



Role of Resources in Team Work Engagement: A Study of Banking Sector of Pakistan

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ABSTRACT: Work engagement at individual level has been in the researchers' limelight for over a decade. Recently the importance of teamwork engagement has come to the fore due to increasing organizational competitiveness and complexity of employee working behavior. Teamwork engagement is important for organizations because employees work together to achieve a common goal, therefore, they become more helpful, enthusiastic and innovative in their work. As competition among businesses is gradually increasing firms are trying to outperform each other. An organization with the capability of high teamwork engagement enjoys competitive advantage over the competitors. Equity in HRM practices and provision of organizational resources will create a unique feature for the organization which other organizations will not be able to imitate, ultimately resulting in competitive edge for the organization. Based on review of literature and gaps identified current study attempts to predict the antecedents of team work engagement underpinning Job-demand Resources Theory (JDRT) and Social Exchange Theory (SET). The study hypothesized positive relationships between organizational resources and human resource practices with teamwork engagement. Dataset of 354 responses comprising of 38 teams was gathered from employees working in various banks of Punjab, Pakistan. Data analysis showed human resource practices and organizational resources as significant predictors of teamwork engagement. Limitation of research, implication for managers and future research directions are also discussed.

Keywords: Organizational Resources, Human Resource Management Practices, Team Work Engagement.

I. INTRODUCTION

Challenges for organizations are increasing day by day. It is becoming difficult for the organizations to sustain in the market without creating competitive edge. One of the key elements in creating competitive edge in organizations is to increase firm performance by engaging skilled employees.

Since the turn of the century employee engagement has been extensively studied by researchers. Teamwork in general has been shown to be a significant predictor of organizational performance, service delivery and retention of employees. Also, studies have exposed employee engagement as an imperative predictor of organizational performance [1]. It implies that teamwork engagement may also be a significant predictor of organizational performance, which is energetic for the achievement of any business organization [2]. In striving for better performance organizations need to render employees' skills into performance efficiently [3]. That is why importance of employee engagement in general and teamwork engagement in particular is significant for organizations. Employee engagement is a psychosomatic state in which employees fully invest their physical, emotional and cognitive abilities into their work [4]. Therefore engaged employees show high level of energy and positive attitude towards work and help their colleagues if needed [5].

Organizations want their employees to work in teams because of certain benefits associated with teamwork, for instance, increased efficiency, faster work rate, healthy competition and support network [5]. The benefits of teamwork are associated with interpersonal relationship that takes lead in day to day achievement of tasks. The importance of work engagement in teams

therefore appears to be imperative for the achievement of team objectives [6]. Conceptualizing engagement as a team construct definitely proposes a different set of resources from the ones that predict individual engagement.

Work engagement is functionally same but structurally different from team work engagement [5]. It implies that the purpose of work engagement at individual and team level is to make employees energetic, dedicated and engrossed in their work. At individual level employees are engaged at personal level, whereas, at team level employees get engaged with the objectives of the team and they share common pattern of behavior, emotions, job resources and leaders [7]. Motivational aspect of job resources not only explain better individual engagement but also team engagement.

Structurally there is a difference in conception of individual and team level engagement [5]. When employees are working as a team they not only share their knowledge, skills and abilities they also share emotions, events, job resources, team leader and a common pattern of behavior [8]. This is possible because when individuals are working to achieve a common goal they look beyond their personal interests and help each other to improve team performance. In teamwork, engagement is totally dependent on team experiences and member's interpersonal interactions. Among other job resources training, technology and autonomy are found to be most relevant for predicting outcomes at team level [6]. Therefore, when firms invest in their employees (training, technology, autonomy), employees feel job security and engage themselves completely into their work. Therefore, at team level interpersonal relationships draw a distinguishable line between more or less engaged teams.

Job resources have been studied frequently at individual level, now many organizations feel the need to study resources at team or department level, because organizations are interested in overall health and performance of an organization which is mainly due to growing use of technology and increasing competition among organizations. This study aims to address the gap suggested by that future research should investigate job characteristics at team or department level. Teams play a crucial role in employee development and productivity [5]. Because employees work collected to accomplish the common aims of the team. According to JDRT motivation has an optimistic influence on job performance and incentive becomes more essential when it is goal-oriented. In addition, JDRT has been tested at individual level many times establishing resources as predictors of engagement but the positive path of JDRT remnants to be verified at the shared/team level [1]. Current study attempts to fill this gap and contributes by predicting likely job resources as antecedents of team work engagement.

Job resources are the required component at workplace which employees need to carry out their routine job activities. Organizations provide required resources to the employees so they can achieve the organizational objectives using those resources efficiently. According to job-demand resources theory provision of adequate resources by firms motivate employees to work enthusiastically and with full devotion, in doing so they become engaged consequently improving individual performance. Job resources have motivational reasons for employees to engage because they find their work meaningful and safe. Job resources are acquired, accumulated, maintained and then used to obtain other valuable resources. Mostly organizations follow the same pattern [9].

Aboramadan, Albashiti [10] proposed that JDRT should be extended by incorporating HRM practices with employee and organizational outcomes. Organizations maintain HRM practices so that conflicts among employer and employee do not arise. These practices are adopted and disseminated for the employees' betterment and to create a healthy relationship between employer and employee [11]. HRM practices enhance the employee willingness to invest their energy into work as fair HRM practices motivate employees and they ignore the short term monetary rewards and work for the long term goals [11]. Organization invest in employees and formulate HRM practices for the development and betterment of the employees, in exchange, organization expect certain behavior from employees.

In organizational studies social exchange relationships may be studied in terms of employer-employee relationships. It is proposed that when employers take care of employees' needs, employees attempt to reciprocate by involving themselves in positive outcomes. These positive outcomes are usually beneficial for the organizations which may appear as effective work behavior and positive employee attitudes. Resources provided by organizations may result as socio-emotional response by employees and they tend to involve themselves more within organizational activities in both interpersonal exchange with other employees in general and the employer in particular [12].

According to Pakistan Institute of Developmental Economics (PIDE, 2011) service sector of Pakistan is contributing 54% towards Pakistan economy and the percentage is still increasing. Service sector is increasing the economic condition and generating more

income in comparison to agriculture and industry. As per the available data, development in the service sector is due to the growth of the financial industry in Pakistan which is 6.80 highest among the service sector. Also, teamwork engagement may yield better results in collectivist cultures where people behave in terms of loyalty to a group they belong to and stimulate successful teamwork which is considered as defining element for service organizations [5]. Therefore, current study addresses service sector of Pakistan specifically the banking sector.

Higher and lower levels of worker engagement at team level are connected with improved organizational performance and employee turnover respectively. Throughput has converted a major problematic in the banking sector of Pakistan, because when an employee leaves the organization he takes with him the knowledge and skills therefore turnover decreases the performance of an organization. On the other hand, organizations with high level of employee engagement get competitive advantage over its competitors. Engaging employees at work is possible by engaging them in the form of teams, as when they work in teams they work for the achievement of the desired goals. Achieving common goals lead them to work together by helping others and getting help from others. Since team work engagement leads towards helping behavior, working enthusiastically and increasing innovation, therefore need of the time is that organizations understand the importance of teamwork engagement at workplace.

II. LITERATURE REVIEW

Organizational Resources and Team Work Engagement

In literature different types of job possessions have been shown as the predictors of various organizational outcomes. Barrick, Thurgood [6] argued that possessions are the antecedent of work engagement. They argued that resource-full environment increases the employee willingness physically, cognitively and emotionally to perform better at the workplace [1]. Therefore, job resources predict engagement and job performance [13]. This concept has its roots in seminal work on work engagement that resources urge employees to participate emotional, somatic and intellectual abilities into work efficiently.

In organizations certain tasks are assigned to teams for specific period of time and employees in the supervision of team leader try to achieve those specific tasks through teamwork. Teamwork engagement is development of positive attitude which motivate and engage employees in work-roles so they can achieve the desired objectives. Recent studies have shown that team work increases the effectiveness and productivity of work [1]. "Team work assignment is a mutual, progressive and satisfying, motivational developing national of in-service well-being" [7]. Teamwork assignment is a multidimensional concept signaled by the intellectual dimension team strength, team absorption and team dedication [5].

Recently, social resources are found to predict team work appointment and enactment at organizational level [7]. Based on Job demands resource theory current study suggests that organization provide resources to its employees (Training, Autonomy, and technology) to fulfill the job demands employees work efficiently and get engaged into work. When organization provide required resources like technology which is needed to

perform work, training for up to date knowledge in the relevant field to do better work and autonomy to choose task as per their own preference, the employees get motivated and become engaged. The resources satisfy high job demands and these job demands instead of creating stress or burnout will engage them at work and they produce better output. Teamwork create innovation in work [1]. Productivity of employee's increases in teams and they do work more efficiently This leads to the first hypothesis:

Hypothesis 1: Organizational resources will be positively related to teamwork engagement

Human Resource Management Practices (HRM) and Teamwork Engagement (TWE)

Current study focuses on two main HRM practices i-e (1) the practices which enhance the HRM expectation, for instance skill competence, cooperation of employees with managers and other employees, role responsibilities and motivation, and (2) employees expected rewards and outcome practices at work. As organizations invest heavily in employees' development such as better carrier, provision of job security and provision of benefits in exchange, management expect that employees will work for the organization and will achieve goals for it. In this social exchange view both practices work mutually and enhance the employee motivation on one side and on the other side urge firm to invest in employee development [11].

Social Exchange Theory (SET) addresses this as a two-way process; employer work for the employee development and employees work for the organization development. They exchange development against development, care against care and firm become engaged in the employee betterment in return employee become engaged in his/her work for the firm betterment [1].

The exchange process as discussed in the study results in a long lasting relationship among employer and employee. Employees tend to forget their individual objective, short term monetary rewards and engage into work as a part of a team and focus on long term rewards, achievements and sometimes non-monetary benefits. The care and the interest firm shows in the employees creates an obligation on employees and to set-off this obligation employee work for the firm by investing his physical, emotional and cognitive abilities into work. Employees willingly learn new skills needed to perform job efficiently, take care of organization policies and its turnover intention ends in the result of HRM investment practices [6].

The results from recently conducted studies suggested that employees who are secure at job feel more satisfied therefore they are more productive at work by using all their abilities to achieve organizational goals [14]. Practices such as HRM expectation enhancing practices, investments and inducements may predict engagement in teams as team is also a collective variable.

Employees receiving the benefits like job security, skill development and pay equity are engaged at work. Due to these benefits and engagement employee focus only on the goals therefore they forget individualism and conflicts with other employees and work in teams try to attain the common objectives of the team [6]. This leads to the second hypothesis:

Hypothesis 2: HRM practices will be positively related to teamwork engagement.

III. THEORETICAL EXPLANATION OF MODEL

JD-R theory and social exchange theory argues that the when job demands are high it creates stress and stress leads to burnout but if resources are provided to fulfill high job demands it will create engaged employees instead [15]. The same way when organization invest in their employees and work for their development employees realize their effort and in exchange of this they work for the achievement of organizational objectives.

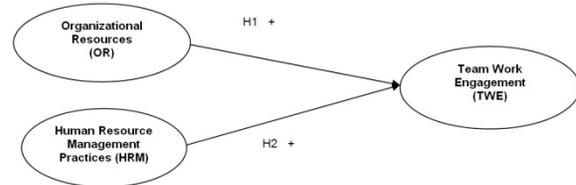


Fig. 1. Conceptual Framework

Fig. 1. Conceptual Framework.

IV. METHODOLOGY

Procedure, Measures and Participants

The purpose of this study is to examine the association between OR and TWE and HRM and TWE as hypothesized in theoretical framework. Teamwork engagement is accessed via 9 items Schaufeli, Bakker [15] on a 7 point Likert scale oscillating. The HRM Practices is restrained on 5 point Likert scale via 10 items Barrick, Thurgood [6] and Organizational resources are assessed by 11 items on 5 point Likert scale [1].

Population chosen for this study was banking sector in Pakistan (PIDE, 2014). Convenient sampling technique was employed for data collection in a cross-sectional way as several studies [16-19].

The questionnaires were distributed among participants because it is easy and convenient way of data collection with limitations [20-23]. Through branch managers or resource person after seeking formal approvals from the bank branch managers. The managers committed to return the filled questionnaires in a time period ranging from two to three weeks. The filled questionnaires were collected after two or three reminders and follow-ups. As the study tends to observe the outcome of various practices and possessions on teamwork engagement therefore data were collected from all level bank employees. Data were composed from 38 teams occupied at various banks in Punjab. A total of 374 participants responded by satisfying in the questionnaire. The respondents were assured about the confidentiality of the information, and bank's identity. A total of 400 surveys were dispersed among banks personally and were composed after two and three weeks' time with the response rate of 91.7 percent.

V. FINDINGS

Data was examined by using SPSS for descriptive statistics and SmartPLS for theoretical model results. First, out of 374 responses thirteen questionnaires were thrown out due to misplaced values and response pattern. Second, descriptive statistics revealed seven cases of univariate outliers. Test of normality showed that dataset containing 354 cases is non-normal. Remaining data was analyzed for common method variance issue using Mann Whitney U test and result confirmed no issue of common method variance.

Reliability and validity of data at team level is pertinent for multi-level of analysis. For this purpose, inter-rater

reliability of a sample of 354 employees nested within 38 teams was used in the study. Only those teams were selected which were working under one supervisor. Various indices were assessed to check the agreement of employee's perception among the teams. Both ICC1 and ICC2 were calculated by following a consistency based approach. ICC1 values greater than .47 presented a passable level of inside unit arrangement whereas values greater than .71 for ICC2 support accumulation [24]. From the compromise based line the values of average unconventional index ADM(J)-team

agreement were calculated. Thus team agreement was ascertained as ADM(J) was equivalent to or fewer than 1. Detail of ICCs are shown in table 1. Out of 354 responses 77% were male and 23% were female. About 61% are married and 39% are unmarried. Majority of respondents are having master degree and have 1 to 5 years' experience. 39% hold a bachelor's degree only 13% are above master degree. 32% lies in 6 to 10 years and 7% are in the 11 to 15 years' experience.

Table 1: Inter-correlations and accumulation directories for the study variables.

Variables	ICC ₁	ICC ₂	AD _{M(J)}	1	2	3
1. HR	.50	.75	0.29	-	.672**	.729**
2. OR	.62	.71	0.19	.404**	-	.710**
3. TWE	.47	.72	0.33	.535**	.492**	-

Note: Inter-correlations are accessible at the separate equal then at the team equal **p<0.01

Measurement Model: Measurement model results are necessary to establish reliability and validity at the construct level. Before checking reliability and validity Pearson correlation were run to check the correlation

between variables. Results shows Correlation between all three constructs are significant. Table 1 shows the values of correlation along with mean and standard deviation. Correlation between HRM Performs then Team work rendezvous is highest.

Table 2: Mean, Standard Deviation, Correlation and Cronbach's Alpha.

Variables	Mean	S.D	HR	OR	TWE
1 HRM	3.29	0.70	1		
2 OR	3.85	0.63	.404**	1	
3 TWE	4.37	0.95	.535**	.492**	1

Note. N=354, ** p <.05

To check the reliability then validity of the items test was performed using Smart PLS software. For each construct factor loadings, AVE (Average variance extracted), and CR (Composite Reliability) were checked results showed all values as significant. To achieve the AVE value at least equal to 0.5 and CR value at least 0.7 factor loadings values less than 0.5 were disinterested [25]. Two items from HRM practices

and two from Organizational resources were deleted to achieve the threshold.

To measure the discriminant validity Fornell-Larcker test were used. Tables 3 shows that square root values of AVE of latent construct (in bold). Results illustrate that cross loadings of latent construct is greater than any of the indicator loadings which revealed that discriminant validity was recognized.

Table 3: Average Variance Extracted, Composite Reliability and Cronbach's Alpha.

Latent variable	Scale	AVE*	CR**	Cronbach's alpha
HR Practices	Reflective	0.51	0.89	0.86
Organizational Resources Resources	Reflective	0.50	0.90	0.87
Team Work Engagement	Reflective	0.58	0.92	0.91

Table 4: Fornell-Larcker Criterion.

Latent variable	HR	OR	TWE
HRM	0.71		
OR	0.42	0.71	
TWE	0.55	0.50	0.76

Note: Bold crosswise standards signify the square root of the AVE and the off-diagonals signify the

associations of latent variables. Verge standards [26]: diagonal standards > non diagonal standards

Table 3 and 4 shows that Convergent and discriminant validity is achieved.

Structural Model: To identify the significance of relationship bootstrapping procedure were run in PLS software. Path coefficients, significance of path were obtained from the analysis of 1000 subsample bootstrapping procedure. Table 4 showing the results of the bootstrapping

Table 5: Structural Model: Path co-efficient and Hypotheses

S. No.	Hypotheses	Relationship	β*	SE*	t-value	p-value
1	H1	OR → TWE	0.32	0.06	5.15	0.00
2	H2	HR → TWE	0.42	0.04	9.46	0.00

**=p <.05; SE*=Standard Error; β* = path co-efficient

Organizational Resources positively related to Team work engagement.

Hypothesis 1 states that organizational resources enhance team work engagement. The path coefficient shows β = 0.32, p<0.05 which signifies that hypothesis was supported.

HRM practices clearly related to teamwork engagement. Hypothesis states that there is positive relationship between HRM practices and team work engagement value less than 0.05 with path coefficient β = 0.42 shows positive significant relationship among IV and DV.

Blindfolding procedure was run in the SmartPLS software with the omission distance of 7 to check the predictive relevance of the model. Stone-Geisser's Q^2 values were used to check the model relevance. To measure the structural equation and measurement model quality cross validated redundancy and the cross validated communality were assessed.

Results presented the cross validated redundancy for teamwork engagement 0.20 which is above zero showing that model of the study have predictive relevance [27]. The value of R^2 is 0.38 showing that exogenous variable explains 38% of variation in the teamwork engagement.

Table 6: Predictive Relevance of Model.

Exogenous Variable	Endogenous Variable	R^2	Q^2	Predictive Relevance
HRM Practices (HRM) Organizational Resources (OR)	Teamwork Engagement (TWE)	0.38	0.20	Yes

VI. DISCUSSION AND CONCLUSION

Engagement at work is very important as it increases the employee productivity and effectiveness of work. This study aimed to investigate analysts of teamwork engagement. The underlying idea was to provide theoretic and empirical indication for the predictors of teamwork engagement.

Results shows that relations predicted in the study were proved significant. Organizational resources and HRM practices positively predict teamwork engagement. This implies that organizational resources are the antecedents of teamwork engagement [8]. This finding provides support to job-demands resources theory. As the firm provide resources needed to perform job employees engage in the work and do work efficiently. Resources (Training, Autonomy, and Technology) facilitate employees in the fulfillment of high job demands and engage employees at work [7]. Therefore, the provision of resources enhances team work engagement and instills shared vigor, dedication and absorption among team members. This finding also adds to the body of information by providing experiential evidence for the organizational resources as the antecedent of teamwork engagement. The findings of this study similar with others [1, 8, 13].

HRM practices have direct positive relationship with teamwork engagement [28]. When organizations invest in the employees and take steps for employee development and wellbeing this will encourage employees to do well for the organization. Such practices (pay equity, job security and other appraisal) engage employees and they work for the organization success and try to achieve the organizational goals [29]. Therefore, social exchange process enhances teamwork engagement in a way that every team in the organization become engages and achieves team objectives efficiently. The efficiency and productivity establishing result of TWE enhances the firm performance and firms enjoy competitive edge over the competitor who lack in the engagement process [30]. The findings of this study similar with others [10, 31].

Current study provides strength to the current stream of knowledge by presenting the antecedents of teamwork engagement. The results of the study provide support to the gaps identified in literature by research scholars. As discussed, high engagement at team level is one of the predictors of better organizational performance and low

levels of TWE is the predictor of employee turnover. For this reason, organizations are striving to achieve high teamwork engagement so that they retain their employees on one hand and achieve better organizational performance on the other hand [10]. With this view in focus the researchers of this study attempted to provide statistical support for the predictors of collective engagement by addressing the gaps found in extant literature. Based on literature and empirical evidence we conclude that when organizations invest in human capital and provide required resources at workplace to satisfy the job demands they perform better and enjoy competitive edge over the competitors through teamwork engagement [13].

The core objective of the firm is to achieve firm performance or the financial performance. As the service sector significantly contribute in the economic growth specifically in banking sector this objective can be achieved through the relationship presented in the study. Therefore, it is recommended that practitioners/managers should consider teamwork engagement as an important variable for the development in the banking sector.

VIII. LIMITATIONS AND FUTURE RESEARCH

As this study bring forward the antecedents of TWE, this information will benefit managers in many ways. First, importance of TWE is already realized by organizations and the knowledge of its predictors will help managers to focus on sharing positive interpersonal relationships and avoid exchange of negative information and feelings. Second, the knowledge of the predictors of TWE will help organizations to implement state of the art HRM practices with the objective of creating TWE. Third, equity in HRM practices and provision of organizational resources will create a unique feature for the organization which other organizations will not be able to imitate, ultimately resulting in competitive edge for the organization. Finally, managers should involve first line managers while delineating HR practices because first line managers directly deal with the customers and they can provide valuable information on HR practices and organizational resources.

There are certain limitations of study which calls for certain suggestions that may be taken care of in future research. The study is cross-sectional, that is, the data were collected one point in time, to achieve more valid results data may be gathered on longitudinal basis. In future, researchers may also use other HR practices and organizational resources for predicting TWE. The data was collected using convenient sampling which is due to the ease of access and availability of respondents. However, future research may employ another sampling technique for better generalization of results.

Practical Contribution: This study helpful for organizations to make their policies to strong the work engagement among employees and follow the HRM practices in systematic way. Equity in HRM practices and provision of organizational resources will create a unique feature for the organization which other organizations will not be able to imitate, ultimately resulting in competitive edge for the organization.

Conflict of Interest. There is no interest of conflict.

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