

# CORE SELF-EVALUATION, MEDIATOR FOR IMPROVED WORK PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT: EVIDENCE FROM HEALTH SECTOR IN PUNJAB, PAKISTAN

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**ABSTRACT:** *Self Evaluation is an effective analyzing tool for better performance. The study is aimed to analyze impact of hospital Employees Engagement (EE) on their performance (EP) under mediation of Core Self-Evaluation (CSE). Primary cross-sectional data is taken from 300 staff members of private and public hospitals of Punjab using convenience sampling and 251 chosen for study. Variables of interest are correlated and it is found that CSE mediates relationship between EE and EP. Results have indicated significant correlation among variables, SEM indicates model fit and sobel test verifies mediation. This study is beneficial to increase the individual-level and organizational-level performance of employees as well as application of CSE for improved performance in hospitals.*

**Key Words:** Employee Engagement (EE), Employee Performance (EP), Core Self-Evaluation (CSE), Task Performance (TP), Work, Health, Organizational Citizenship Behavior-Individual (OCB-Individual), Organizational Citizenship Behavior-Organization (OCB-organization).

## 1. INTRODUCTION

Those companies which follow practices that increase the level of *EE* will help them in gaining competitive advantage over other firms in the long-run. Subsequently, engaged employees play important contribution in successfully fulfilling the strategic goals and objectives of organization. Being physically as well as psychologically present at the time of performing organizational roles referred to as *EE* [1]. Engaged employees are active, have the ability to accomplish the demands of the job and have positive association with their roles of the job [2]. The engaged managers are essential for improved *EE*. To observe the impact of *EE* on *EP*, by considering the mediating role of *CSE* some of the aims of this research are:

- To verify relationship between *EE* and Task Performance (*TP*) under mediation of *CSE*.
- To verify relationship between *EE* and *OCB-Individual* under mediation of *CSE*.
- To verify relationship between *EE* and *OCB-Organizational* under mediation of *CSE*.

### Literature Review

*EE* theory was given by [1]. *EE* is “ the attaching of the members of organization to their duties; engaged employees express their physical, cognitive, and emotional presence during performance of their roles” [1]. The researchers and practitioners both are agreed that the *EE* has positive significances [3]. When employees voluntarily put extra time, efforts and energy into their roles without any pressure from the organization is called engagement [4]. When employees feel obliged and put additional efforts into their jobs comparatively to the payments they receive from their organization is called engagement [1]. A number of evidences support the association between the work engagement of employees and performance at the organizational level [5]. Engaged employees increase customer loyalty which results in improved organizational profitability [6].

*EE* has a positive relationship with improved satisfaction at work, low absenteeism, high commitment and productivity [7-10]. In comparison with other predictors of organizational performance, *EE* is the strongest predictor of all [11]. If the employees have the opportunity to convey their ideas and suggestions to the upper level management then the engagement level of employees increases (Truss *et al* 2006).

As compare to other job attitudes, *EE* strongly predicts the performance of employees[12]. Employees which have decision-making power related to their jobs have higher engagement levels[13]. Engaged employees perform better than other employees [14]. *EE* positively support In-role performance of employees [15]. The proper and timely feedback by the employer to the employees for their contributions keeps employees happy and engaged for a longer period of time [16].

**H1:** *CSE* is a mediator between *EE* and *TP*.

**H2:** *CSE* is mediator between *EE* and *OCB-Individual*.

**H3:** *CSE* is mediator between *EE* and *OCB-Organization*.

### Methodology

Self-administered structured questionnaires were used for data collection from the health sector lower-level, middle-level and upper-level employees. Questionnaire includes the information given below:

Demographics section consist the name of the organization, gender, job nature, designation, marital status, education and total job experience. Subjective section contains measures of variables *EE*, *TP*, *OCB-individual* and *OCB-organization*. 5-point Likert scale ranging from Strongly Disagree, *SD*=1 to Strongly Agree, *SA*=5, was adapted to get the respondents' responses. For this study the 300 questions were distributed among the different private and public hospitals of Punjab. Total of 251 questionnaires were properly filled by the employees and the rate of response was 83.67%. We chose 8 major public and private hospitals of the Punjab, Pakistan to collect the data from the respondents.

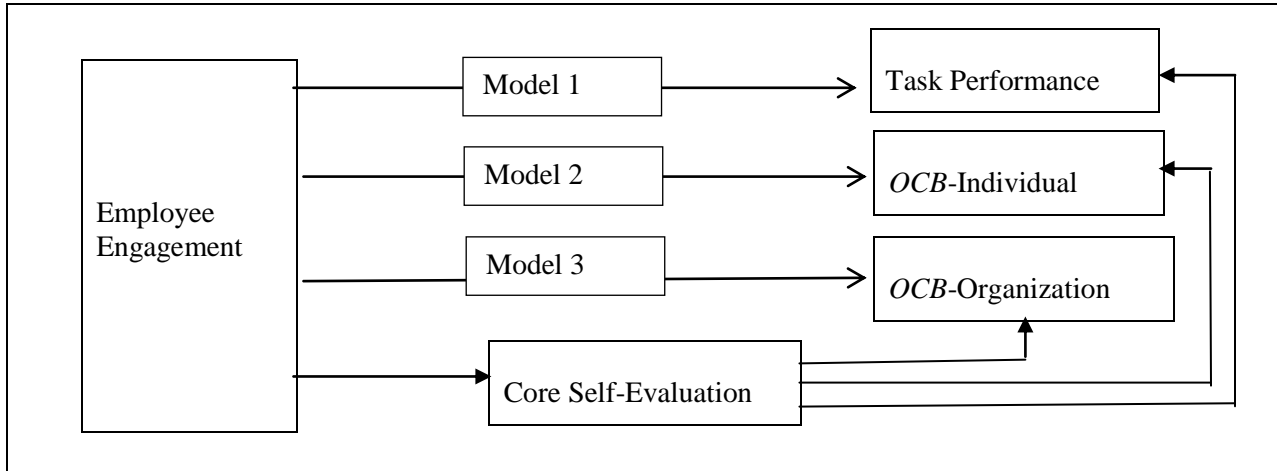


Figure I

**Variables and Measures`**

For measuring *EE*, scale comprising of 7-items likert scale is used, developed by [9] to measure *EE* and burnout. 5-item questionnaire of in-role performance and extra-role performance is adopted in this research and it was formulated by [17]. *CSE* is taped with the help of 12-item scale formulated by [18].

**RESULTS**

251 self administered questionnaires were submitted with responses of 61% male and 39% female, out of which 55.8% were contractual whereas 44.2% were permanent job holders. 72.5% respondents` lie in middle management, 23.5% from upper level and 4% are from lower positions. 51% respondents were graduates, 40.6% were equal to master degree and above and 8.4% respondents were undergraduates. 39.8% respondents had 2-4 years experience, 35.1% respondents had 10 years or above, whereas 25.1% The variable *EE* has the highest reliability with  $r = 0.832$ .

had 5-10 years. 44.6 % were unmarried whereas 55.4% weren` t. The values of the mean and standard deviation (*SD*) of *EE* shown in Table.1 are ( $M = 4, SD = .714$ ), *OCB-Individual* ( $M = 3.73, SD = .685$ ), *OCB-Organization* ( $M = 3.90, SD = .720$ ), *TP* ( $M = 4.23, SD = .607$ ) whereas *CSE* ( $M = 4.01, SD = .548$ ). *TP* mean value is highest at 4.23, indicating that employees are very keen to increase their *TP* and highly motivated, playing a major contributor in the achievement of organizational desired objectives. The Pearson`s product moment co-efficient of correlation between variables are also given in Table I. The highest correlation is found between *CSE* and *OCB-Organization* i.e.  $r = 0.794, P < 0.01$ . This shows that employees who regularly evaluate their self-performance are greatly and positively involved in the behavior of *OCB-Organization*. The reliability values of the individual measure are also given in Table I.

**Pearson`s moment co-efficient of correlation**

Table I

Variables	Mean	SD	Reliability	<i>EE</i>	<i>OCB-Individual</i>	<i>OCB-Organization</i>	<i>CSE</i>
<i>EE</i>	4	.714	0.832				
<i>OCB-Individual</i>	3.73	.685	0.774	.326 **			
<i>OCB-Organization</i>	3.90	.720	0.792	.509 **	.389 **		
<i>TP</i>	4.23	.607	0.724	.437 **	.394 **	.727 **	
<i>CSE</i>	4.01	.548	0.824	.455**	.504**	.794**	.681**

\*\* . Correlation, significant at 0.01 level (2-tailed).

**Mediation Tests**

Results for hypothesis and model fit are analyzed by Structural Equation Modeling (*SEM*). *CMIN/DF, GFI, AGFI, II*.

*RMSEA, TLI* and *CFI*, all are good for model fit as shown in Table

**Model fit Indices of Structural Equation Measurement Model**

**Table II**

Index of Fit	Chi-Square /(df)	CMIN/DF	GFI	AGFI	NFI	IFI	TLI	CFI	RMSEA
Value	392.654/ 137	2.87	0.87	0.82	0.82	0.87	0.84	0.87	0.086

**Proposed Mediation Model 1**

Results of Table III, shows regression results coefficient of regression, standard error of association and significance level (P value) between the relationships independent variable (IV) *EE*, mediating variable (MV) *CSE* and dependent variable (DV) *TP*. Table III, presents a significant relationship between *EE* and *TP*. Table represented, *IV (EE)* and *MV (CSE)* have a significant relationship at significance value,  $p = .000 < .01$ . The relationship between *DP (TP)* and *MV (CSE)* is also significant at P value  $< .01$ .

**Results of Regression Analysis of all Model 1 Relationships**

**Table III**

Regression Coefficients for association between the <i>EE</i> and <i>TP</i>	.332
Std. Error of c	.050
P value of c	.000
Regression Coefficients for association between the <i>EE</i> and <i>CSE</i>	.240
Std. Error of a	.046
P value of a	.000
Regression Coefficients for association between the <i>CSE</i> and <i>TP</i> .	.501
Std. Error of b	.063
P value of b	.000

**Proposed Mediation Model 2**

Results of Table IV show the regression analysis of *IV (EE)*, *MV (CSE)* and *DV (OCB-individual)*. Results show the coefficient of regression, standard error of association and significance level (P value). Table IV shows that there significant relationship at significance level,  $p = .000 < .01$ , between *EE* and *OCB-Individual*. The table also indicates that *IV (EE)* and *MV (CSE)* also has significant relationship at significance level,  $p = .000 < .01$ . Relationship between *DV (OCB-Individual)* and *MV (CSE)* is also significant at p value  $< .01$ .

**Results of Regression Analysis of all Model 2 Relationships**

**Table IV**

Regression Coefficients for the association between <i>EE</i> and <i>OCB-Individual</i>	.306
Std. Error of c	.058

Mediating effect of *CSE* on relationship of *EE* and *EP* was analyzed using Sobel test

**Results of Mediation Analysis of All 3 Model Relationships**

**Table VI**

Results of Model 1		Results of Model 2		Results of Model 3	
Sobel test	P Value	Sobel test	P Value	Sobel test	P Value
4.362	.000	3.902	.000	4.672	.000

P value of c	.000
Regression Coefficients for the association between <i>EE</i> and <i>CSE</i>	.240
Std. Error of a	.046
P value of a	.000
Regression Coefficients for the association between <i>CSE</i> and <i>OCB-Individual</i> .	.435
Std. Error of b	.074
P value of b	.000

**Proposed Mediation Model 3**

Results of Table V show the regression analysis of *IV (EE)*, *MV (CSE)* and *DV (OCB -organization)*. Results show the coefficient of regression, standard error of association and significance level (*p value*) between relationships of variables. Table V, shows a significant relationship at  $p = .000 < .01$ , between *EE* and *OCB-Organization*. The relationship between *DV (OCB-Organization)* and *MV (CSE)* is also significant with p value  $< .01$ , results show that the variable *CSE* is a full mediator between *EE* and *TP* with significant p value = .000. The relationship between *EE* and *OCB-individual* is fully mediated by *CSE* having asignificant mediation value ( $p = .000 < .01$ ), while *CSE* partially mediates relationship between *EE* and *OCB-Organization* showing significant mediation relationship value at  $p = .000 < .01$ .

**Results of Regression Analysis of all Model 3 Relationships**

**Table V**

Regression Coefficients for association between <i>EE</i> and <i>OCB-Organization</i> .	.430
Std. Error c	.058
P value of c	.000
Regression Coefficients for association between <i>EE</i> and <i>CSE</i> .	.240
Std. Error a	.046
P value of a	.000
Regression Coefficients for association between <i>CSE</i> and <i>OCB-Organization</i> .	.724
Std. Error b	.069
P value of b	.000

**CONCLUSION**

This study intended to analyze mediation of *CSE* on the relationship of *EE* and *EP*. Results indicated that mediation model of the variables *EE*, *TP*, *OCB-Individual*, *OCB-Organization* and *CSE* fit data well. Research established the three hypotheses showing the mediation relationships between independent variable (*EE*) and dependent variables. All the variables have significant and positive correlation between them. The findings of regression analysis and mediation tests show that all mediation hypotheses are accepted. *CSE* is full mediator between *EE* and *TP*. The relationship between *EE* and *OCB-Individual* is also fully mediated by *CSE*. *CSE* partially mediates relationship between *EE* and *OCB-Organization*.

**Practical Implications**

This research will be a contribution to previous studies related to this concept. This study will have great implications for hospital managers and employers who want to increase the individual-level and organizational-level performance of employees. Managers must take all the measures that will contribute in increasing the engagement level of employees. As if the employees are engaged, they will evaluate their work performance for the time being and work more motivationally and effectively. Consequently, their performance will be positively affected and they perform their job roles more efficiently, leading to successfully achieving organizational objectives. Those employees having high engagement level will be more involved in extra-role behaviors apart from their In-role performance.

**Limitations and Suggestions**

This study is conducted only on employees of health sector in Punjab Province of Pakistan but it can be replicated on other organizations in entire country for better generalizability. This study analyzes the mediating impact of *CSE* but it can be carried out under mediating role of other personality traits on relationship of *EE* and *EP*.

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