the above stated relationship.

Literature review

A Study indicates disengaged workforce loss of USD 300-billion to US businesses in a year (Ram & Prabhakar, 2011). Another study highlights that 83% employees are paid salaries and have other benefits, although their services levels and energy not targeted towards their employer (Pech & Slade, 2006). In today's turbulent environment, many organizations are focused on hiring and retaining proactive employees who are ready to contribute, self-motivated, and forward-thinking---in other words engaged employees. Perrin (2011) has conducted a survey of 85,000 employees in 16 countries and found that Asian countries have the lowest level of work engagement (7%) compared to western countries. Therefore, it is essential to investigate measures to raise the level of work engagement in a developing country and in different organizational cultures. Organizations spend billions of rupees in recruiting, training, managing, and up-gradating employees (Smith et al., 2006), and must therefore strategize ways

to engage employees, improve worker and organizational performance, and retain dedicated and competent employees.

Kahn (1990) states that the concept of engagement that has derived from motivational theories. Kahn (1990) defined employees engagement as “the simultaneous employment and expression of persons preferred, in task behaviors that promote connection to work and to others, personal presence (physical, cognitive and emotional) and active full performances”. Engaged worker enjoy personal traits like self-efficacy, optimism, resilience and self-esteem to control their work and achieve success in career (Luthans, 2002). Maslow, Frager, Fadiman, McReynolds, and Cox (1970) provide the conceptual model of human needs, and these needs identify the concept and base for employee engagement. As such, a need of self-fulfillment, emotional satisfaction, and “to become everything one is capable of becoming” create identity for the employee through their work engagement. Another theory is the two-factor theory that provides another base for employee work engagement. As such, Herzberg (1987) two-factor theory highlights how ignoring work recognition can negatively affect on employees internal efforts to engage in organizational activities. This theory also identifies the causes of job satisfaction or dissatisfaction at the work place. Furthermore, Herzberg (1987) two-factor motivation model identifies that lack of incentives and trust lead to job dissatisfaction and disengagement. Moreover, the personality trait theory offers evidence that passive personality and low level of conscientiousness influence an employee’s work engagement negatively. Consequently, rigid organizational policies, procedures, an uncomfortable working environment, no recognition, and job insecurity may lead to job dissatisfaction among employees (Stello, 2011). Prior research indicates that individuals work engagement is extremely correlated with supervisor’s rating of job performance (Bakker & Bal, 2010). In-role performance is also referred to task performance. Task performance is defined as activities that add up to the technical core of an organization (Borman & Motowidlo, 1993). Work engagement is valuable for both the workers and the organization as it have influence on how employees work and accomplish their tasks (Demerouti et al., 2010). While extra- role performance is referred as contextual performance that are behaviors exposed voluntarily and not a part of employees job contract, these behaviors add up to the social core of organization (Posdakoff, MacKenzie, Paine, & Bachrach, 2000).

In a recent study Bakker, Demerouti, and Lieke (2012) proved that employees work engagement have positive association with job performance, result were obtained by using supervisor rating of task performance and contextual performance, researcher also argue that employees are rated high when they were highly engaged in work. Thus employees who are more engaged with work, most likely will be high on task performance and contextual performance because they have high level of connectivity with their work and perform their task efficiently due to their ability to work with other (Christian et al., 2011). Demerouti et al. (2010) have found the significant link among authentic leadership, work engagement and job satisfaction of employees.

H1a: *There is a positive impact of work engagement on employee's contextual performance.*

H1b: *There is a positive impact of work engagement on job satisfaction.*

Theory of psychological contract is under substantial consideration over past two decades. Psychological contract mainly refers to the mutual expectations people have of one another in a relationship (Wellin, 2007). These obligations are often implicit, reciprocal and imprecise so their inference depends upon the actions made by both employer and employee relationship (Wellin, 2007). Psychological contract can be categorized as relational, transactional (Cropanzano & Mitchell, 2005). Transactional contract are of short term and highly dependent on monetary and economic benefits, while relational contract tend towards long term and involve socio-emotional and economic terms (O'Neill & Adya, 2007).

Beardwell and Claydon (2007) reported that psychological contract are all about one's beliefs, which are formed by organization, about terms and condition of an agreement and these are mostly unwritten. Social exchange theory helps us to understand how employee behaves, when they perceive that their psychological contracts are not satisfied. Social exchange theory helps us to understand why workers change their task performance to the extent to which their psychological contracts (relational, transactional) are fulfilled. This theory also helps us to understand, how subordinates alter level of their contextual (extra-role) performance. Social exchange theory point out that workers are enthused to engage in extra role behaviors when they recognize that work relationship is based upon unbiased social exchange (Moorman, 1991).

H2a: *There is positive impact of relational psychological contract on employee's contextual performance.*

H2b: There is positive impact of relational psychological contract on job satisfaction.

Antecedents, causes, consequences, and levels of engagement may vary across organizations and sectors due to differences in organizational culture. An organization's culture should not be considered good or bad rather, it should be considered effective when it reinforces the vision, mission, strategies, purposes, and objectives of the organization. The Organizational culture can vary organization to organization, as such a culture is based on beliefs, values, expectations, assumptions, philosophies, attitudes, and norms (Schein, 1990). Another researcher defined the organizational culture is the total of a series of assumptions, beliefs and values that have been enforced in an organization in a conscious, unconscious or semi-conscious manner (Balci, Özdemir, Apaydin, & Özen, 2012). Wallach (1983) has conceptualized organizational culture into three major dimensions: bureaucratic, innovative, and supportive. Team members behavioral activities help other members to achieve collective goal (Marks, Mathieu, & Zaccaro, 2001). Teams are key to improve performance in all kinds of organizations, hence team orientation is becoming high day by day in business organizations (Katzenbach & Smith, 1993). Organizations which emphasize more on teams have result in increased employee's performance (Cohen & Bailey, 1997). Researchers recognized that Increased team orientation, increase employees performance in an organization (Boyt, Lusch, & Mejza, 2005). Because teams needs extra role behavior from team members (Bakker & Schaufeli, 2008). So based upon supporting literature we argue that if team orientation is high in organization culture, it can enhance the employees' contextual performance. Mohammed and Angell (2004) have measured the moderating effect on team orientation in group level diversity. Based on these grounds, following hypotheses are drawn:

H3a: Team orientation moderates the relationship between employee's work engagement and employees contextual Performance.

H3b: Team orientation moderates between employee's relational Psychological contract and employees contextual Performance.

H4a: Team orientation moderates the relationship between employee's work engagement and job satisfaction.

H4a: Team orientation moderates the relationship between relational psychological contract and job satisfaction.

Figure: 1 Research Model

Methodology

Organizational setting, population and sample

Currently, services sector is expanding its share in the overall economy in developing nations like Pakistan (Aslam, Ilyas, Imran, & Rahman, 2016; Aslam, Rehman, Imran, & Muqadas, 2016). Majorly, within services sector, financial services; insurance and banking sector organizations, are facing the situation of employee mobility and turnover (Aslam, Ilyas, Imran, & Rahman, 2016). The data were obtained from the five schedule banks and five insurance corporations operating in Faisalabad, Lahore, Jhang, Multan. The major reason behind selecting these regions is the business achievement ratio is high in comparison with other regions during last five years. Based on professional experience and personal relations of the researchers, data about employees of selected organizations are obtained by involving Human Resource departments to make population known. Population frame was known therefore simple random sampling was selected to get appropriate and reliable results. Hair, Tatham, Anderson, and Black (2006) were given that range of sample size should be above 200. Online calculator was used to at 95% confidence level with known population of 39856 employees from 04 zones i.e. Faisalabad, Lahore, Jhang, Multan. 450 respondents were selected by using online calculator on 95% confidence level.

Research assumptions, design and philosophy

The current study aims to investigate the impact of work engagement and relational psychological contract on contextual outcomes and job satisfaction with moderating effect on team orientation in between them. With respect to ontological and epistemological assumptions, current study is following the positivistic research paradigm. Further, after comprehensive literature review, research hypotheses are drawn that will be tested using various statistical tools. In cumulative form, this empirical inquiry is based on quantitative research design.

Instrument development

All the scales of this study were lies between 1= strongly disagree to 5= strongly agree and that ranges of scales were reliable to conduct study (Dawes, 2008). Employees work engagement

scale was adopted from previous study (Schaufeli & Bakker, 2003). Whereas relational psychological contract was measured with scale adopted from (Millward & Hopkins, 1998) study. Employees contextual performance was measured with the help of scale devised by (Goodman & Svyantek, 1999). While, team orientation was measured with the help of scale adopted from relevant (Denison, Janovics, Young, & Cho, 2006). Job satisfaction was adopted from (Dyne & Pierce, 2004) study. At first stage, these scales were adopted than on first 50 responses these were discussed with the insurance and banking professionals using a short panel discussion consisting of two academic, one insurance and two banking experts. The statements are amended based of consensus of the experts and by giving due importance to the responses. After doing this process, a final questionnaire is prepared that is used to obtain responses from the targets population. The questionnaire contains statements that are easily understandable for the respondents so that true response can be captured.

Results and analysis

Validity Analysis

The exploratory factor analysis was done at complete responses i.e. 380 responses, factor loadings $>.4$ was retained as per (Hair et al., 2006) study. Contextual performance originally has 8 items but 7 items were loaded on factor 1. Also, team orientation has 07 items while 06 items were loaded on factor 2. In addition, relational psychological contract originally included 07 items however loaded 05 items on its factor 03. Employees work engagement and job satisfaction originally have 5 items whereas 04 items were loaded its factor 4&5 respectively. KMO and Bartlett's test was also in the significant range .912.

Table 1: Exploratory Factor Analysis

After conducting EFA, the questionnaire is formed with the help of selected items. Further, to ensure the convergent & divergent validity, model fit indices are prepared using Confirmatory Factor Analysis (CFA). Initially the model fit indices are not in the acceptable ranges, further covariance is dawn among items as per guidelines defined by Byrne (2013). In table 2, the model

fit indices are displayed that is reflecting the appropriateness of the scale to be used for getting responses from the employees of banking & insurance sector.

Table 2: Confirmatory Factor Analysis

Descriptive Statistics for variables

Reliability analysis was performed in order to extract the internal consistency of the self-administrated questionnaires. In table 3, all the values of alpha were in the acceptable ranges from .775 to .937. Therefore, reliability of all the constructs was in the acceptable ranges. Mean analysis was performed to get the average response of the respondents'. The mean values were ranged from neutral to agree respectively. Correlation values were also significant and valid.

Table 3: Descriptive Statistical Analysis

Hypotheses Testing

Table 4: Multiple Regression Results

Multiple regression analysis was performed to extract the results of linear hypotheses of this study. Hypotheses H1_a H1_b showed that positive impact found of employees' work engagement and relational psychological contract on employee's contextual performance ($\beta = 0.56, P < 0.000$; $\beta = 0.32, P < .001$). Whereas hypotheses H2_a H2_b, regression results were illustrating that significant impact of employees' work engagement and relational psychological contract. Table 5 of multiple regressions was reflecting the positive impact of employees work engagement and relational psychological found on employee's job satisfaction ($\beta = 0.37, P < .000$; $\beta = 0.43, P < .001$).

Table 5: Moderation Effect

The Aguinis (2004) moderation analysis is conducted using Aiken, West, and Reno (1991) interaction term. The results are proved that the presence of team orientation culture has

strengthening the relationship among work engagement, relational psychological contract, contextual performance, and job satisfaction.

Results and Discussion:

The results of H1a & H1b suggested that employees' work engagement and relational psychological contract have positive impact on contextual performance of employees. The results are in line with existing studies in the context on work engagement and relational psychological contract (Christian et al., 2011; Podsakoff et al., 2009). In recent studies, Albrecht et al. (2015) argued that employees' engagement at workplace is the best resource but difficult to manage. On the other hand, relational psychological contract is necessary to accomplish the task with collaborative environment (Lind & Tyler, 1992). Model 1 summarizes the results of regression analysis. Adjusted R^2 value indicates that 11.3% variation can be explained in dependent variable by the independent variables. Standardized beta value are 0.075 & 0.030 and $F=24.5$. Results are significant at $p \text{ value} \leq 0.05$.

Further, hypotheses H2a & H2b were stated as: There is a positive impact of Employee's work engagement & relational psychological contract on job satisfaction. Model summarizes the results of regression analysis. Adjusted R^2 value indicates that 14.3% variation can be explained in dependent variable by the independent variables. Standardized beta value are 0.137 & 0.312 and $F=31.42$. Results are significant at $p \text{ value} \leq 0.05$. This clearly proves our first hypothesis that employees work engagement & relational psychological contract has significant positive impact on job satisfaction. The extant literature is also supporting the above results of the current study in relationship among work engagement, relational psychological contract and job satisfaction (Harter, Schmidt, & Hayes, 2002; Rothmann, 2008).

Conclusion and Implications

Now-a-days, organizations are interested to build the internal capabilities to reshape the organizational dynamics in positive directions. Within internal capabilities, human capital is the most important asset that has to be flourished to attain sustain performance. This study highlights the importance of two important employee related triggers, work engagement and relational

psychological contract. Employees' work engagement ensures the commitment level of employees with their organizations and leads to reap better contextual performance. When employees are engaged in their work and participate in decision making then they own their organizations and produce at their best level. Further, beside transactional psychological contract, if organizations give due importance to maintain relational psychological contract, it can enhance the satisfaction level of employees at workplace. On the other hand, the existence of team work culture can multiply the effects of work engagement and relational psychological contract on performance. Teamwork orientation in organizations complete in true sense when employees' contextual performance is at optimal level and employees have a sense of ownership towards their organization. The findings of current empirical investigation demonstrate the strengthening effects of team orientation among work engagement, employees' psychological contract, contextual performance and job satisfaction. Further, results also clarify the positive association among work engagement, employees' psychological contract, contextual performance and job satisfaction.

This study support several recommendations for managerial implications in banking and insurance sector of Pakistan. This is very important for managers to identify the level of employees work engagement in their organization and implement such strategies that will facilitate full engagement (Seijts & Crim, 2006), because engaged worker enjoy personal traits like self-efficacy, optimism, resilience and self-esteem to control their work performance and achieve success in career (Luthans, 2002).

Limitation/Future Research

The major limitation is limited scope of this study as its focus was only banking and insurance sectors. In future, it is suggested to include other sectors so that the findings can be generalized to other sectors as well. Second limitation is related to data collection process because data were collected only from employees and middle management however top management officials were ignored. Furthermore, data have collected through self-directed questionnaire at one point in time, which may cause common method bias. For future research it is suggested to get response from all employees at different points in time and a classification can be made to get response through multiple methods i.e. questionnaire can use for employees and structured interview can conduct to get response from middle and top level management in organizations.

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Figure 1: Research Model

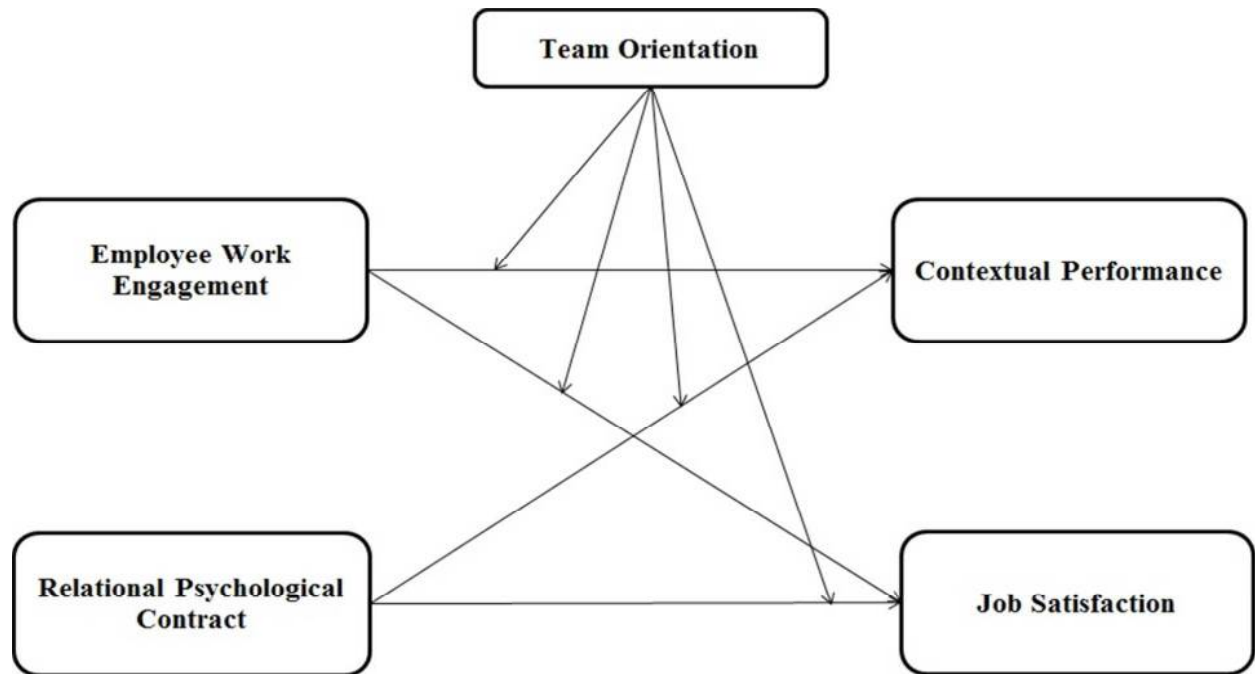


Table 1: Exploratory Factor Analysis					
Statements of questionnaire	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
At my job, I feel strong and vigorous	0.762				
At my job, I feel bursting with energy	0.746				
When I get up, I feel like going to work	0.667				
I will work for this firm indefinitely		0.954			
I have reasonable chance of promotion		0.927			
I expect to grow in this organization		0.771			
I feel part of a team in this organization		0.664			
I am heavily involved in my workplace		0.635			
Self-initiative to orient new employees			0.881		
Volunteer to do things that are not the part			0.871		
Assist other until they are out of hurdles			0.854		
Assist colleagues with own job			0.827		
Extend extra function to improve the image			0.813		
In the absent, try do complete their work			0.827		
Innovate suggestions to improve innovation			0.865		
Satisfied with the appraisal system				0.701	
I like my duties at workplace				0.698	
Satisfied with the quality and quantity of work				0.584	
I can avail ample opportunities of my career				0.416	
Rewards are based on team work					0.986
Teams are our primary building blocks					0.884
Employees work as a part of team					0.785
team work is based on target achievement					0.783
Teamwork is get work done than hierarchy					0.561
Cooperation across organization is encouraged					0.587

Table 2: Confirmatory Factor Analysis						
Description	CMIN/df	AGFI	GFI	RMSEA	CFI	TLI
Preliminary indices	6.45	0.836	0.877	0.083	0.865	0.922
Model fit values indices	2.91	0.933	0.966	0.051	0.979	0.976
Note: The thresholds observed as- CMIN/df <3.0, AGFI-GFI-CFI-TLI>0.90, RMSEA <0.080						

Table 3: Reliability and Descriptive statistic							
Constructs	Alpha	Mean	SD	1	2	3	4
Work Engagement	0.77	3.20	0.81	-			
Relational Psychological Contract	0.91	3.40	0.74	0.31			
Team Orientation	0.93	3.58	0.77	0.25	0.48		
Contextual Performance	0.89	3.73	0.59	0.17	0.32	0.42	
Job Satisfaction	0.79	3.92	0.54	0.23	0.35	0.47	0.68
Note: 1% level of significance is set for getting values of correlation coefficient							

Table 4: Multiple Regression Results				
Descriptions	Model 1: EWE, RPC & CP		Model 2: EWE, RPC & JS	
R ²	11.3		14.3	
Adjusted R ²	10.8		13.8	
Model Significance	0.00		0.00	
F-value	24.05		31.42	
	EWE&CP	RPC&CP	EWE&JS	RPC&JS
Standardized Beta	0.56	0.32	0.37	0.43
Un-standardized Beta	0.54	0.30	0.34	0.41
Significance-Value	0.000	0.003	0.000	0.001
Note: Independent variables are EWE: Employees Work Engagement, RPC: Relational Psychological Contract with organization and dependent variables are CP: Contextual Performance, JS: Job Satisfaction. *P < .05, **P < .01, ***P < .001				

Table 5: Moderation effect of Team Orientation (TO)						
Relationships	Contextual Performance			Job Satisfaction		
	B	ΔR^2	ρ	B	ΔR^2	ρ
EWE	0.44		***	0.49		***
RPC	0.38		***	0.42		***
EWE*TO	-0.63	0.04	0.004	-0.59	0.03	0.009
RPC*TO	-0.74	0.06	***	-0.68	0.04	***
Notes: EWE=Employee Work Engagement, RPC=Relational Psychological Contract, ***p<0.001						