The Role of Employee Engagement in The Relationship Between Job Design and Task Performance Citizenship and Deviant Behaviour

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ABSTRACT

Employee engagement was investigated in this study as a potential mediator of the relationship between work design and performance. Recently, research on employee involvement and how it affects organizational behavior has grown in popularity. Numerous scholars have examined the possibility of improving employee attitudes, proactive contributions, and overall success of the organization. At the same time, concerns over workplace deviance—which includes actions that go against accepted norms—have grown.

Utilising convenience sampling to clarify the connections between these dimensions, the study focuses on staff members with a variety of positions working in higher education institutions. This study's conclusions can help universities make the best possible decisions on how to improve organisational justice, encourage employee engagement, and reduce workplace misconduct. One way to establish a more peaceful and effective work environment is through customised interventions that target particular job attributes and perceptions of fairness. To encourage participation and deal with deviant behaviours in educational institutions, policymakers and administrators can also profit from evidence-based policy creation.

Key words: Employee engagement, Job design, task performance, Chi-square test

INTRODUCTION

The degree to which workers are driven to support the objectives of the company, emotionally invested in their positions, and devoted to their work is referred to as employee engagement. Studies have indicated that employees who are engaged are more likely to perform tasks at a higher level, participate in good citizenship activities.

In summary, this introduction establishes the framework for a deeper investigation into the ways in which employers can create employment that encourage worker engagement, which in turn improves output and conduct at work. Organisations can devise ways to establish a favourable work atmosphere that stimulates elevated levels of engagement and productivity by comprehending the relationship among job design, employee engagement, and employee outcomes.

In order to evaluate job performance, we first take a multifaceted approach by differentiating between three categories of employee behaviour: task performance, citizenship behaviours, and deviance. Managers generally examine all three of these factors when evaluating an employee's performance, according to research by Rotundo and Sackett (2002).Task performance, citizenship performance, or a combination of the two are the main topics of most research on the relationship between job design and engagement. So, our research is the first

to examine the connections between these three performance outcomes, job design, and engagement.

The paper is structured as follows. First, we review evidence that supports positive relationships between each of the job design facets in Hackman and Oldham's JCM (1980)and engagement. In doing so, we build support for our hypotheses that each job characteristic is positively related to engagement. Second, we discuss the relationship between engagement and the three facets of performance under examination in the present study, and hypothesize relationships among them. Following this, we argue that engagement is a mechanism that explains the relationship between job design and performance outcomes. Next we present our sample, methods and results, and finally conclude with theoretical and practical implications of our findings

REVIEW OF LITERATURE

1. In 2002, Harter, J.K., Hayes, T.L., and Schmidt, F.L. A meta-analysis of the relationship between employee engagement, satisfaction, and business outcomes at the business unit level.The results of this study demonstrate the robust correlation that exists between high employeeengagement and advantageous business outcomes, such as task performance and good citizenship.

2. In Bakker & Demerouti (2008), A.B. Moving towards an Engagement Model at Work. The research puts forth a work engagement model that highlights the influence of job design on task performance and citizenship behaviours, as well as the role that job design plays in cultivating employee engagement.

3. Garza, A.S., Christian, M.S., and Slaughter, J.E. (2011). Work engagement: An analysis and evaluation of its quantitative relationships to task and contextual performance. The present research investigates the correlation between work engagement and task and contextual performance, emphasising the role that employee engagement plays in motivatingpositive work behaviours.

4. Breevaart, Bakker, Demerouti, & Hetland (2014) Breevaart, K., Bakker, A.B. An analytical study using multiple factors at different levels to determine state work participation. In order to shed light on how job design affects employee engagement and performance, this researchfocuses on quantifying and evaluating state work engagement.

5. Rizwan, M., Shah, I.A., and Khan, A.K. (2015). Impact of work design on employee performance: the moderating role of employee engagement. The relevance of employee involvement in improving task performance is shown by this study, which examines how itmoderates the relationship between job design and performance.

6. Hui (2004), Lee (2004), and Rousseau (2004). Looking into generalizability and instrumentality in relation to psychological contract and organisational citizenship behaviour in China. In order to promote healthy workplace behaviours, employee involvement is crucial, as this study highlights while examining the function of the psychological contract increating organisational citizenship behaviours.

7. Schneider, B., and W.H. Macey (2008). What is meant by employee engagement. In order
to shed light on the connection between employee engagement and organisational results, thisstudy examines the idea of employee engagement and its effects on task performance, citizenship behaviours, and deviant behaviour.

8. Lepine, J.A., Rich, B.L., and Crawford, E.R. (2010). The causes and consequences of job engagement on job performance. In order to demonstrate how important job engagement is in promoting constructive work habits, this study looks at the causes of workplace engagement as well as how it affects job performance.

9. Saks, A. M. (2006). both the causes and effects of employee engagement. This study looksat the variables that affect worker engagement and how they affect task completion, citizenship, and deviant behaviour in the workplace.

10. Salanova, M., Agut, S., and Peiro, J.M. (2005). The mediation of service climate: the relationship between

job engagement and organisational resources, staff performance, and customer loyalty. This study highlights the significance of engagement in promoting favourable organisational outcomes by examining the function of organisational resources in promoting job engagement, which in turn affects customer loyalty and staff performance.

RESEARCH GAP

There has not been much research done on how employee engagement affects the relationship between task performance, deviant behaviour, and citizenship behaviour in the context of job design. The degree to which workers are emotionally invested in and involved in their work is referred to as employee engagement.

One area of unmet study need in this field is the precise way in which work design and task performance, citizenship behaviour, and deviant behaviour are mediated by employee engagement. It is critical to look at how engaged workers are more likely to have a positive perception of their job design, which increases task performance and fosters good citizenshipwhile decreasing the chance of participating in deviant behaviour.

More investigation is required to examine the ways in which employee involvement affects the connection between these outcomes and job design. With a greater understanding of how to create occupations that encourage engagement, organisations may be able to enhance employee performance and behaviours overall.

NEED OF THE STUDY

Increased productivity: Research has shown a connection between increased employee engagement and increased workplace productivity. Organisations can improve productivity and overall performance by making strategic decisions based on an understanding of how job design and task execution affect employee engagement.

Knowing how employees behave: The way in which employees are engaged influences their behaviour, both deviant (like missing work or disobedience) and citizenship (like going above and beyond job requirements). Organisations can acquire valuable insights into fostering positive behaviours and mitigating negative ones by examining the correlation among job design, task performance, and employee engagement.

Employee retention: Staying with their companies is a higher likelihood for engaged workers, which lowers turnover rates and related expenses. Organisations can devise tactics to keep skilled workers and foster a happy work environment by researching the elements that affect employee engagement, such as task performance and job design.

Success of the organisation: A number of factors, including profitability, customer satisfaction, and innovation, have been connected to employee engagement. Organisations may optimise their work environments to foster employee engagement and eventually accomplish their objectives by comprehending the ways in which job design and taskperformance impact employee engagement.

In conclusion, researching how employee engagement affects the relationship between task performance, citizenship, and deviant behaviour in the context of job design is crucial to establishing a productive, happy workplace that supports both individual achievement andorganisational expansion.

Objectives of the Study

1. The study on the effects of employee engagement

2. To explore the impact of employee engagement on job design

3. To study the deviant behaviour of the employees.

4.

RESEARCH DESIGN

To investigate the link between job design, citizenship behaviour, task performance, and deviant behaviour in the workplace, as well as employee engagement, this study will use a mixed-methods research approach. To have a thorough grasp of the phenomenon being studied, the research would include gathering quantitative and qualitative data from workersin various organisations.

DATA COLLECTION METHODS

Primary data: surveys to obtain numerical data directly from workers on their degrees of involvement, opinions about how their jobs are designed, how well they accomplish their tasks, how they behave as citizens, and how they behave when deviant.

Secondary data: Scholars can construct a theoretical framework and pinpoint gaps in our knowledge of the link between these factors by examining earlier research, hypotheses, andconclusions.

Population size: 100

Sample unit: 62

**TOOLS USED:** Questionnaire, Google forms, Microsoft excel, charts, bar graphs and chi-square test.

HYPOTHESIS

H0: There is no significance difference between the task performance, employee engagement,and job design are related

H1: There is a significance difference between the task performance, employee engagement,and job design are related

Data Analysis

| Gender	Male	Female	Total
Respondents	30	32	62
Percentage	48.3871	51.6129	100
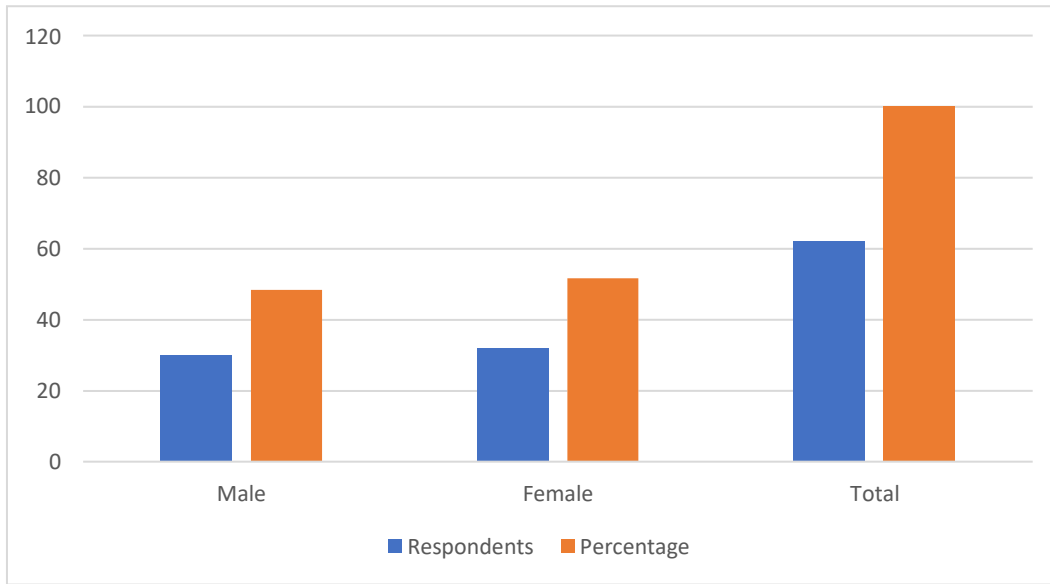
Interpretation: Out of 62 members surveyed female percentage is more rather than male which is 51.6129%.

| Qualification	Under graduate	Graduate	Post Graduate	Total
Respondents	8	10	44	62
Percentage	12.90322581	16.12903	70.96774194	100
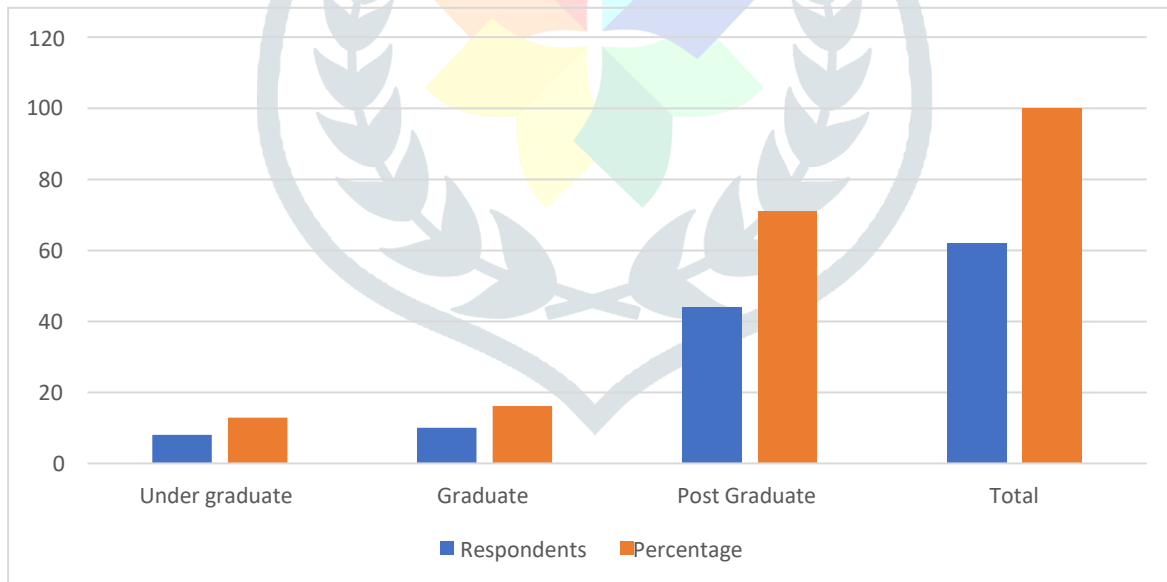
Interpretation: Most the people are post graduates which is 70.9% and coming to graduates they are of 16.1% and under graduates are 12.9%.

Occupation	Business	Salaried	Student	Unemployed	Total
Respondents	2	37	21	2	62
Percentage	3.225806452	59.67741935	33.87097	3.225806452	100
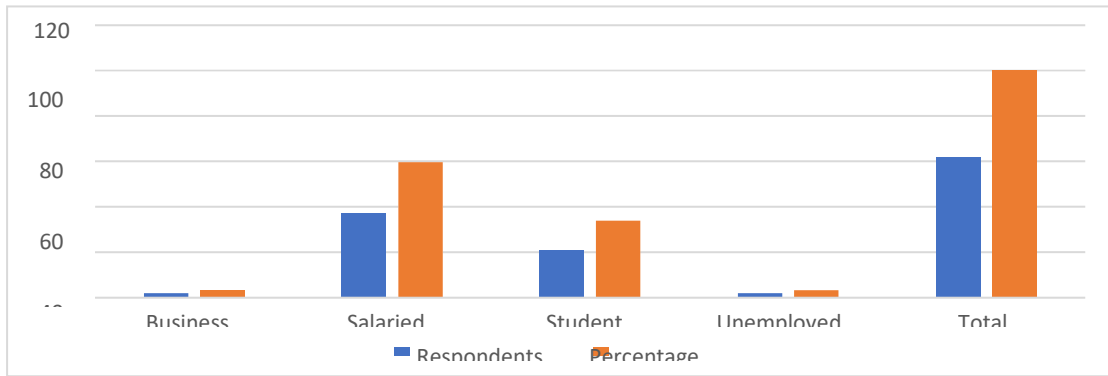
Interpretation: Most of the people are salaried as the percentage of people is more which is 59.7%, when coming to students they are 33.9%, business people are and unemployed peopleare less which is 3.2%.

| How many experience do you in organisation	0-2 years	2-5 years	5-10 years	Above 10years	Total
Respondents	51	6	4	1	62
Percentage	82.25806	9.677419	6.4516129	1.612903226	100
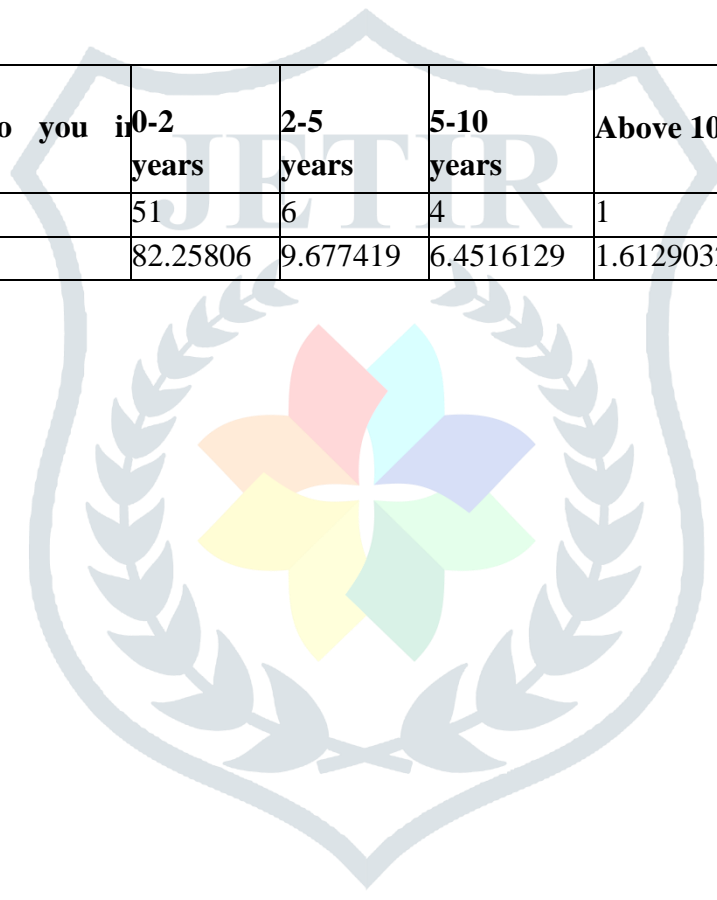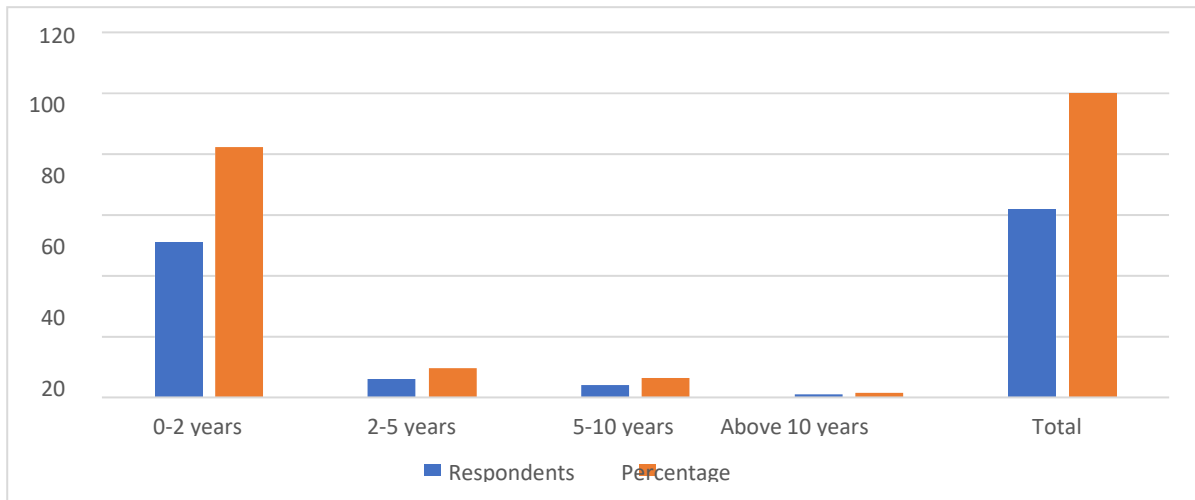
Interpretation: Most of the people are having 0-2 years of experience which can be considered as fresher's and the percentage is almost high which is 82.2%.

| What would you say about your degree of involvement at work right now?	Highly Engage d	Moderately Engaged	Low Engagement	No Engagement	Total
Respondents	13	44	3	2	62
Percentage	20.96774	70.96774194	4.838709677	3.225806452	100
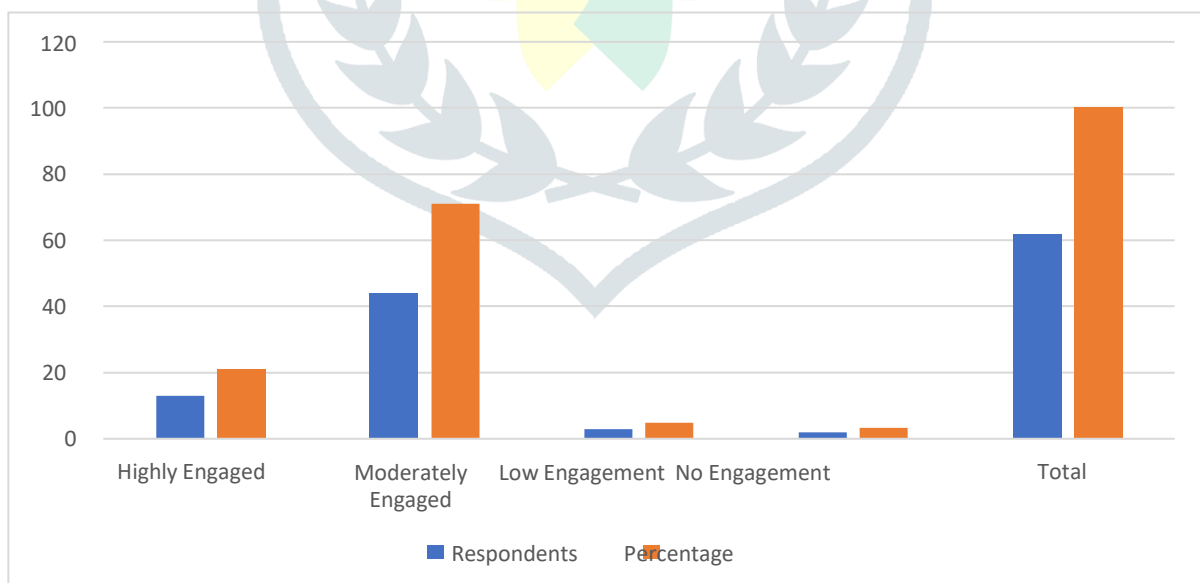
Interpretation: Most of the people are moderately engaged into their current work right now as the percentage is high compared to others in their work environment which is 70.9%.

| Do you think that your degree of involvement at work is influenced by the way your job responsibilities are designed?	Yes	No	Unsure	Total
Respondents	38	8	16	62
Percentage	61.29032	12.90323	25.80645	100
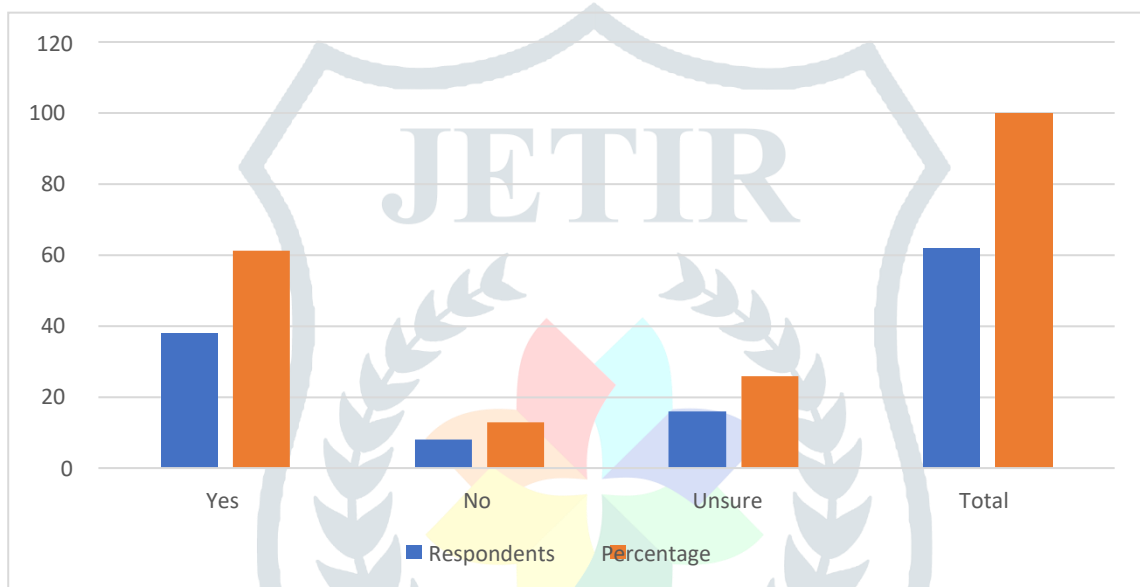
Interpretation: Majority of the members agree that their degree of involvement at work place is influenced by the way their job responsibilities are designed which is around 61.3%.

| How do think the design of your job affects the way you accomplish the task?	Positive	Negative	No Impact	Total
Respondents	49	5	8	62
Percentage	79.03226	8.064516	12.903226	100
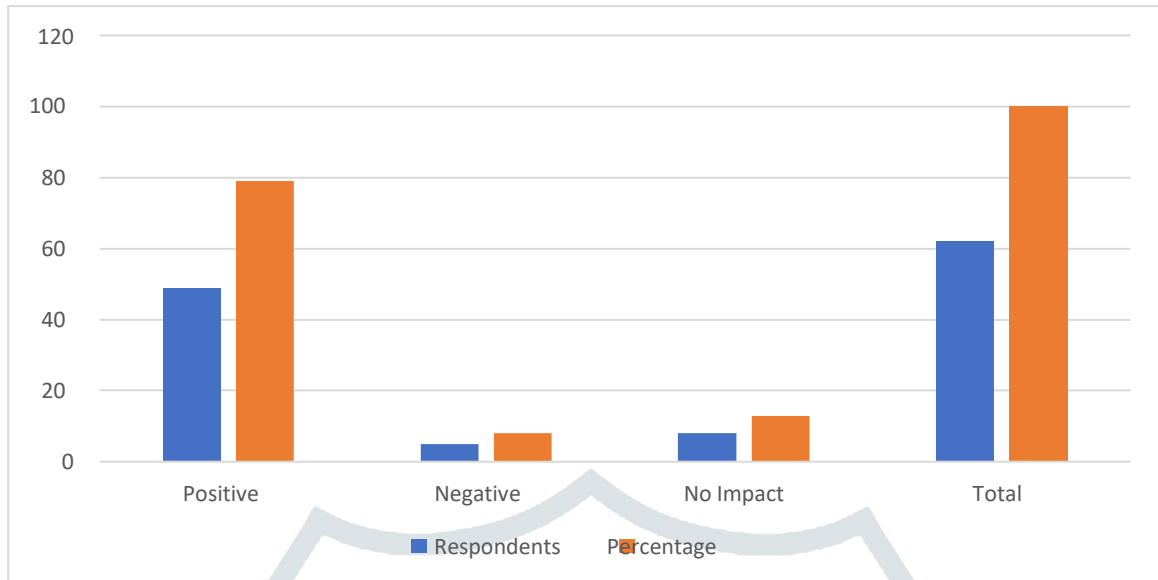
Interpretation: There is a positive effect on the people to accomplish the task that gets affected by the design of the job they do which is around 70%.

| Have you ever participated in or seen any kind of abnormal behaviour at work?	Yes	No	Total
Respondents	36	26	62
Percentage	58.06452	41.93548	100
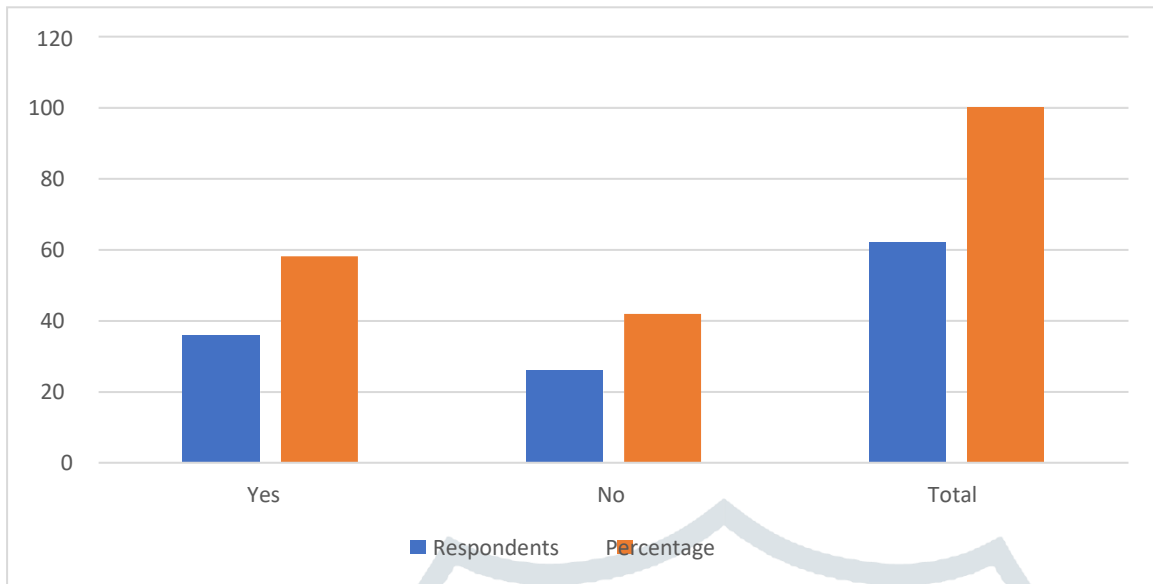
Interpretation: The percentage of people have participated or seen some kind of abnormal behaviour in workplace which is around 58.06%.

| Do you think that reducing deviant behaviour in the workplace involves involving employees?	Yes	No	Unsure	Total
Respondents	32	8	22	62
Percentage	51.6129	12.90323	35.48387	100
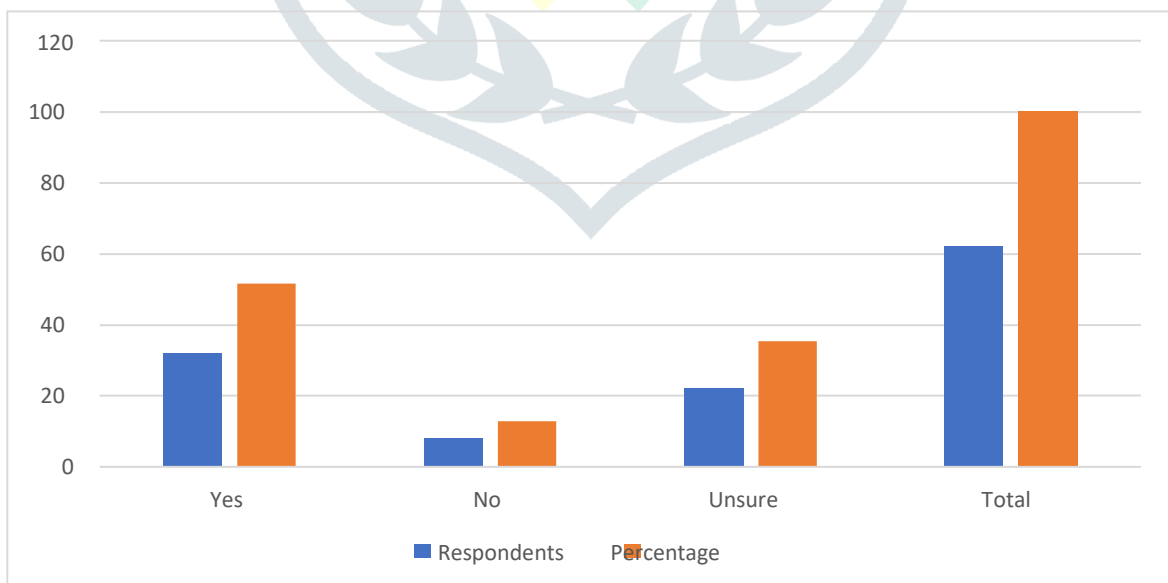
Interpretation: Maximum people believe that reducing deviant behaviour in the workplace involves involving employees into various positive activities which is 51.6%.

| What positive and negative effects do you think task design can have on employee behaviour?	Positive	Negative	No Impact	Total
Respondents	49	4	9	62
Percentage	79.03226	6.451613	14.51613	100
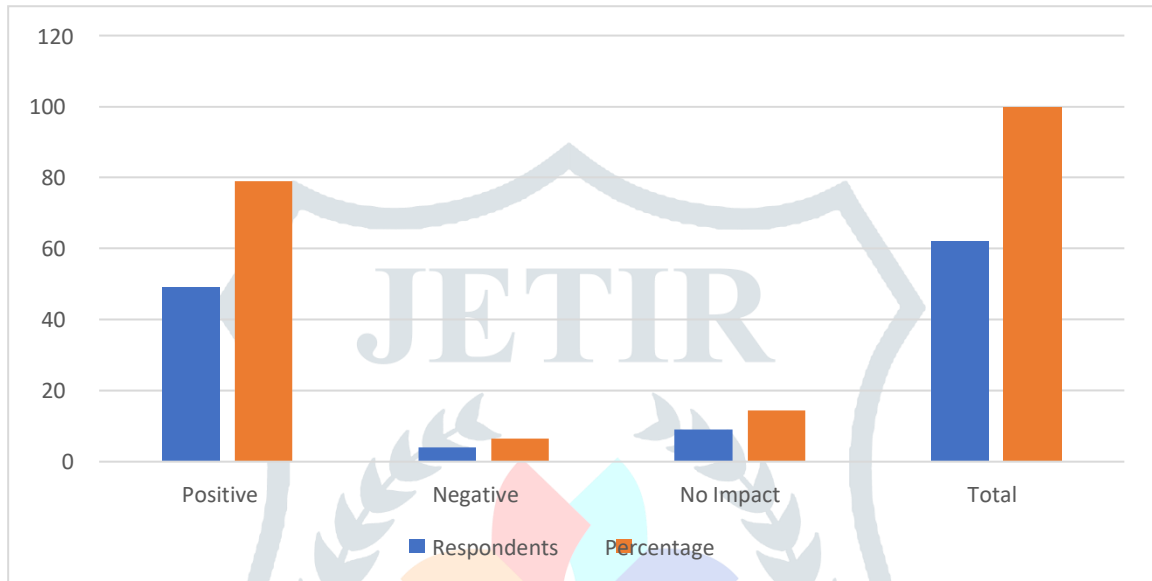
Interpretation: Employees have a positive effect on employee behaviour when task design isconsidered which is around 79%.

Do you think the task performance employeeengagement, and job design are related?	Yes	No	Unsure	Total
Respondents	41	6	15	62
Percentage	66.12903	9.677419	24.19355	100
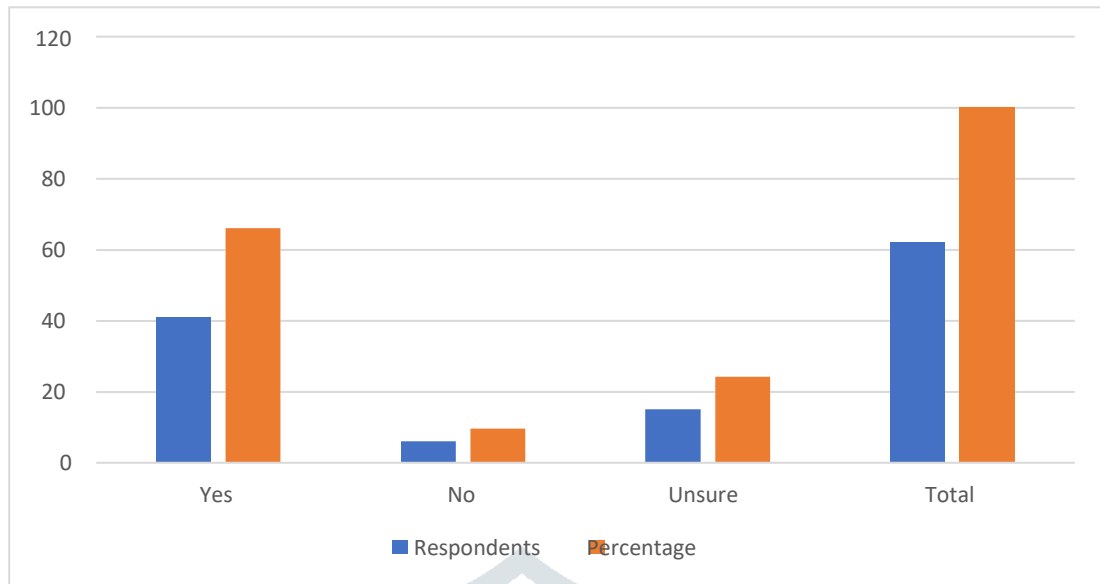
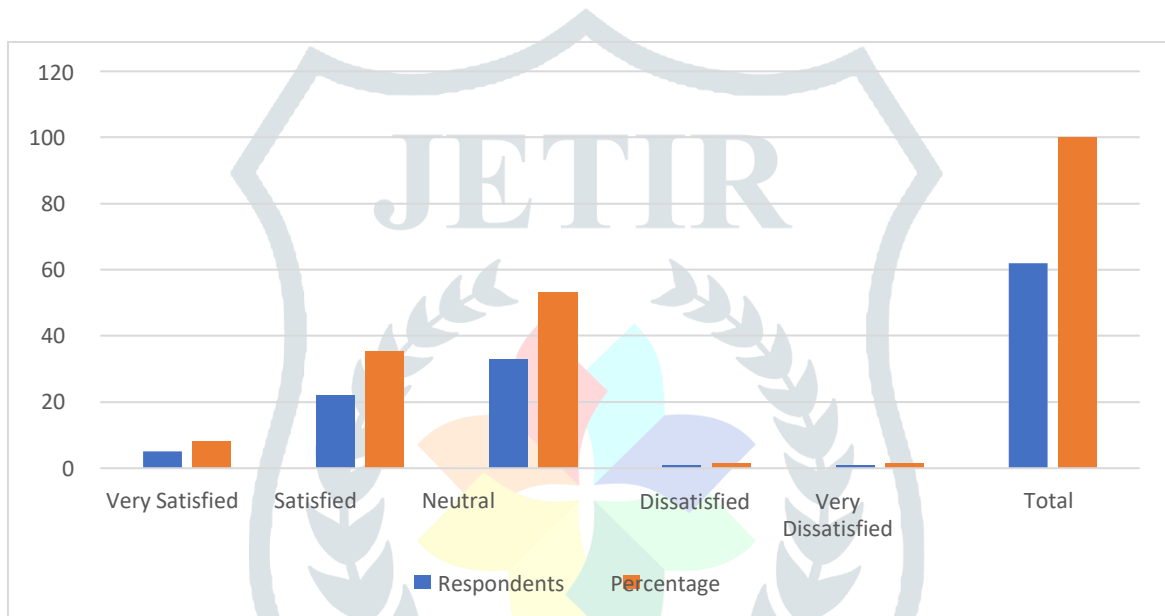Interpretation: People agree that the task performance, employee engagement, and job designare related with the performance which is 66.12% and the respondents are 41.

Did your company provided you with any training or assistance to help you better comprehend and carry out the tasks assigned to you?	Yes	No	Total
Respondents	49	13	62
Percentage	79.03226	20.96774	100
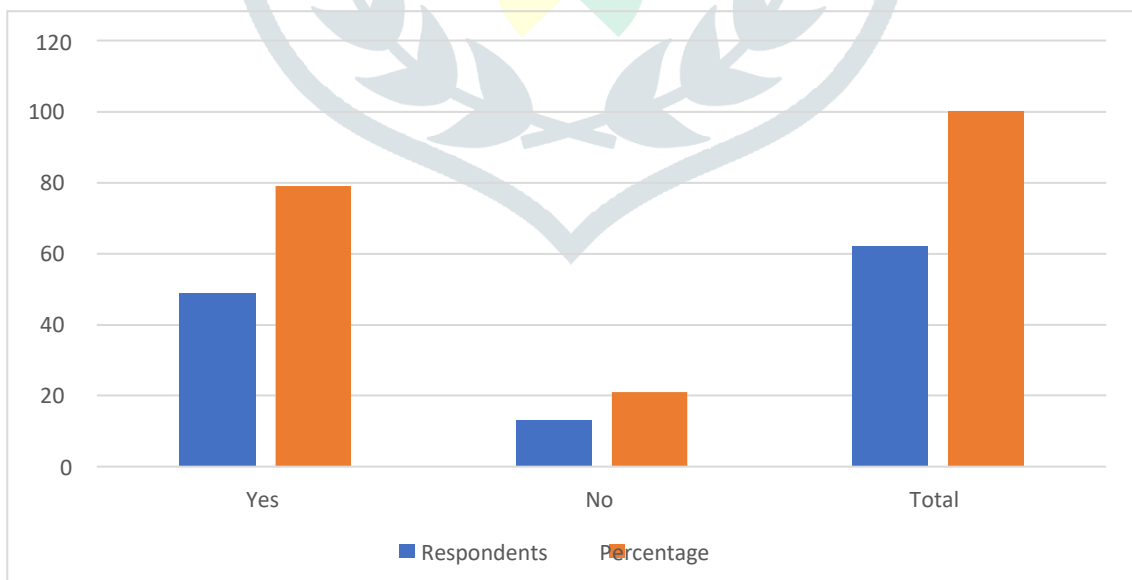
Interpretation: Companies do provide training or assistance to help them better comprehend and carry out the tasks assigned to employees and people do agree that. As per the survey thepercentage is around 79%.

To what extent do you feel that you have control and autonomy over the duties that you perform at work?	Very Satisfied	Satisfied	Neutral	Dissatisfied	Very Dissatisfied	Total
Respondents	5	22	33	1	1	62
Percentage	8.064516	35.48387	53.22581	1.61290323	1.61290323	100

Interpretation: People are very neutral on the feel they have on controlling and autonomy over the duties that they perform at work place which is around 53.2% and some of them are satisfied with their feeling which is recorded as 35.5%.

STATISTICAL TOOLS FOR ANALYSIS

H0: There is no significance difference between the task performance, employee engagement,and job design are related

H1: There is a significance difference between the task performance, employee engagement,and job design are related

	Yes	No	Unsure	Row totals
Male	25(19.84) [1.34]	4 (2.90) [0.41]	1 (7.26) [5.40]	30

| Female | 16(21.16) [1.26] | 2 (3.10) [0.39] | 14(7.74) [5.06] | 32 |
| Column table | 41 | 6 | 15 | 62 |

	Yes	No	Unsure	Row total
Below 25	37(29.10) [2.15]	2 (4.26) [1.20]	5 (10.65) [2.99]	44
25	1 (5.29) [3.48]	2 (0.77) [1.94]	5 (1.94) [4.85]	8
Above 25	3 (6.61) [1.97]	2 (0.97) [1.10]	5 (2.42) [2.75]	10
	41	6	15	62

FINDINGS

- Out of 62 members surveyed female percentage is more rather than male which is 51.6129%.

- Most the people are post graduates which is 70.9% and coming to graduates they are of 16.1% and under graduates are 12.9%.

- Most of the people are salaried as the percentage of people is more which is 59.7%, when coming to students they are 33.9%, business people are and unemployed people are less which is 3.2%.

- Most of the people are having 0-2 years of experience which can be considered as fresher's and the percentage is almost high which is 82.2%.

- Most of the people are moderately engaged into their current work right now as the percentage is high compared to others in their work environment which is 70.9%.

- Majority of the members agree that their degree of involvement at work place is influenced by the way their job responsibilities are designed which is around 61.3%.

- Employees have a positive effect on employee behaviour when task design is considered which is around 79%.

- People agree that the task performance, employee engagement, and job design are related with the performance which is 66.12% and the respondents are 41.

- Companies do provide training or assistance to help them better comprehend and carry out the tasks assigned to employees and people do agree that. As per the survey the percentage is around 79%.

SUGGESTIONS

- Take steps to increase employee engagement by putting in place initiatives or programmes including delivering training opportunities, encouraging a happy work environment, and rewarding and recognising good job performance.

- Examine how various job design strategies, such as job enrichment, job rotation, and job simplification, affect workplace behaviour and employee engagement.

- Examine how management and leadership techniques can be used to motivate staff members and encourage good behaviour and task performance.

- Examine how job design, task performance, and workplace behaviour may be affected by fostering employee well-being and work-life balance.

- Encourage management and staff to communicate openly and provide feedback in order to address issues and raise engagement levels, which will ultimately increase work performance and decrease deviant behaviour.

- Examine how organisational values and culture affect behaviour and employee engagement, and look for ways to connect them with job requirements and performance standards.
- To determine the present employee engagement levels within the organisation and how they relate to task performance, citizenship behaviour, deviant behaviour, and job design, conduct a research or survey.

CONCLUSION

In conclusion, the relationship between task performance and job design, as well as the relationship between citizenship and deviant behaviour, is greatly influenced by employee engagement. Employees are more likely to complete tasks quickly and successfully, act responsibly as members of the community, and abstain from illegal activity when they are motivated, supported, and involved in their work. With well-crafted job duties, unambiguous objectives, and chances for professional advancement, employers should concentrate on developing a work environment that encourages employee engagement. Organisations may boost productivity and establish a happy, productive work environment by encouraging employee engagement.

The relationship between task performance, citizenship behaviour, deviant behaviour, and work design is crucially impacted by employee engagement. Positive citizenship behaviours, task excellence, and abstinence from deviant behaviour are all encouraged by high levels of engagement among employees. Prioritising the development of a positive work environment that fosters employee engagement through clearly defined job roles, open communication, and growth opportunities is vital for employers. Organisations may limit deviant behaviours, improve overall performance, and cultivate a pleasant workplace culture by encouraging employee involvement. These actions will ultimately result in higher productivity and success.

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