Antecedents and Consequences of Job Engagement: Empirical Study of Bank Employees

Sabina Baniya Chhetri¹

ABSTRACT

Job engagement has been widely studied in the present scenario in developed countries as the issue of disengaged workforce is creating a concern among practitioners. As global organizations are functioning even at least developing countries, the scenario is similar in these contexts too. Thus, building upon Kahn’s conceptualization of engagement, this study proposed counterproductive work behavior under contextual performance as an outcome of the Job engagement. The study also examined variables like core self-evaluation and perceived organizational support as antecedents of job engagement. Task performance and organizational citizenship behaviors are outcome variables. Further, it also examined the mediating nature of job engagement. The survey was filled by 285 bank employees of Nepal. Hierarchical multiple regression analysis was conducted to test hypotheses. Regression results showed significant positive relationships between antecedent variables and Job engagement and Job engagement and outcome variables. Similarly, partial mediation was observed among core self-evaluation and task performance, core self-evaluation and organizational citizenship behaviors, and Core self-evaluation and counterproductive work behaviors and full mediation was observed in the relationship between perceived organizational support and task performance, perceived organizational support and counterproductive work behaviors. This study adds counterproductive work behaviors in the job engagement model suggested by Kahn.

Keywords – Job Engagement, Core-Self Evaluation, Perceived Organizational Support, Task Performance, Organizational Citizenship Behavior, Counter-Productive Work Behavior

¹ Kathmandu University School Of Management (KUSOM), Nepal, Kathmandu

Corresponding Author:
Sabina Baniya Chhetri, Kathmandu University School Of Management (KUSOM), Nepal, P.O. BOX: 6250, Kathmandu
E-mail: sabina@kusom.edu.np