

Factors Affecting the Performance of Officers in Federal Secretariat of Pakistan: The Mediating and Moderating Role of Perceived Organizational Politics and Work Engagement

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Abstract

The objective of the study is to investigate the impact of environment-related, job-related & employee-related factors on employee performance and to see whether perceived organizational politics and work engagement have mediating & moderating role respectively. The study design is based on positivism philosophy. Research approach is deductive and research methodology is quantitative as officers (640) of Federal Secretariat of Pakistan filled-in the structured questionnaires. The sample was selected through Stratified Random Sampling Technique. Structural Equation Modeling technique was employed by using Smart-PLS 4 software for analysis of the data. Research findings endorse many results of previous research by establishing significant relationship of various factors and employee performance. Majority of the hypotheses have been accepted while some of the hypotheses have been rejected. Findings reveal that intrinsic motivation, job communication, leadership styles, organizational culture, proactivity, perceived organizational politics, psychological well-being, skill flexibility, and training culture have direct significant relationship (64%) with employee performance. Whereas civil services reforms, job satisfaction, management support, political intervention and work engagement have insignificant relationship (36%) with employee performance. Also, perceived organizational politics and work engagement partially mediates (42%) and moderates (58%) the relationship between factors and employee performance respectively. Major limitation of the study is that it is only focused on Federal Government sector, ignoring the Provincial Governments. In this research, job-related factors, environment-related factors, employee-related factors and employee performance are combined in a model using data collected from officers of Federal Government Offices. In whole, the model explains 69% of employee performance variance. The study will provide a detailed insight to the policymakers to devise a result oriented human resource management strategy as well as to overcome barriers in improving quality of work performance.

Keywords: employee performance, perceived organizational politics, work engagement

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Introduction

Human resources are given more importance to improve work performance amid global competition. Employee performance is critical for firms in today's competitive environment to achieve their goals. A study (Boxall & Purcell, 2022) indicates that execution of a self-defined mechanism for assessment of employee performance (EP) plays pivotal role in firm's smooth functioning. Employee performance is greatly affected by cognitive ability and performance goals (Bhatti et al., 2023). Hartika et al. (2023) concludes in a literature review that job satisfaction and job loyalty provide an increase in employee performance. Latifah et al. (2023) concludes that leadership styles and organizational commitment have positive effect on employee performance whereas change management has negative impact on employee performance. Kalwar et al. (2023) conducted quantitative study by collecting data regarding employee performance from private banks of Sindh, Pakistan, revealed that employee performance is positively affected by intrinsic motivation, proactivity, commitment, adaptability, skill flexibility, and skill level.

Prime Minister's Office, Government of Pakistan (2021) reported that there is a negative perception in the minds of public regarding public services provided by the government functionaries and civil servants are disappointed due to low salaries, political interventions and lack of appreciation by the general public. Rizwan (2021) argued that various empirical studies conducted so far to assess the current state of frustrated civil society actors and de-motivated bureaucracy is attributed to structural and procedural fallacies of the overall system of governance in Pakistan. This study has examined various factors affecting performance of officers of Federal Secretariat of Pakistan. It has diagnosed the hidden factors behind low work performance of officers. Moreover, practicable remedies have been framed to cope the challenges at workplace. Novelty of the study is non-availability of such research at Federal Government level to cope with the lacunae/problems at workplace. The findings are helpful for policymakers to devise a wise and sound human resource strategy.

Problem Statement

There is dire need to explore the factors affecting the performance of officers at Federal Secretariat of Pakistan. It can contribute to the improvement of the overall functioning of the Federal Government. The cogent reasons/justifications taken from existing literature for undertaking the study are given below:

- Diamantidis and Chatzoglou (2019) state that their study considers sample of heterogeneous nature. Thus, a study that focuses

solely on one sector is needed to provide in-depth analysis into the factors affecting employee performance. This study will consider homogenous population as the official business of all officers of Federal Secretariat of Pakistan is of same nature.

- Diamantidis and Chatzoglou (2019) state that enhancing the suggested model's prediction ability by including more independent variables can help to increase model's accuracy. Therefore, more independent variables have been introduced in the existing model of aforementioned research work.

- Diamantidis and Chatzoglou (2019) state identifying additional elements that operate as a mediator between independent variables and the dependent variable may be helpful. This study considers perceived organizational politics as mediating variable in the model.

- Diamantidis and Chatzoglou (2019) state identifying additional elements that operate as a moderator between independent variables and the dependent variable may be helpful. This study considers work engagement as moderating variable in the model.

- Yet no research has not been conducted to identify the problems of Federal Bureaucracy and to recommend solutions for them. There was dire need to conduct an empirical research to identify those factors which are hindering the efficiency of Federal Bureaucracy and propose solutions for the government to consider them during formulation of human resource policy.

Research Questions of the Study

Following research questions have been answered in the study report.

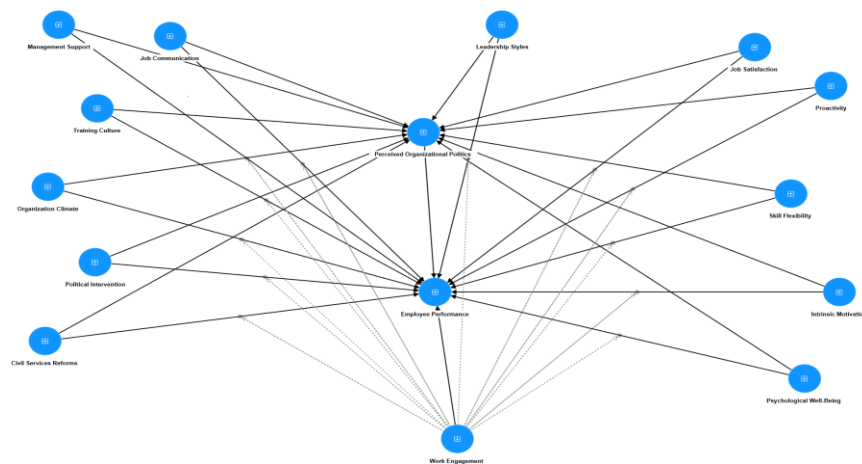
- Do job-related factors affect the employee performance?
- Do environment-related factors affect the employee performance?
- Do employee-related factors affect the employee performance?
- Does perceived organizational politics has a mediating effect in the relationship between environment-related factors and employee performance?
- Does perceived organizational politics has a mediating effect in the relationship between job-related factors and employee performance?
- Does perceived organizational politics has mediating affect in the relationship between employee-related factors and employee performance?
- Does work engagement has a moderating effect in the relationship between environment-related factors and employee performance?

- Does work engagement has a moderating effect in the relationship job-related factors and employee performance?
- Does work engagement has a mediating effect in the relationship between employee-related factors and employee performance?

Research Objectives of the Study

The research objectives of this study are given below:

- To investigate how job-related factors impact employee performance.
- To examine the effect of environment-related factors on employee performance.
- To determine the impact of employee-related factors on employee performance.
- To assess the mediating effect of perceived organizational politics in the relationship between job-related factors and employee performance.
- To examine the mediating effect of perceived organizational politics in the relationship between environment-related factors and employee performance.
- To determine the mediating effect of perceived organizational politics in the relationship between employee-related factors and employee performance.
- To assess the moderating effect of work engagement in the relationship between job-related factors and employee performance.
- To examine the moderating effect of work engagement in the relationship between environment-related factors and employee performance.
- To determine the moderating effect of work engagement in the relationship between employee-related factors and employee performance.



*Figure 1: Conceptual Framework of the Study***Table 1**
Operational Definition of Research Factors

Factor	Operational Definition	Item	Reference
Management Support	Support of higher authority for employees' performance.	07	Parker et al. (2006)
Training Culture	Significance given to training for the work performance in an organization.	10	Karim (2019); Tahir et al. (2014)
Organizational Climate	The working environment and relationship with supervisor & colleagues.	08	Price (1997); Muchinsky (1976)
Political Intervention	The production of intended effects by some person (s) on some person (s).	07	Price (1997)
Civil Services Reforms	The ability of an organization to be receptive and open to change.	08	Bouckenoghe et al. (2009)
Job Communication	Keeping abreast the subordinates about workplace environment.	07	Price (1997)
Leadership Styles	Inspiring followers to imitate the leader in organizations while discharging duties.	07	Bass & Riggio (2006)
Job Satisfaction	Job Satisfaction is the degree to which employees have a positive affective orientation towards employment by the organization.	07	Price (1997)
Proactivity	Improving business processes.	07	Morrison & Phelps (1999)
Skill Flexibility	Ability of an individual to utilize skills at different positions.	08	Bhattacharya et al. (2005)
Intrinsic Motivation	The degree to which an employee performs the job in the best possible way to achieve personal satisfaction	09	Tremblay et al., (2009)
Psychological Well-Being	Pleasure attained through experience of enjoyment and meaning & purpose.	05	Diener (1985); Tisu (2020) as cited in Kundi et al. (2021)
Perceived Organizational Politics	Behavior to substantiate self-interests in organization.	10	Ferris and Kacmar (1992, as cited in Vigoda-Gadot, 2007)

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Work Engagement	Individuals willingness to contribute in organization's overall performance.	10	Price (1997)
Employee Performance	The level of individual productivity to achieve organizational performance yardstick.	18	Widyastuti & Hidayat (2018)

Theoretical Background

Self-determination Theory

Deci and Ryan (2017) argue that Self-Determination Theory (SDT) focuses human's innate growth tendencies and innate psychological needs. Research on intrinsic motivation led to evolution of SDT. It has linkage with the study model in terms of explaining/considering intrinsic motivation. Intrinsic motivation is one of the employee-related factors affecting employee performance.

Job Characteristic Theory

Hackman et al. (2015) found that core idea of Job Characteristics Theory is based on the idea that employees' motivation is greatly dependent upon the nature of task/assignment. A diversified and challenging job leads to higher motivation level of employees whereas monotonous/stressful job leads to lower motivation level of employees. Five core job characteristics are Skill flexibility, Skill potential, Task significance, Job autonomy and Feedback. The linkage of Job Characteristics Theory with the study model is established by skill flexibility at workplace. Skill flexibility is one of the employee-related factors affecting the performance of officers at Federal Secretariat of Pakistan.

Fredrick Herzberg's Two Factor Theory

Alshmemri et al. (2017) states that the concept describes two groups of motivational aspects: hygiene factors and motivator factors. Hygiene factors are those that, when present, inspire workers to make greater efforts and performances, whereas motivator factors are those that, when absent, lead employees to be unhappy. Hur (2018) states that work satisfaction may be attained by an individual, when that person is recognized for his contributions and given more responsibilities. There is linkage of the Two Factor Theory with the study model in terms of training culture, organizational culture, management support, political intervention

and leadership styles. These factors are part of the study model with the purpose to examine its effect on employee performance.

Abraham Maslow's Hierarchy of Needs Theory

According to Maslow, in order to go to the next level, they must first fulfill the five needs outlined in the hierarchy. Abraham Maslow believed that only a small percentage of persons actually achieved self-actualization. Wisdom (2022) argues that working for the firm, which gives them a steady income on a monthly basis in addition to a sense of respect and security, satisfies the criteria that the employees have. The study model examines the effect of job satisfaction, work engagement and proactivity with employee performance. These factors are explained by Maslow's Need Hierarchy Theory.

Cognitive Theory

Piaget (1973) believed that cognitive development is cumulative process, the ability to comprehend a new experience arises out of past learning gathered during the four phases of sensory-motor development (birth to 2 years), preoperational development (2 to 7 years), concrete operations development (7 to 11 years), and formal operations development (11 to 16 years). Learning is a complicated process that results in a change that is maintained in living beings. This process must be addressed, investigated, and planned in order to be reliable and suitable. The study of mental activities including watching, remembering, and reasoning are the primary objectives of cognitive theory. At each stage of development, one acquires novel perspectives on etiquette and linguistics. Since training is an ongoing process that builds on previous knowledge, talents, and attitudes. The study model analyzes the effect of training on employee performance. Training is connected with learning and learning process is elaborated by cognitive theory.

Environment Related Factors

Environment-related factors such as organizational culture, training culture, and management support have also been found to affect employee performance (Diamantidis and Chatzoglou, 2019). Pulakos (2004); Armstrong (2012) argue that management support plays significant role in employees' performance. As Morrison and Phelps (1999) mentioned that employees perform well when they perceive that management support their job activities. It leads to the formulation of hypothesis: H1a Relationship exists between management support and employee performance. Prime Minister's Office, Government of Pakistan

(2021) reported that training has not been given due importance in development of human resources, ignoring various important training areas like communication skills, respect for public, soft skills and team building skills. Prime Minister's Secretariat, Government of Pakistan (2008) reported that relatively large organizations should conduct in-depth studies to define and assess their training requirements and to organize in house training. It leads to the formulation of hypothesis: H1b Relationship exists between training culture and employee performance. A positive organizational culture can foster a sense of belongingness, create a supportive work environment, and increase employee motivation & engagement (Denison & Mishra, 1995). Research has shown (Akhtar et al., 2018) that culture of an organization has significant role in shaping employees' behavior, which, in turn, can affect employee performance. It leads to the formulation of hypothesis: H1c Relationship exists between organizational culture and employee performance. Prime Minister's Office, Government of Pakistan (2021) reported that for outstanding performance of government officer, the political intervention must be stopped to influence the officers. Poor performance of officers is the result of political intervention. It leads to the formulation of hypothesis: H1d: Relationship exists between political intervention and employee performance. Prime Minister's Office, Government of Pakistan (2021) recommended that it is imperative that the work on Civil Services Reforms (CSR) be carried forward with the aim of continuously improving policy formulation and public service delivery in the face of evolving challenges of the 21st century. It leads to the formulation of hypothesis: H1e Relationship exists between civil services reforms and employee performance.

Job Related Factors

A study (Kooij et al., 2013) found that job-related factors greatly affect the employee performance. Armstrong (2012) says that job communication is the dissemination of job related information to subordinates and to keep them abreast of the changing environment. Chen et al. (2006) revealed that employee performance and work commitment is related with job communication. Armstrong (2012) states that employee performance is greatly affected by job communication. It leads to the formulation of hypothesis: H2a: Relationship exists between job communication and employee performance. Leadership style is another important factor that can affect employee performance. Leadership style refers to the way in which leaders interact with their subordinates and influence their attitudes and behaviors (Bass & Riggio, 2006). Vigoda-

Gadot (2007) found in his research that success of any firm highly depends upon a balanced relationship of leader and subordinates. A recent study by Al-Ali et al. (2019) found that transformational leadership style has a positive impact on employee job satisfaction and performance. Transformational leaders keep motivated their subordinates and promote innovation (Bass & Riggio, 2006). It leads to the formulation of hypothesis: H2b: Relationship exists between leadership style and employee performance. Prime Minister's Office, Government of Pakistan (2021) reported that compensation and benefits package play significant role in developing Human Resource value chain at workplace. Workplace performance is greatly affected by employee's satisfaction (Gu and Chi, 2009). It leads to formulation of hypothesis: H2c: Relationship exists between job satisfaction and employee performance.

Employee Related Factors

Hancock et al. (2013) is of the view point that previous research has studied various employee-related factors, affecting employee performance. This study considers proactivity, skill flexibility, intrinsic motivation, psychological well-being. Proactive employees are more efficient than those who are less proactive (Thompson, 2005). It has been practically observed (Parker and Collins, 2010) that proactive employees have characteristics to express their opinions, take new initiatives, prevent future problems and to improve their work performance. Proactivity leads to higher work performance (Crant, 2000; Thompson, 2005; Grant and Ashford, 2008; Parker and Collins, 2010). It leads to the formulation of hypothesis: H3a: Relationship exists between proactivity and employee performance. Motivated employees tend to have higher job satisfaction and organizational commitment, leading to better job performance (Sun et al., 2022). A study conducted in Pakistan found that intrinsic motivation significantly affects employees' performance (Islam et al., 2017). It leads to the formulation of hypothesis: H3b: Relationship exists between intrinsic motivation and employee performance. Bhattacharya et al. (2005) defines skill flexibility as the degree to which an employee performs his job in such a way that the organization capitalize his skills for diversified jobs. Boxall and Purcell (2022) reported that skill level is directly related with employees' performance. He argues that through job rotation and cross functional team employees' skill flexibility can be enhanced. It leads to the formulation of hypothesis: H3c: Relationship exists between skill flexibility and employee performance. Kooij et al. (2013) argue that there is strong effect of Human Resource Practices upon employee well-being (psychological well-being) and work performance. It leads to the

formulation of hypothesis: H3d: Relationship exists between psychological well-being and employee performance.

Role of Perceived Organizational Politics (POP) as a Mediator

Dubrin (2010) argues that out of way attainment of higher authority or benefits by an employee of an organization is called organizational politics. Perceived organizational politics has also an important influence on outcomes decisions regarding rewards and promotion (Dhar, 2009). Research has shown that perceived organizational politics can significantly impact employee attitudes and behaviors, which, in turn, can affect employee performance (Jahanzeb et al., 2020). A study (Robb, 2011) revealed that an employee's perception about his organization, colleagues, and manager is highly dependent upon perception of politics in organization, resulting impact on job satisfaction. Due to perception of unfair promotion and rewards, the employees will be dissatisfied. Organizational leadership plays pivotal role in perception of organizational politics (Ferris et al., 1989; Ferris & Kacmar, 1992; Kacmar & Baron, 1999), subsequently affecting the work performance of employees. Vigoda-Gadot, (2007); Talat et al. (2013) found that there is partial mediation of organizational politics in the relationship of organizational citizenship behavior, leadership styles, work performance and work commitment. Kimura (2012) found that there is positive correlation between transformational leadership and job satisfaction through reducing perceptions of organizational politics. Thus, it logically leads to the formulation of following hypotheses:

- H4: Perceived organizational politics is a mediator between environment-related factors and employee performance.
- H5: Perceived organizational politics is a mediator between job-related factors and employee performance.
- H6: Perceived organizational politics is a mediator between employee-related factors and employee performance.
- H11: Relationship exists between perceived organizational politics and employee performance.

Work Engagement (WE) as a Moderating Variable

Work engagement means employee's connection with his work (Schaufeli & Bakker, 2010). Hakanen et al. (2006) are of the view that work engagement refers to the level of involvement and enthusiasm that employees have towards their work. The findings of a study (Arslan, 2018) revealed that work engagement moderates the relationship of cynicism and employee performance. Chen and Kao (2012) explained how work engagement and job tenure moderate the effect of burnout on job

performance of flight attendants. The findings of a study (Van, 2018) show that work engagement affects the performance of employees. It is important to explore the moderating role of work engagement in the relationship between various workplace factors and employee performance. Such investigation can provide insight to policymakers and managers to improve officers' performance; enhance organizational effectiveness, and improve service delivery to citizens. The above literature leads to the formulation of following hypotheses:

H7: Work engagement is moderator between environment-related factors and employee performance.

H8: Work engagement is moderator between job-related factors and employee performance.

H9: Work engagement is moderator between employee-related factors and employee performance.

H10: Relationship exists between work engagement and employee performance.

Methodology

Federal Secretariat of Pakistan is comprised of forty (40) Divisions. Each Ministry is comprised of one or more than one Divisions; depending upon the similarity of functions of Divisions (Rules of Business, 1973). Each Division is headed by Federal Secretary (BS-22) and a Ministry is headed by Federal Minister/State Minister. Each Ministry is administratively controlling Attached Departments and Autonomous Bodies. Table 1 shows the sanctioned positions of employees in grade BS 17 to 22 at Federal Secretariat of Pakistan.

Table 2

Sanctioned Strength of Officers (BS 17-22) Working in Federal Secretariat

Basic Scale	Number of Employees	Percentage Share (%)
22	52	2.09
21	116	4.67
20	284	11.44
19	437	17.60
18	900	36.25
17	694	27.95

Note. Adopted from Annual Statistical Bulletin of Federal Government Employees for 2021-22. Pakistan Public Administration Research Centre (PPARC), Establishment Division, Islamabad.

<https://pparc.establishment.gov.pk/SiteImage/Publication/attached21-22.pdf>

The sample size for the study was determined by employing a well-known formula designed by Krejcie and Morgan (1970). Stratified Random Sampling Technique (SRST) was employed while distributing structured questionnaires among respondents. The questionnaire was comprised of 134 items (6 demographic related & 128 constructs related).

Justifications / Reasons for Increasing / Revising the Sample Size

The sample size for the study was determined by Krejcie & Morgan Formula (1970) i.e. $n = 335$ for the population size $N = 2483$. Accordingly, data was collected through structured questionnaires by self-administering to the respondents, but analysis process through Partial Least Square-Structural Equation Modeling could not produce desirable/promising results. Resultantly, with the expert opinion of Econometrician the sample size was gradually enhanced. At the number of 640 respondents the results were promising/desirable. Moreover, it is important to mention here that Krejcie & Morgan Formula (1970) specifies the minimum sample size against a defined population size. Accordingly, following Table 2 was drafted to calculate the distribution of sample by Stratified Random Sampling Technique (SRST).

Table 3
Population plus Revised Sample Size

Designation and Grades	Population Size	Revised Sample size
Section Officer (BS-17/18)	694+900=1594	404
Deputy Secretary (BS-19)	437	123
Joint Secretary (BS-20)	284	77
Additional Secretary (BS-21)	116	23
Secretary (BS-22)	52	13
Total	2483	640

Data Analysis and Results

Partial Least Square- Structural Equations Modeling (PLS-SEM) technique was deployed through SmartPLS software for analysis of data.

Measurement / Outer Model Assessment

Measurement model assessment ensures identification of appropriate indicators for a construct through reliability (Cronbach's

Alpha & Composite Reliability) and validity (Convergent and Discriminant).

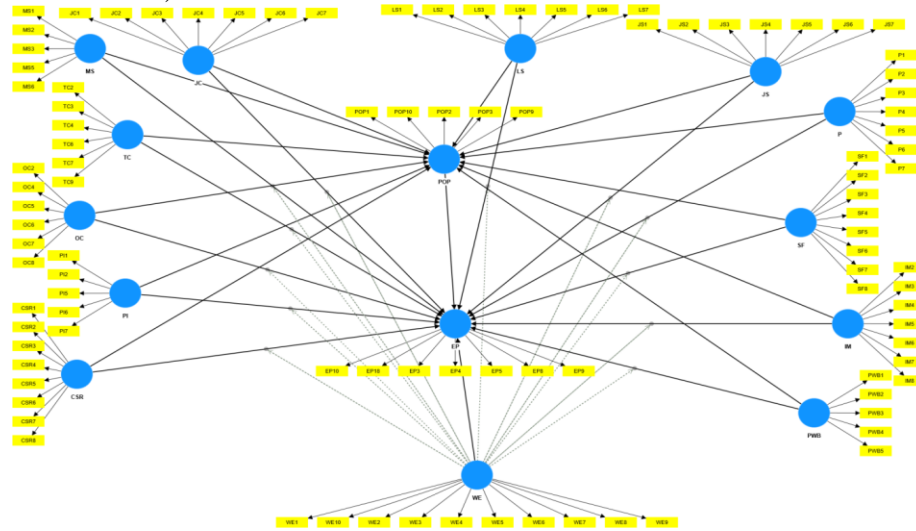


Figure 2: Measurement Model of the Study

Internal Consistency Reliability (ICR)

Generally, acceptable value for both Cronbach’s Alpha (CA) and Composite Reliability (CR) is greater than 0.70. During analysis process, some of the indicators/items’ CA and CR were above the threshold level. So those items/indicators (28) had to delete from the analysis process.

Table 4
Internal Consistency Reliability (ICR)

Construct	Cronbach’s Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Civil Service Reforms (CSR)	0.954	0.960	0.961
Employee Performance (EP)	0.865	0.883	0.897
Intrinsic Motivation (IM)	0.840	0.886	0.880
Job Communication (JC)	0.919	0.924	0.926
Job Satisfaction (JS)	0.926	0.955	0.940
Leadership Style (LS)	0.905	0.906	0.915
Management Support (MS)	0.804	0.939	0.859

Factors Affecting the Performance	Irfan, Fahad, Kashif		
Organizational Culture (OC)	0.843	0.866	0.884
Proactivity (P)	0.848	0.863	0.886
Political Intervention (PI)	0.854	0.916	0.890
Perceived Organizational Politics (POP)	0.788	0.808	0.847
Psychological Well Being (PWB)	0.887	0.915	0.916
Skill Flexibility (SF)	0.894	0.929	0.915
Training Culture (TC)	0.834	0.981	0.872
Work Engagement (WE)	0.873	0.943	0.907

Construct Validity

Construct validity is measured through convergent validity and discriminant validity.

Convergent Validity

The convergent validity includes Average Variance Extracted (AVE). Table 5 shows convergent validity / AVE of the model.

Table 5
Convergent Validity

Construct	Average Variance Extracted (AVE)
Civil Service Reforms (CSR)	0.756
Employee Performance (EP)	0.558
Intrinsic Motivation (IM)	0.521
Job Communication (JC)	0.644
Job Satisfaction (JS)	0.692
Leadership Style (LS)	0.614
Management Support (MS)	0.552
Organizational Culture (OC)	0.563
Proactivity (P)	0.529
Political Intervention (PI)	0.620
Perceived Organizational Politics (POP)	0.525
Psychological Well Being (PWB)	0.686
Skill Flexibility (SF)	0.582
Training Culture (TC)	0.537
Work Engagement (WE)	0.543

Discriminant Validity

The Heterotrait-Monotrait ratio (HTMT) of each construct was below 0.85.

The Structural Model

The structural model entails coefficient of determination (R^2) and path coefficients (hypothesis testing).

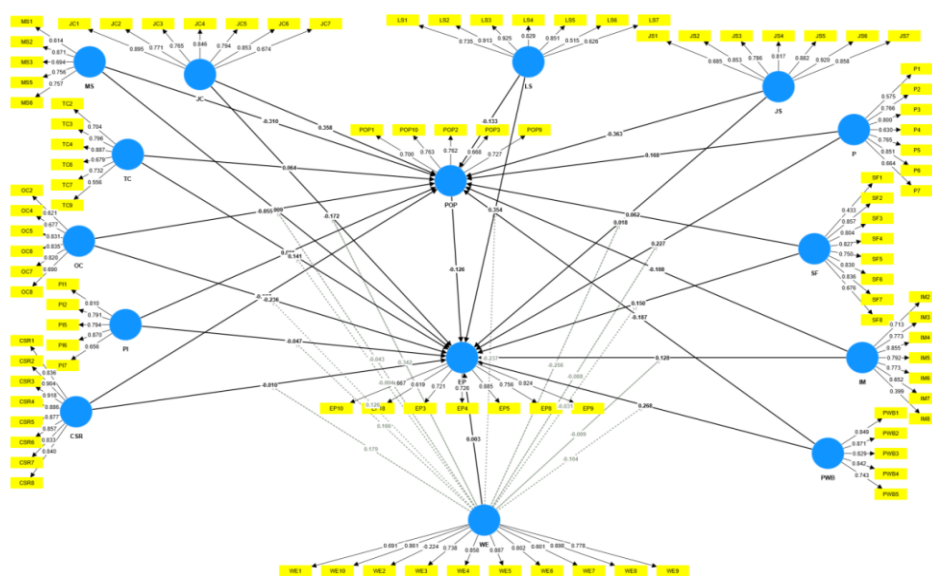


Figure 3: Structural Model of the Study

Table 6 shows that there are total fourteen (14) direct relationships in the model. Fourteen (14) exogenous variables/constructs affect the variable of interest (employee performance)/endogenous variable. Out of these fourteen (14) direct relationships, nine (09) direct relationships are significant (p value < 0.05 and T value > 2). In other words, 64% of the direct relationships are significant while remaining 36% direct relationships are insignificant. Thus, the findings strongly substantiate the existing theories/literature. The variables whose relationship is significant are Intrinsic Motivation, Job Communication, Leadership Styles, Organization Climate, Proactivity, Perceived Organizational Politics, Psychological Well Being, Skill Flexibility and Training Culture. The remaining five (05) exogenous variables have in-significant relationship

with employee performance (EP) namely: Civil Services Reforms (CSR), Job Satisfaction (JS), Management Support (MS), Political Intervention (PI) and Work Engagement (WE).

Table 6
Hypotheses of Direct Relationships

H	Path	Path Direction	T Value	P Value	CI LL	CI UL	Decision
H1e	CSR -> EP	-0.010	0.139	0.889	-0.142	0.128	Not Supported
H3b	IM -> EP	0.128	2.026	0.043	0.001	0.246	Supported
H2a	JC -> EP	-0.172	2.168	0.030	-0.310	0.005	Supported
H2c	JS -> EP	0.018	0.326	0.744	-0.106	0.107	Not Supported
H2b	LS -> EP	0.354	5.806	0.000	0.232	0.475	Supported
H1a	MS -> EP	0.009	0.166	0.868	-0.103	0.106	Not Supported
H1c	OC -> EP	-0.026	5.445	0.000	-0.315	-0.143	Supported
H3a	P -> EP	0.227	5.304	0.000	0.156	0.324	Supported
H1d	PI -> EP	-0.047	0.859	0.390	-0.156	0.059	Not Supported
H11	POP -> EP	-0.126	3.136	0.002	-0.204	-0.046	Supported
H3d	PWB -> EP	0.268	5.833	0.000	0.175	0.355	Supported
H3c	SF -> EP	0.150	2.934	0.003	0.048	0.247	Supported
H1b	TC -> EP	0.140	4.300	0.000	0.069	0.197	Supported
H10	WE -> EP	0.003	0.057	0.954	-0.097	0.120	Not Supported

Table 7
Accepted Hypotheses of Direct Relationship

H	Hypothesis
H3b:	Relationship exists between intrinsic motivation and employee performance.
H2a	Relationship exists between job communication and employee performance.
H2b	Relationship exists between leadership style and employee performance.
H1c	Relationship exists between organization culture and employee performance.
H3a	Relationship exists between proactivity and employee performance
H11	Relationship exists between perceived organizational politics and employee performance.
H3d	Relationship exists between psychological well-being and employee performance.
H3c	Relationship exists between skill flexibility and employee performance.
H1b	Relationship exists between training culture and employee performance.

Discussion Regarding Accepted Hypotheses

1. Intrinsic Motivation

Table 7 shows that relationship between Intrinsic Motivation (IM) and Employee Performance (EP) is significant (p value < 0.05 and T value > 2). Accordingly, following hypothesis is accepted. It reflects that Intrinsic Motivation (IM) affects the work performance of officers in Federal Secretariat of Pakistan. The path coefficient is positive which means that Intrinsic Motivation (IM) positively affects the performance of officers. More Intrinsic Motivation (IM) leads to higher work performance. The study results proved previous research of Sun et al. (2022) and Islam et al. (2017) that Intrinsic Motivation (IM) affects the work performance of employees. Resultantly, accepting the following hypothesis:

H3b: Relationship exists between intrinsic motivation and employee performance.

2. Job Communication

Table 7 depicts that relationship between Job Communication (JC) and Employee Performance (EP) is significant (p value < 0.05 and T value > 2). It manifests that Job Communication (JC) affects the work performance of officers of Federal Secretariat of Pakistan. The path coefficient of the relationship is negative which reflects that the relationship is of inverse nature. Stringent communication channels lead to lower work performance and vice versa. The reason behind negative/inverse relationship is that communication channels in government structures are more complicated and hierarchal leading to problems and hurdles. Rather to improve performance procedural/bureaucratic communication channel leads to detraction from the working goals and objectives. Therefore, it has negative/inverse relationship. Accordingly, the following hypothesis is accepted.

H2a: Relationship exists between job communication and employee performance.

3. Leadership Styles

Table 7 reflects that the relationship between Leadership Styles (LS) and Employee Performance is significant (p value < 0.05 and T value > 2). Moreover, the path coefficient is positive which manifests that Leadership Styles (LS) positively affects the work performance in Federal Secretariat of Pakistan. The relationship depicts that leadership styles plays important role in Government Sector to improve the work performance of officers. The findings supported the study results of Ferris

et al., 1989; Ferris & Kacmar, 1992; Kacmar & Baron, 1999. Based upon the significance of the relationship, the following hypothesis is accepted.
H2b: Relationship exists between leadership style and employee performance.

4. Organizational Culture

The data findings revealed that Organizational Culture (OC) and Employee Performance (EP) have significant relationship. It manifests that the relationship is of negative nature. It means that stricter/formalized culture leads to lower performance of officers. The study findings proved the findings of study of Denison & Mishra (1995) and Akhtar et al. (2018). Thus, the following hypothesis is accepted:

H1c: Relationship exists between organizational culture and employee performance.

5. Proactivity

The study findings revealed that there is positive significant relationship between Proactivity (P) and Employee Performance (EP) (p value < 0.05 and T value > 2). The findings reflect that more proactivity leads to higher performance and less proactivity leads to lower performance. Proactivity brings new initiatives at work place and employees perform well. Thus, the findings of the study supported the findings of previous research conducted by Crant, 2000; Thompson, 2005; Grant and Ashford, 2008; Parker and Collins, 2010. Resultantly, the following hypothesis is accepted:

H3a: Relationship exists between proactivity and employee performance.

6. Perceived Organizational Politics

The study findings revealed that Perceived Organizational Politics and Employee Performance (EP) have negative significant relationship (p value < 0.05 and T value > 2). It shows that higher the level of Perceived Organizational Politics (POP), lower the work performance of officers. Thus the following hypothesis is accepted:

H11: Relationship exists between Perceived Organizational Politics and employee performance.

7. Psychological Well Being

The data revealed that relationship of Psychological Well Being (PWB) and Employee Performance (EP) is significant ($p < 0.05$ and T value > 2). Moreover, the relationship is positive depicting increase in level of psychological well-being increases the employee performance. The

findings have substantiated the results of previous study conducted by Kooij et al. (2013). Thus, the following hypothesis is accepted:

H3d: Relationship exists between psychological well-being and employee performance.

8. Skill Flexibility

The study findings revealed that the relationship of Skill Flexibility (SF) and Employee Performance is significant (p value < 0.05 and T value > 2). The nature of relationship is positive, manifesting that high level of Skill Flexibility (SF) leads to higher Employee Performance (EP). The study results substantiated the findings of Boxall and Purcell (2022); Bhattacharya et al., 2005); Wright and Snell (1998). Thus, the following hypothesis is accepted:

H3c: Relationship exists between skill flexibility and employee performance.

9. Training Culture

The relationship of Training Culture (TC) and Employee Performance (EP) is significant (p value < 0.05 and T value > 2). The nature of relationship is positive so fostering Training Culture (TC) will improve the Employee Performance of officers. It supported the findings of Prime Minister’s Office, Government of Pakistan (2021) report to examine the impact of Training Culture at workplace. Thus, the following hypothesis is accepted:

H1b: Relationship exists between training culture and employee performance.

Table 8

Rejected Direct Relationship Hypotheses

H	Hypothesis
H1e	Relationship exists between civil services reforms and employee performance.
H2c	Relationship exists between job satisfaction and employee performance.
H1a	Relationship exists between management support and employee performance.
H1d	Relationship exists between political intervention and employee performance.
H10	Relationship exists between work engagement and employee performance.

Table 9

Moderation Effect of Work Engagement (WE)

H	Path	Path Direction	T Value	P Value	CI LL	CI UL	Decision
H8a	WE x JC -> EP	0.104	3.292	0.001	0.093	0.503	Accepted
H7a	WE x TC -> EP	0.042	0.092	0.927	-0.081	0.085	Rejected
H7b	WE x PI -> EP	0.082	2.024	0.043	0.005	0.326	Accepted
H9a	WE x P -> EP	0.049	1.775	0.076	-0.195	0.001	Rejected
H9b	WE x IM -> EP	0.041	0.207	0.836	-0.096	0.071	Rejected
H7c	WE x OC -> EP	0.044	2.840	0.005	0.038	0.212	Accepted
H7d	WE x CSR -> EP	0.066	2.724	0.006	0.041	0.299	Accepted
H8b	WE x JS -> EP	0.099	2.590	0.010	-0.433	-0.041	Accepted
H7e	WE x MS -> EP	0.081	0.539	0.590	-0.188	0.122	Rejected
H8c	WE x LS -> EP	0.066	3.597	0.000	-0.362	-0.104	Accepted
H9c	WE x SF -> EP	0.085	0.366	0.714	-0.202	0.136	Rejected
H9d	WE x PWB -> EP	0.050	2.075	0.038	-0.197	0.002	Accepted

Discussion on Moderating Effect

Table 9 depicts that moderation effect of Work Engagement (WE) for Job Communication (JC), Political Intervention (PI), Organizational Culture (OC), Civil Services Reforms (CSR), Job Satisfaction (JS), Leadership Styles (LS) and Psychological Well Being (PWB) is significant (p value < 0.05 and T value > 2). Whereas the moderating effect of Work Engagement (WE) for Training Culture (TC), Proactivity (P), Intrinsic Motivation (IM), Management Support (MS) and Skill Flexibility (SF) is in-significant (p value > 0.05 and T value < 2). Thus, Work Engagement is a partial moderator in the model plays its positive role for 07 relationships among 12 relationships.

Table 10

Mediation Effect of Perceived Organizational Politics (POP)

H	Path	Path Directi on	T Value	P Value	CI LL	CI UL	Decision
H4a	CSR-POP-EP	0.003	0.374	0.708	-0.016	0.021	Rejected
H4b	MS-POP-EP	0.039	2.412	0.016	0.011	0.074	Accepted
H6a	SF-POP-EP	-0.008	0.952	0.341	-0.029	0.003	Rejected
H6b	P-POP-EP	-0.021	2.652	0.008	-0.038	0.006	Accepted
H6c	PWB-POP-EP	0.024	2.685	0.007	0.007	0.041	Accepted
H5a	JS-POP-EP	0.046	2.961	0.003	0.016	0.077	Accepted
H4c	TC-POP-EP	-0.008	1.418	0.156	-0.021	0.002	Rejected
H5b	LS-POP-EP	0.017	1.440	0.150	-0.001	0.045	Rejected
H4d	OC-POP-EP	0.007	0.802	0.423	-0.008	0.026	Rejected

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H5c	JC-POP-EP	-0.045	2.337	0.019	-0.087	0.012	Accepted
H4e	PI-POP-EP	-0.001	0.092	0.927	-0.014	0.014	Rejected
H6d	IM-POP-EP	0.014	1.479	0.139	0.000	0.035	Rejected

Discussion on Mediating Effect

Table 10 depicts that mediation effect of Perceived Organizational Politics (POP) between Management Support, Proactivity, Psychological Well Being (PWB), Job Satisfaction, and Job Communication is significant (p value < 0.05 & T value >2). Whereas the mediating effect of POP between Civil Services Reforms (CSR), Skill Flexibility (SF), Training Culture (TC), Leadership Style (LS), Organizational Culture (OC), Political Intervention (PI) and Intrinsic Motivation (IM) is insignificant (p value > 0.05 & T value < 2). The mediation effect of POP on Management Support (MS), Psychological Well Being (PWB) and Job Satisfaction is positive (+ path coefficient value) reflecting positive correlation. Whereas the mediation effect of POP on Proactivity (P) and Job Satisfaction (JS) are of negative nature reflecting negative correlation (- path coefficient value). Inference may be drawn that Perceived Organizational Politics (POP) is beneficial for Management Support (MS), Psychological Well Being (PWB) and Job Satisfaction (JS) to improve the performance of Officers in Federal Secretariat of Pakistan. Additionally, it is mentioned here that mediation effect of Perceived Organizational Politics (POP) on constructs from Environment Related Factors (Management Support), Job Related Factors (Job Satisfaction & Job Communication) and Employee Related Factors (Proactivity and Psychological Well Being). Thus, Perceived Organizational Politics (POP) is a partial mediator in the model plays its positive role for 05 relationships among 12 relationships. Thus, reflecting a broader mediation effect comprising all major categories of exogenous variables.

Coefficient of Determination (R²)

It is defined as the value of contribution of exogenous variable towards endogenous variable in the model. In this model the R² value for Employee Performance (EP) and Perceived Organizational Politics (POP) are 0.693 and 0.341 respectively.

Conclusion

The study was conducted to identify the factors affecting the performance of officers of Federal Secretariat of Pakistan. Originally, three main categories of different constructs were designed namely environment related factors, job related factors and employee related

factors. The main purpose of this study was to examine the factors affecting performance of officers. Each category of construct was comprised of various variables which were measured by different indicators/items. Moreover, the mediating effect of Perceived Organizational Politics was also examined. Work engagement was analyzed in the context of moderating variable. Data was collected through structured questionnaire from the sample taken by stratified sampling technique. Partial Least Square- Structural Equation Modelling technique was employed to analyze the data. The results revealed that out of 12 direct relationships of employee performance with other independent variable, 09 relationships were significant. Perceived Organizational Politics & Work engagement partially mediates & moderates the relationships respectively. The employee performance is 69% determined by the available variables. Likewise, perceived organizational politics is also 33% measure by the available variables.

Implications of the Study

Managerial Implications

The study will provide insight to policy makers to frame real data based Human Resource Management (HRM) policy. The policy makers will be enabled to know about the factors affecting the performance of officers in Federal Secretariat of Pakistan. The mediation and moderating role of Perceived Organizational Politics and Work Engagement respectively will enable Human Resource Management policy makers to frame a multipronged strategy. The officers of Federal Government will be in position to know the level of intensity of each factor influencing their work performance. The results of the empirical study will enable the management to find a holistic model at workplace having diversified variables/factors. The study will provide a bases line for management to frame reforms on real data. The study report has combined related literature and theories, enabling the reader to grasp the context/background of the variable related to work performance of officer at Federal Secretariat of Pakistan. It will provide in-depth knowledge to reader regarding problems faced by officers while discharging their official duties/responsibilities. The recommendations of the study contain analytical solutions to various problems of the Government structure.

Theoretical Implications

It will enhance the repository of scientific literature regarding in the field of employee performance. In practice, private sector mostly focuses on research and literature-based concepts. In contrast, research-based strategy is mostly ignored. The findings of the study will augment

the body of knowledge for Government sector as already there is shortage of research in Government sector.

Future Directions

Firstly, incorporating other independent variables into the model may enhance its predictive power. findings of the study revealed that employees' welfare initiative needs to be incorporated in the model. Addition of other independent variables will strengthen the model and it will diagnose the problems confronted by employees at work place. Secondly, the scope of this study is only limited to Federal Government and generalization of its finding might not be worthwhile for Provincial Governments of Pakistan. Researchers may conduct research in Provincial Governments to generalize the results to entire Pakistan by employing the same model or with some amendments/modifications. Thirdly, future research may be undertaken to make comparative analysis of the Federal & Provincial Governments with same model. Fourthly, future research may be conducted in Private sector/set up of Pakistan to examine its effects with different dimensions. Fifthly, researchers are recommended to undertake comparative examination of private and Government sector/set up. Sixthly, the study only focused on Federal Secretariat structure, researchers may explore the relationship between these variables in other Government sectors like health, social welfare, manufacturing, etc. Seventhly, longitudinal study of the same model may bring new results/dimensions. Eighthly, the findings of the study revealed that job communication and employee performance have negative relationship, whereas literature/previous research findings recommend positive relationship. Exploratory research may be undertaken to dig out the factors why job communication has negative relationship with employee performance and introduce effective strategies.

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