

## JOB ENGAGEMENT OF FACULTY IN UNIVERSITIES OF PAKISTAN: A PERSPECTIVE FROM JOB DEMAND RESOURCE MODEL.

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**ABSTRACT:** Employee engagement is one of the foremost issues that organizations are facing now a day; consequently, the aim of this study is to aid managers to comprehend how they can use different job resources efficiently in order to keep their employees engaged. Cross sectional study was steered by taking a sample of 100 faculty members from nine different Universities of Pakistan. The results of the study indicated that job resources increase employee engagement when job demands are kept high at certain level. Likewise, results showed that time pressure moderates the relationship amongst job resources and employee engagement.

**Keywords:** Job resources, Job demands, Employee engagement.

### INTRODUCTION

Employees are the real assets of an organization because without their contribution, engagement and effort, an organization cannot perform at its best. [1] Now a day's Organizations have started to pay more attention on the engagement of their workforce so that different hidden aspects of motivation and performance can be analyzed, previous studies proved that engrossed labor force can produce good and better financial outcomes for any organization. They work hard and put their every possible effort to get their organizational goals. Furthermore, they are also helpful in achieving competitive advantage for an organization. [2]. This paper uses "Job demand resource theory" and to examine the hypothesis that job resources are significantly utilized when they are faced with high job demands up to certain level.

#### Job Demand Resource Theory

This paper uses Job Demand resource model which can be used to predict employee's engagement and exhaustion. The model has also been used by many researchers to predict and investigate burnout, organizational commitment, work enjoyment, connectedness, and work engagement [3]. Furthermore, the job demand resource model has been used to forecast causes of sickness, absenteeism and job performance [4]. Literature review about job demand resource model suggests that one important aspect of the job demand resource model theory is its flexibility. It means that JD-R theory is suitable for all kinds of work environments and can be adapted for a particular profession or occupation. According to job demand resource theory, there are two factors that play a significant function in determining worker engagement and exhaustion. First factor is known as job demands and second is known as job resources. Job resources are defined as those material, emotional, social, or managerial aspects of the job that are supportive and valuable in accomplishing employment task, organizational objectives, reduces job demands, persuade individual development, wisdom, knowledge and in addition to it increases chances of growth and development. For example, career opportunities, supervisor coaching, workplace environment, job security, innovative climate, feedback and autonomy [5]. Likewise, job demands can be defined as emotional, social, or organizational features of employment which necessitate

physical and emotional exertion, and then participate in some psychological costs.[5]. This study makes an important extension in the original Job demand resource theory [5] with the inclusion of time pressure as a condition between job resources and employee engagement.

Many researchers have conducted research on the issue of employee engagement. Previous researches have shown that sometimes job resources does not particularly influence employee engagement [3]. Similarly a study conducted by [6] showed that certain job resources are of less concern to individuals. Therefore, the current study says that under conditions of job demand (time pressure), job resources significantly influence employee engagement. Several studies have conducted before to find out the direct relationship between time pressure and engagement. Most of the studies have indicated that Time pressure promotes goal achievement, personal accomplishments and is found to be positively related to motivational and engagement outcomes [7]. Therefore, the current study aims at finding out the impact of job resources on employee engagement keeping job demand such as time pressure as a moderator.

#### Employee's Engagement:

Employee engagement has been defined by various researchers in many ways. For example, Employee engagement is defined by [8] as satisfying, pleasing, positive and optimistic working condition and environment that can be determined by three factors i.e. dedication, vigor, and absorption. Vigor relates to the motivation to devote struggle in work, and one's determination and effort in the era of problems and difficulties. It can also be defined as the great level of energy and flexibility of mind while someone is working. Similarly, dedication can be defined as the state of passion, enthusiasm, encouragement, and satisfaction. Absorption refers to the state when someone gets entirely engaged in her/ his job. Employee engagement is defined by [9] as an optimistic outlook held by the employee's towards their organization and its value. [10] gave definition of employee job engagement as an individual's attachment and affection in his or her occupation.

There have been various researches conducted on job resources and employee engagement. A study conducted by [3] among 54 starting teachers found that work engagement were predictive of classroom performance. Furthermore, [3]

found out that work engagement has prognostic worth for teacher's organizational commitment. This research is also consistent with the study conducted by [11] who conducted a research among 54 Dutch teachers and tested a model on work engagement. Results indicated that teachers' weekly job resources are clearly related to their work engagement. When teachers receive sufficient job resources, they get engaged with their work. Results of the study also showed that job resources such as autonomy, supervisor support and opportunities for developments are positively related to work engagement which in turn is related to positive job performance.

Similarly a study was conducted by [12] among Finish dentists employed in public sectors. The study uses conservation of resource theory. The findings of the study showed that job resources are most beneficial and useful in maintaining employee engagement when job demands are high such as work load, stress, and work family conflict. A similar study was conducted by [3] in different inferior and basic schools, found out that job resources mostly impact and boost work engagement when faculty members faced high levels of job demands such as student's bad behavior. The findings of the study also revealed that administrator support, innovativeness, admiration, and organizational climate were essential job resources that are valuable for faculty members

to deal with job demands such as students bad behavior or misbehavior.

### **Perceived Organizational Support**

Different authors have explained perceived organizational support in their own and different ways. [13] defined perceived organizational support as employee belief that organization do care about them and for their welfare. [14] said that perceived organizational can be defined as the extent to which an organization cares about the benefits of their workers or employee's. According to organizational support theory, employees with positive perception of organizational support are more engaged; they work harder to help their organization accomplish its objectives and goals [15].

H 1a: Positive but insignificant relationship exists between perceived organizational support and vigor.

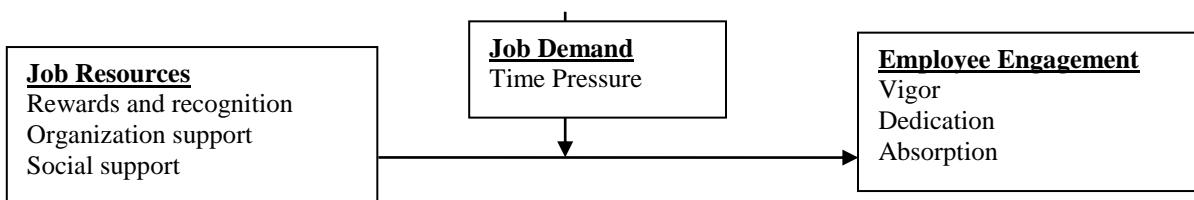
H 1b: Employee's positive perception of organizational support is positively but insignificantly related to vigor.

H 2a: Insignificant relationship exists between perceived organizational support and dedication

H 2b: Employee's positive perception of perceived organizational support is insignificantly related to dedication.

H 3a: Insignificant relationship exists between perceived organizational support and absorption.

H 3b: Employee's positive perception of perceived organizational support is insignificantly related to absorption



### **Social Support**

[16] explained that social support refers to collective or group bonding or associations. Social support is defined by [17] as a belief of an employee that he gets appreciated and respected by fellow members and organization. Earlier studies about social support indicated that employees, who receive social support from their colleagues and members are well engaged and immersed in their works as compared to those employees who are not socially connected in their organization.

H 4a: Positive but insignificant relationship exists between social support and vigor

H 4b: Employee's positive perception of social support impacts vigor insignificantly

H 5a: Insignificant relationship exists between social support and dedication

H 5b: Employee's positive perception of social support insignificantly impacts dedication

H 6a: Insignificant relationship exists between social support and absorption

H 6b: Employee's positive perception of social support is insignificantly related to absorption

### **Rewards & Recognition**

[18] found out that rewards & recognitions can play an important role in shaping employees' attitudes or outlook concerning their job and the organization for which they work. Therefore, for that really purpose, it is vital to make a peculiarity between two types of rewards such as intrinsic and extrinsic rewards. Intrinsic rewards refer to those rewards that are a part of job however as the name implies extrinsic rewards are not the part of job but they belong to external factors.

H 7a: No significant association exists between rewards & recognition and vigor

H 7b: Rewards & recognition does not significantly impact vigor

H 8a: Rewards & recognition and dedication do not have significant association.

H: 8b Rewards & recognition is insignificantly related to dedication

H 9a: No significant association relationship exists between rewards & recognition and absorption

H 9b: Rewards & recognition does not significantly impact absorption

**Time Pressure**

A study conducted by [19] found out that employees who face moderate amount of pressure tend to utilize job resources and get engaged into their jobs.

. Following hypothesis is formulated:

H 10: The association between organizational support and vigor is moderated by time pressure.

H 11: The association between organizational support and dedication is moderated by time pressure.

H 12: Association between organizational support and absorption is moderated by time pressure.

H 13: Association between social support and vigor is moderated by time pressure.

H 14: Association between social support and dedication is moderated by time pressure.

H 15: Association between social support and absorption is moderated by time pressure.

H 16: The relationship between rewards & recognition and vigor is moderated by time pressure.

H 17: The relationship between rewards & recognition and dedication is moderated by time pressure.

H18: The relationship between rewards & recognition and absorption is moderated by time pressure.

**METHODOLOGY**

**Participants & Procedure**

This study comprises of cross sectional survey design as data is collected at one point of time. In order to collect the data, a sample of 100 teachers participated in a self-administered questionnaire. Out of 100 teachers, 69 were male teachers and 31 were female who participated in our study. 56 teachers belong to age group of 25-35, 24 teachers were from age group of 30-35 and 10 teachers were above age of 35. Convenient sampling technique was utilized for data collection. The purpose of study was made clear to every respondent so that they can easily understand fill the questionnaire. Once the data has been gathered from respondents, it was coded and entered into SPSS for further regression, correlation and moderation analysis. Finally results have been analyzed.

**Instruments**

The survey instrument used was questionnaire. Questionnaire comprises of two parts; First part of the instrument includes different personal and demographic variables. This section includes respondent’s information about, age, and gender. Second section includes the variables that are important in the current study. These variables consist of Organizational support, social support, rewards and recognition, time pressure and three dimensions of employee’s engagement such as vigor, dedication and absorption. This section is developed based on the past literature and already used questionnaire.

**Measures**

3 dimensions of Employee’s Engagement i.e.: vigor, dedication, and absorption were assessed with the UWES i.e. Utrecht Work Engagement Scale [8] Items of the UWES are grouped into three subscales that reflect the basic dimensions of engagement such as Vigor, Dedication and Absorption. Vigor is measured by using 6 items. For example, “I feel bursting with energy, when I get up in the morning”. Dedication is measured by means of 5 items. For example, “I find the work that I do full of meaning & purpose”. Absorption is measured by using 6 items. For example, “when I am working, I forget everything else around me”. All items are scored on a 7-point frequency rating scale ranging from 0 (never) to 6 (always).

Job resources were assessed with the job demand resource scale (JDRS). This scale has adopted from the study conducted by [12]. Perceived organizational support was assessed with five items. For example, “do you receive sufficient information on the results of your work?” Social support was assessed with three items. For example, “can you count on your colleagues when you come across difficulties?” Finally, Rewards and recognition were assessed with four items. For example, do you think you are paid enough for the work that you do? Questions are rated on a five point likert scale, ranges from 1(strongly agree) to 5 (strongly disagree).

Time pressure was assessed with Time Stress Questionnaire that is adopted from the study conducted by [20]. A total of 13 items were used for time pressure. For example, “my time is directed by factors beyond my control”. , items of time pressure are rated on a five point Likert scale.

**RESULTS & ANALYSIS**

**Table 1.0: Mean, Cronbach Alpha and Correlation, N= (100)**

Variable	M	α	1	2	3	4	5	6	7
1. Organizational support	2.40	.830	1	.414**	.461**	-0.38	.309**	-.417**	-.290**
2.Social support	1.00	.861		1	.386**	.032	-.315**	-.369**	-.191
3.Rewards & recognition	2.75	.871			1	-.168	-.379**	-.479**	-.237*
4.Time pressure	2.53	.768				1	-.044	-.071	-.138
5.Vigor	3.83	.829					1	.717**	.390**
6. Dedication	4.80	.797						1	.390**
7.Absorption	3.50	.799							1

\*p<0.05, r=0.10 small effect, r=0.30 medium effect, r=0.50 large effect

Table 1.0 displays correlation of all seven variables under study. Results showed that organizational support is significantly related to social support (p<0.05, r=.414). Time pressure is not significantly correlated with vigor, dedication

and absorption (p>0.05, r=-0.44,-0.71, -1.38). Similarly, vigor is significantly co-related to dedication and absorption (p<0.05, r=.717, .390). Findings are also in line with the hypothesis which indicates that no significant association exists between job resources and dedication. (p<0.05, r=-.417, -.367, -.479). Dedication is also not significantly correlated with time pressure (p<0.05, r= -.071). However,

dedication is significantly correlated with vigor and absorption ( $p < 0.05$ ,  $r = 1, .390$ ).

Table also displays Cronbach Alpha value of all variables. Cronbach Alpha value indicates that items of all variable are internally consistent and reliable to measure. For example, Organizational support was assessed with 5 items and its

Cronbach's alpha value is  $.830 > .70$  which means that items are internally consistent. Social support was second variable under study which was measured using 3 items. The Cronbach's alpha value of social support is  $.861$  which is more than accepted value. It means that items of social support are reliable and valid to measure.

**Table 1.1: Regression Model 1**

Model	B	Std. Error	Beta	t	sig
(constant)	5.728	.395		14.502	.000
Mean-organizational-support	.179	.160	.121	1.118	.112
Mean-social-support	.202	.128	.165	1.580	.137
Mean-rewards	.302	.124	.259	2.428	.117

a. Dependent variable: mean-vigor

**Table 1.2: Regression Model 2**

Model	B	Std. Error	Beta	t	sig
(constant)	6.620	.367	18.0	23	.000
Mean-organizational-support	.297	.149	.201	1.997	.219
Mean-social-support	.196	.119	.160	1.655	.111
Mean-rewards	.378	.116	.352	3.271	.124

Table 1.4 displays the regression results of model 1. Regression was conducted in order to check the direct impact of organizational support on vigor, social support on vigor, rewards & recognition on vigor. organizational support could not show significant impact on vigor ( $\beta = .121$ ,  $p = .112$ ). Similarly, insignificant impact of social support on vigor was measured ( $\beta = .165$ ,  $p = .137$ ). Finally results showed that there is no momentous impact of rewards and recognition on vigor. ( $\beta = .259$ ,  $p = .117$ ). It means that one-unit change in rewards & Recognition will cause 25 unit change in vigor.

**a. Dependent variable: mean-dedication**

Table 1.5 shows regression results for model 2. Direct impact of independent variables (organizational support, social support, rewards & recognition) on dependent variable (dedication) is analyzed. Results indicated no substantial impact of organizational support on dedication. ( $\beta = .201$ ,  $p = .219$ ). Moreover, there is no significant impact of social support on dedication. ( $\beta = .160$ ,  $p = .111$ ). Furthermore, no significant impact could be found between rewards & recognition on dedication. ( $\beta = .352$ ,  $p = .124$ ).

**Table 1.3: Regression Model 3**

Model	B	Std. Error	Beta	t	sig
(constant)	5.709	.488	11.701		.000
Mean-organizational-support	.367	.197	.212	1.857	.155
Mean-social-support	.083	.158	.058	.1528	.215
Mean-rewards	.160	.153	.118	1.045	.294

**a. Dependent variable: mean- absorption**

Table 1.6 displays regression results for model 3. Results showed that organizational support is not significantly related to absorption or it can be said that there is no significant impact of organizational support on absorption ( $\beta = .212$ ,  $p = .155$ ). Similarly, there is no significant impact of social

support on absorption. ( $\beta = .058$ ,  $p = .215$ ). Finally, findings of regression also indicated that there is positive impact of rewards & recognition on absorption but it is not significant ( $\beta = .118$ ,  $p = .294$ ).

**Table 1.4: Interaction Model 1**

Model	B	Std. Error	Beta	t	sig
(constant)	4.958	.302		16.437	.000
Interaction-Org-support-TP	.020	.056	.045	.361	.008
Interaction-social-support-TP	.040	.045	.122	.528	.049
Interaction-reward-TP	.105	.048	.304	2.177	.032

**a. Dependent variable: mean-vigor**

Table 1.7 displays the moderating impact of time pressure between organizational support and vigor, social support and vigor and rewards and vigor. Findings showed that time pressure significantly moderates the relationship between organizational support and vigor ( $\beta = .045$ ,  $p < 0.05$ ). Similarly, there significant moderating effect of time pressure

between social support and vigor ( $\beta = .122$ ,  $p < 0.05$ ). Furthermore, it can be analyzed that there is significant moderating effect of time pressure between rewards & recognition and vigor ( $\beta = .304$ ,  $p < 0.05$ ).

**Table 1.5: Interaction Model 2**

Model	B	Std. Error	Beta	t	sig
(constant)	5.655	.290		19.528	.000
Interaction-Org-support-TP	.013	.056	.036	2.50	.003
Interaction-social-support-TP	.025	.044	.075	.569	.011
Interaction-reward-TP	.126	.046	.361	2.699	.008

**a. Dependent variable: mean-dedication**

Table 1.8 shows the moderating effect of time pressure between organizational support and dedication, social support and dedication and rewards and dedication. Interaction results showed that there is significant moderating effect of time pressure between organizational support and dedication ( $\beta =$

.036,  $p < 0.05$ ). Correspondingly, time pressure moderates the relationship between social support and dedication ( $\beta = .075$ ,  $p < 0.05$ ). Likewise, results also indicated that there is significantly moderating effect of time pressure between rewards & recognition and dedication ( $\beta = .361$ ,  $p < 0.05$ ).

**Table 1.6: Interaction Model 3**

Model	B	Std. Error	Beta	t	sig
(constant)	5.271	.358		14.704	.000
Interaction-Org-support-TP	.013	.067	.159	1.045	.029
Interaction-social-support-TP	.010	.054	.027	1.193	.055
Interaction-reward-TP	.068	.058	.166	1.175	.032

**a. Dependent variable: mean-absorption**

Table 1.9 shows the moderating effect of time pressure between organizational support and absorption, social support and absorption and rewards and absorption. Interaction results showed that there is significant moderating effect of time pressure between organizational support and absorption ( $\beta = .159$ ,  $p < 0.05$ ). Similarly, time pressure significantly moderates the relationship between social support and absorption ( $\beta = .193$ ,  $p < 0.05$ ). Furthermore, results also indicated that there is significant moderating effect of time pressure between rewards & recognition and dedication ( $\beta = .166$ ,  $p < 0.05$ ).

resource theory. The findings of the study showed that job resources are most beneficial and useful in maintaining employee engagement when job demands are high such as work load, stress, and work family conflict.

One of the most significant contributions made by this research is that job resources such as perceived organizational support, social support and rewards & recognition are positively related to three dimensions of employee engagement i.e. vigor, dedication and absorption under conditions of job demands. This finding is also consistent with the research already conducted by [22] who conducted a research to examine the work engagement of academics in nominated South African higher educational institutes as well as the impact of job demand and job resources on work engagement. Results showed that job resources such as perceived organizational support is positively related to vigor keeping job demands as a moderator. Concluding, this study gives insight to the top higher education institutional professionals that how to get faculty engaged in their jobs and make them able to utilize given resources by applying certain levels of demands as a condition.

**DISCUSSIONS & LIMITATIONS**

This research has been conducted in different Universities of Pakistan. The chief impartial of this research was to analyze influence of job resources on employee’s engagement while keeping a certain level of job demands as a moderator. The current study showed that organizational support, social support and rewards and recognition can all be measured significant job resources for teachers that can impact their engagement level in the presence of job demands at particular level. Besides, it was also analyzed that how job demands such as time pressure can moderate the relationship between job resources and employee’s engagement. This research is conducted by taking the sample of 100 teachers from target population. 100 of the teachers responded to our questionnaire.

The present study used Cross sectional design which marks it problematic to prove the casual effect of the obtained relationship. It is therefore suggested that future researchers should study the associations among job demands, job resources and employee’s engagement by using longitudinal design. Secondly, due to lack of time, sample size was small. It is suggested that future researchers should use large sample size in order to get more accurate results. Thirdly, the study has taken only three job resources like perceived organizational support, social support and rewards and recognitions. Other job resources such as autonomy, feedback, innovative climate, supervisor support and working conditions can also be taken to find out their relationship with employee’s engagement keeping job demand as a moderator. Fourthly, only one type of job demand has been studied. Other job demands such as work load, quantitative load, emotional load, stress, work-home interference can be studied in future studies. Fifth, the research sample consisted of university teachers. They all were of approximately similar

Results showed no significant relationship between job resources and employee engagement. This judgement is stable with conservation of resource theory and previous researches [21] that job resources predominantly effect engagement when job demands are high. This also provides support for our hypothesis that job resources boost employee engagement when teachers are confronted to job demands such as time pressure. Findings of the study also indicated that time pressure moderates the connection among job resources and employee’s engagement. Results are also consistent with the study led by [12] among Finish dentists employed in public sectors. The study uses conservation of

age and most were male; hence, it is suggested that further research can test the similar hypothesis groups working in other occupational contexts.

## CONCLUSION

As employee engagement plays an important role in achieving competitive advantage for the organizations. This study is also helpful for organizations in understanding that how different job resources can be efficiently used so that employees can get engaged.

The results of the study discovered significant impact of job resources on employee engagement, however when workers are confronted with job demands such as time pressure, certain job resources impact employee engagement. One of the important contributions made by this research is that job resources influence engagement level of employees particularly when job demands such as time pressure acts as a moderator.

The current research will stimulate and guide future research and promote a greater consideration of the importance of employee engagement, job resources, and impact of job demands such as time pressure. In addition, upcoming research should test the impact of other job demands on the association between job resources and employee's engagement.

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