



# Moderating Role of Tenure in an Organization and Work Engagement on Organization Citizenship Behaviour and Task Performance

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## ABSTRACT

In this study we explore moderating role of tenure in an organization and work engagement on organization citizenship behaviour and task performance among employees in top 10 IT companies in Bangalore as catalogued by the National Stock Exchange of India. Primary data were collected via an online survey administered to 224 employees between April and September 2022. Utilizing Partial Least Squares Structural Equation Modelling, the analysis reveals that while extended tenure fosters deeper role comprehension and stronger interpersonal bonds its impact on task performance is minimal and its effect on organization citizenship behaviour is negligible. The study underscores the importance of supportive work environment and calls for future research on industry-specific factors that could further shape the dynamics of tenure and engagement.

**Keywords:** Tenure, Work Engagement, Organization Citizenship Behaviour, Task Performance, Information Technology Sector, India

**JEL Classifications:** L2, L8, M0, M5

## 1. INTRODUCTION

Demographics in general exert profound influence on employee engagement by shaping individuals' perceptions, expectations and interactions within organizational environment. Factors such as age, gender, ethnicity, educational attainment and tenure critically influence how employees interpret their roles, perceive opportunities for advancement and relate to organizational fabric. Younger employees may emphasize career progression and innovation while their senior counterparts may prioritize stability and recognition. Cultural background and gender can intricately influence communication styles, work-life balance expectations and perceptions of equity and inclusion. A nuanced understanding of these demographic distinctions allows organizations to meticulously tailor engagement strategies thereby fostering a more inclusive and motivated workforce. The 2019 Forbes article

underscores paramount importance of sustained direct dialogue between employers and employees to maintain engagement as employee needs evolve with tenure. Drawing on comprehensive study by Peakon which analysed 11 million employee comments across 160 countries, the article highlights critical role of reciprocal communication in discerning and addressing diverse needs of employees at various stages in their careers. From initial enthusiasm of new hires to deep loyalty of long-tenured staff, managers must foster transparent communication, support professional growth and adapt to evolving requirements to ensure mutual commitment and success of both workforce and organization (Forbes, 2019).

In the post-pandemic era, demographic factors significantly influence work engagement within Indian IT sector which is characterized by rapid technological advancements and a

complex heterogeneous workforce. The industry primarily attracts youthful demographic that prioritizes innovation, skill development and flexible work arrangements leading to heightened engagement when opportunities for continuous professional development and career progression are available. The sector also includes veteran professionals who prioritize job security, work-life balance and recognition of their accumulated expertise necessitating tailored engagement strategies. Gender diversity remains persistent challenge with women facing distinct barriers to engagement often rooted in workplace culture and limited career advancement opportunities. The globalized nature of IT industry with its rich cultural diversity profoundly shapes communication dynamics, collaboration and overall engagement (NASSCOM, 2024). A nuanced understanding and strategic approach to these demographic intricacies are essential for Indian IT firms to cultivate work environment that maximizes engagement across all employee segments driving innovation and productivity. The correlation between job tenure within an organization and work engagement is substantial as prolonged tenure often leads to elevated levels of engagement. Employees who have maintained their affiliation with an organization for an extended period tend to develop a deep understanding of their responsibilities, strengthen interpersonal relationships with colleagues and exhibit greater alignment with organization's ethos and objectives. This ingrained familiarity and sense of belonging can amplify their emotional investment and dedication resulting in increased work engagement (Schaufeli et al., 2002; Liu, 2016; Robijn et al., 2020).

Extended tenure also frequently offers enhanced opportunities for professional development and recognition which further bolsters motivation and engagement. It is important to note that in absence of conducive work environment or ample opportunities for advancement extended tenure may not always lead to heightened engagement. Job tenure referring to duration of an employee's association with an organization is often correlated with an increased propensity for Organizational Citizenship Behaviour towards Individuals (OCBI). Prolonged tenure typically fosters stronger interpersonal bonds and deeper assimilation of organizational culture and dynamics among colleagues. This accumulated familiarity and loyalty can lead to an elevation in OCBI as long-tenured employees are more likely to exhibit altruistic, collaborative behaviours towards their peers typically rooted in sense of fealty, ingrained attachment to the organization and an intrinsic motivation to enhance communal work environment that they have been part of for an extended period. Studies put forward that job tenure is affirmatively correlated with task performance. As employees accumulate experience over time they tend to develop deeper understanding of their roles, refine their skills and attain higher levels of expertise in their respective tasks. This accumulated knowledge and acumen enable long-tenured employees to execute their responsibilities with greater efficiency and effectiveness often surpassing performance metrics of their less-tenured counterparts. Their intimate familiarity with organizational processes, norms and expectations enhances their ability to navigate challenges adeptly and make substantive contributions to organization's overarching objectives (Sharma et al., 2017; Gupta et al., 2017; Preeti et al., 2023). With this backdrop it is imperative to explore Moderating Role of Tenure

in an Organization and Work Engagement on Organization Citizenship behaviour and Task Performance. The ensuing sections of this manuscript are structured as follows: Section 2 provides a comprehensive review of the existing literature. Section 3 elaborates on data utilized and the methodology adopted. Section 4 presents the empirical results with the conclusions of our study articulated in Section 5.

## 2. LITERATURE REVIEW

The substantial nexus between job tenure and work engagement is rooted in enhanced understanding, deeper interpersonal bonds and stronger alignment with organizational values that long-tenured employees develop though hisz correlation depends on conducive work environment and ample advancement opportunities. Lai et al. (2020) investigation ascertained that transformational leadership augments employees' work engagement in that way engendering enhanced task performance and prosocial behaviours by employing multitemporal and multisource methodological framework with sample of 507 nurses across 44 teams found that the findings persisted in their significance even after accounting for variables such as leader-member exchange, role-based self-efficacy and transactional leadership. D'Amico et al. (2020) scrutinized 238 Italian educators and discerned that perceived emotional intelligence exhibits positive correlation with work engagement and job satisfaction whereas demonstrating negative correlation with burnout. Hierarchical regression analyses elucidated that "use of emotion" sub dimension transpires as most potent predictor of these outcomes entailing that emotional intelligence may serve protective function against adverse occupational experiences for teachers. Douglas and Roberts (2020) evaluated correlation between age and work engagement revealing that employees aged 50 and above exhibit markedly higher levels of work engagement specifically in dimensions of absorption and dedication compared to their younger counterparts. The findings underscore the significance of incorporating age as a factor in human capital management strategies enabling HR professionals to more effectively engage and harness capabilities of an aging workforce.

Gawke et al. (2017) study ascertained that employee intrapreneurship augments personal resources progressively which subsequently amplifies work engagement engendering virtuous cycle that implies interventions targeting any of these elements can precipitate reciprocal enhancements. Chen and Kao (2012) study established that work engagement and job tenure function as moderating variables in association between burnout and job performance amid Taiwanese flight attendants with eminent work engagement intensifying performance amidst low burnout and extensive job tenure maintaining performance levels even in presence of substantial burnout. Preeti et al. (2022) study accentuates paramount significance of employee engagement in augmenting organizational productivity and competitive advantage within context of India's swiftly expanding economy where paucity of skilled human capital is increasingly pronounced. Through an exhaustive review of diverse conceptual and empirical paradigms the study elucidates intricacies of employee engagement within Indian enterprises and delineate prospective avenues for future

scholarly inquiry. Okojie et al. (2024) investigation delved into impact of autotelic and proactive personalities on employee engagement accentuating mediating influence of social support among cohort of 260 nurses in Lagos of Nigeria. The results indicated that proactive personality exerts a favourable influence on employee engagement principally when augmented by social support and autotelic personality exhibited no significant effect on engagement. Preeti et al. (2023) scholarly inquiry scrutinizes determinants of employee engagement and its consequent outcomes within Indian IT sector employing data accrued from 453 employees in post-pandemic milieu and analysed via Partial Least Squares-Structural Equation Modeling (PLS-SEM). The findings elucidate that engaging leadership, perceived organizational support and job characteristics exert an affirmative influence on work engagement which subsequently enhances task performance and organizational citizenship behaviour accentuating pivotal role of leadership in aftermath of COVID crisis.

Zhao and Yu (2023) investigation delved into ramifications of conflation between personal and professional demarcations on social media elucidating that social media-induced anxiety serves as an intermediary in this dynamic principally under conditions of diminished perceived leadership support. The findings imply that confluence of online boundary erosion may precipitate adverse psychological outcomes for employees providing critical considerations for governance of social media practices within organizational contexts. Noor et al. (2023) scrutinize influence of environmentally sustainable human resource management practices on employee engagement within green banking sector with precise emphasis on moderating influence of transformational leadership. The results reveal that although green HR practices broadly augment employee engagement their unambiguous effects are heterogeneous with green recruitment predominantly affecting behavioural engagement and training chiefly influencing affective engagement accentuating intricate interplay between leadership dynamics and HR practices in fostering employee engagement. Preeti et al. (2024) research delves into moderating influence of gender on intricate interrelations among work engagement, task performance and organizational citizenship behaviour within Indian IT sector utilizing data from 208 employees and employing PLS-SEM for analysis. The findings suggest that although gender in isolation may not markedly influence organizational outcomes, interplay between gender and work engagement is pivotal in moulding organizational citizenship behaviour accentuating necessity of rectifying gender-related disparities to promote inclusivity and augment organizational efficacy.

Strenitzerova and Komackova (2023) elucidate demographic shift towards aging population is profoundly affecting labour market rendering age management an essential facet of strategic human resource management principally in discerning influence of age diversity on organizational performance. The authors conducted rigorous analysis of employee age diversity within postal sector of Slovak Republic elucidating escalating workplace age diversity particularly among employees aged 44-58 underscoring critical importance of age management in securing human resources sustainability. Başar (2024) investigation delves into intricate concept of employee experience accentuating its paramount

significance in organizational metamorphosis and its profound ramifications on employee engagement specifically within financial sector of Türkiye elucidating that pivotal facets of employee experience containing managerial endorsement and career-centric human resource practices exert salutary influence on engagement with affirmative affect serving as a moderating variable in these complex interrelations. Al Kurdi et al. (2023) study discerned that multitude of team dynamics exert substantial influence on team social networking and performance within Jordanian SMEs with moderating roles of team size and tenure accentuating these relationships. This underscores imperative for team leaders to meticulously consider these variables to optimize business performance.

Sharma et al. (2017) study discerned that work engagement within India's IT industry exhibits significant variability based on age, educational attainment and experience with gender and education identified as salient predictors suggesting that elevated educational levels and male gender are correlated with heightened work engagement. Naqshbandi et al. (2023) study elucidated that within hybrid workplace model flexible work markedly augments job performance by bolstering work engagement while tele-work does not yield comparable positive outcomes. This provides novel insights into differential impact of hybrid work arrangements on job performance and employee engagement. Preeti et al. (2024) scholarly investigation explores moderating influence of gender on intricate relationships between job characteristics, engaging leadership, perceived organizational support and work engagement within Indian IT sector utilizing data from 360 employees. The findings reveal that job characteristics, perceived organizational support and engaging leadership exert significant impact on work engagement with gender acting as moderating variable signifying that effects of these factors may vary contingent upon an individual's gender.

Nexus between job tenure within an organization and work engagement is substantial as protracted tenure frequently engenders heightened levels of engagement. Employees who have maintained their associations with an organization for an extensive temporal span tend to cultivate an intricate understanding of their duties, fortify interpersonal bonds with colleagues and exhibit more profound alignment with organization's ethos and objectives. This entrenched familiarity and sense of belonging serve to amplify their emotional investment and devotion culminating in augmented work engagement. Prolonged tenure often precipitates enhanced opportunities for professional development and recognition bolstering motivation and engagement. It is imperative to recognize that in absence of propitious work environment or sufficient opportunities for advancement extended tenure may not invariably lead to elevated engagement.

The hypotheses posit that job tenure exerts moderating influence on nexus between work engagement and critical outcomes including task performance and organizational citizenship behaviour (OCB). Hypothesis 1 contends that extended tenure augments relationship between work engagement and task performance as employees with protracted tenure likely possess a more profound comprehension of their roles, organizational

processes and expectations thereby enabling them to execute tasks with heightened efficacy. Hypotheses 2 and 3 similarly argue that job tenure moderates connection between work engagement and organizational citizenship behaviour directed towards individuals (OCBI) implying that long-tenured employees who are more deeply ingrained in organizational culture and social networks are predisposed to display elevated levels of citizenship behaviours such as assisting colleagues and exceeding formal job responsibilities. The hypotheses assert that job tenure amplifies salutary effects of engagement on both individual performance and cooperative behaviours within the organization.

Hypothesis 1: Job Tenure moderates the relationship between Work Engagement and Task Performance.

Hypothesis 2: Job Tenure moderates the relationship between Work Engagement and Organization Citizenship Behaviour Individual

Hypothesis 3: Job Tenure moderates the relationship between Work Engagement and Organization Citizenship Behaviour Individual

The rationale behind these hypotheses is that job tenure may enhance relationship between work engagement and various performance outcomes by allowing employees to develop deeper insights and stronger connections within the organization. As tenure increases employees are likely to become more familiar with their roles, more aligned with organizational values and more integrated into the social fabric of the workplace which could amplify the effects of their engagement on task performance and organizational citizenship behaviours. Longer-tenured employees might exhibit stronger links between their engagement levels and their contributions to both individual and organizational success.

### 3. DATA AND METHODOLOGY

The developmental odyssey of India's Information Technology (IT) sector traversing from its embryonic stages in 1950s to present has been marked by seminal milestones including establishment of pivotal entities such as Wipro, Tata Consultancy Services, Infosys, HCL and others. The advent of liberalization reforms in 1990s catalysed influx of foreign capital propelling sector's accelerated expansion bolstered by widespread adoption of internet during 1990s and early 2000s. Continual advancements in avant-garde digital technologies such as artificial intelligence, cloud computing and cybersecurity have further entrenched sector's critical role as linchpin of national economy and principal source of employment (IBEF, 2024). The focal demographic for this study comprised employees within Indian IT firms with sampling frame drawn from individuals employed in Top 10 IT companies in Bangalore as catalogued by National Stock Exchange of India. Primary data collection was executed through an online survey questionnaire administered to employees within Bangalore's IT sector resulting in sample size of 224 responses gathered between April and September 2022.

The statistical technique employed for data analysis was Partial Least Squares Structural Equation Modelling (PLS-SEM)

which is widely utilized across various disciplines including marketing, human resource management, behavioural finance, management, psychology and sociology to test theoretical models and hypotheses concerning relationships between variables. PLS-SEM was selected for its proficiency in managing complex models and its versatility in accommodating diverse data types. Figure 1 delineates theoretical model employed in our study which is an enhanced iteration of model proposed by Preeti et al. (2023) intended to examine Moderating Role of Tenure in an Establishment on Work Engagement, Organization Citizenship behaviour and Task Performance.

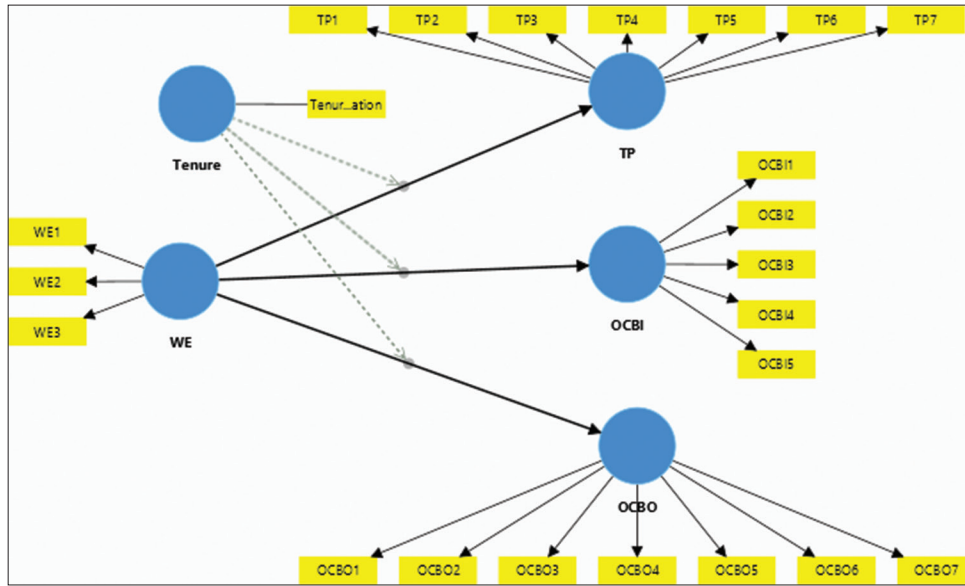
### 4. EMPIRICAL FINDINGS AND DISCUSSION

The analysis of reliability and validity for internal consistency of constructs WE, TP, OCBI and OCBO was meticulously undertaken. Cronbach's alpha values exceeding 0.7 were obtained for all constructs affirming robust internal consistency and composite reliability measures demonstrated satisfactory convergent validity with average variance extracted values surpassing prescribed threshold (Hair et al., 2010). Table 1 presents Fornell-Larcker Discriminant Validity results. Fornell-Larcker criterion reveals that OCBI, TP and WE exhibit satisfactory discriminant validity as square roots of their AVE values surpass their correlations with other constructs. OCBO possessing an AVE of 0.659 has correlation with TP (0.607) that approaches its AVE yet retains sufficient margin implying that while it remains distinct its differentiation from other constructs is less pronounced.

The path coefficients as presented in Table 2 elucidate intricate relationships between organizational tenure, work engagement and their respective interactions with organizational citizenship behaviours and task performance. Tenure within the organization exerts marginal positive effect on TP (0.076) but imposes negligible negative influence on OCBI (-0.044) and OCBO (-0.04) suggesting that prolonged tenure in isolation exerts minimal influence over these behaviours. Work engagement exerts pronounced positive impact on all three outcomes with most substantial effect on OCBO (0.649) followed by TP (0.519) and OCBI (0.401) indicating that elevated engagement significantly augments both citizenship behaviours and performance. The interaction of tenure and WE manifests as weak negative effects on OCBI (-0.005), OCBO (-0.144) and TP (-0.055) beneficial influence of WE on these outcomes may slightly attenuate with increased tenure however overall impact remains relatively insignificant. The results suggest that organizational tenure exerts a marginally positive influence on task performance while exhibiting a negligible negative impact on OCBI and OCBO. In contrast, work engagement markedly amplifies all three outcomes, with a particularly pronounced effect on OCBO. The interplay between tenure and work engagement reveals a slight diminution in the positive effects of engagement as tenure extends though this attenuation remains relatively inconsequential.

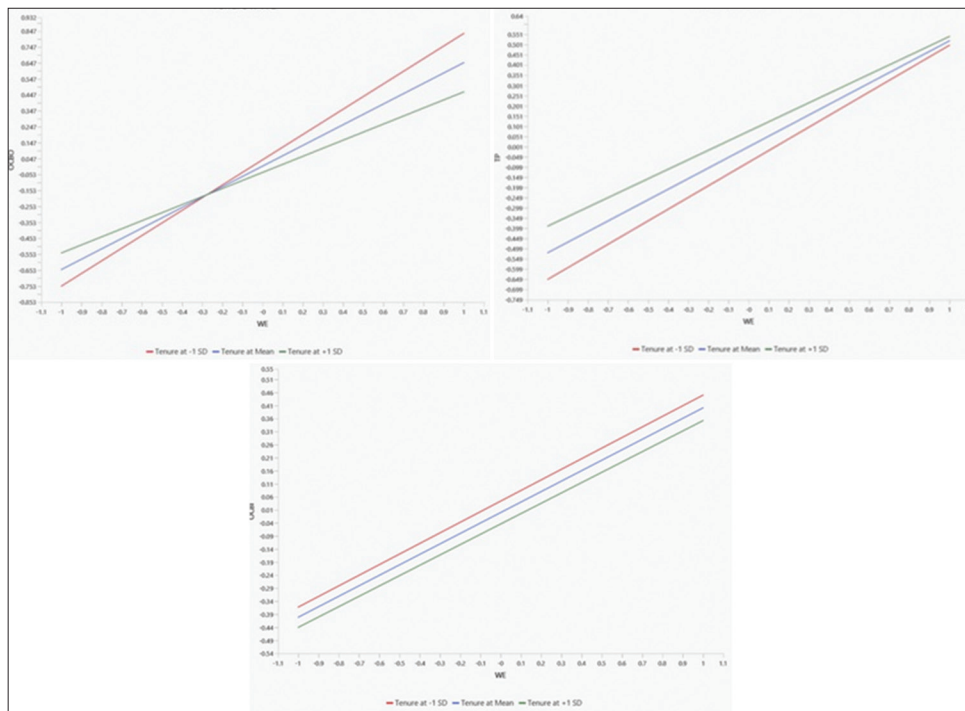
Figure 2 elucidates nuanced interaction effects between tenure and work engagement on OCBO, task performance and OCBI. Each

**Figure 1:** Model to study moderating role of tenure in an organization and work engagement on organization citizenship behaviour and task performance



TP stands for Task Performance; organizational citizenship behaviour towards individuals stands for Organization Citizenship Behaviour Individual, OCBO stands for organization citizenship behaviour individual and WE stands for work engagement

**Figure 2:** Interaction effects between tenure and work engagement on OCBO, task performance and organizational citizenship behaviour towards individuals



graph unmistakably demonstrates positive correlation between work engagement and respective outcomes across varying levels of tenure. Magnitude of this correlation exhibits subtle variations with effect being more pronounced at diminished levels of tenure (red line at -1 SD) as opposed to elevated levels (green line at +1 SD) indicating that as tenure accrues influence of work engagement on these outcomes marginally attenuates yet it sustains its positive trajectory. The hypotheses concerning the moderating

influence of job tenure on nexus between work engagement and critical outcomes—namely task performance and organizational citizenship behaviour (OCB)—are partially corroborated. The analysis indicates that while job tenure does exert an influence on these relationships its impact is peripheral and insufficiently potent to constitute a significant moderating factor. Although tenure plays a role in shaping relationship between engagement and outcomes the extent of its moderation remains relatively insubstantial.

**Table 1: Fornell-Larcker discriminant validity**

Specifics	OCBI	OCBO	TP	Tenure	WE
OCBI	0.605				
OCBO	0.425	0.659			
TP	0.573	0.607	0.621		
Tenure	-0.024	-0.024	0.096	1	
WE	0.399	0.636	0.519	0.051	0.768

**Table 2: Path coefficients**

Relationship	Path coefficients
Tenure in organization -> OCBI	-0.044
Tenure in organization -> OCBO	-0.04
Tenure in organization -> TP	0.076
WE -> OCBI	0.401
WE -> OCBO	0.649
WE -> TP	0.519
Tenure in organization×WE -> OCBI	-0.005
Tenure in organization×WE -> OCBO	-0.144
Tenure in organization×WE -> TP	-0.055

### 5. CONCLUSION

The profound nexus between job tenure and work engagement is noticeable as extended tenure engenders more intricate comprehension of roles, fortified interpersonal connections and deeper congruence with organizational ethos culminating in elevated engagement. The efficacy of this relationship is contingent upon presence of conducive work environment and opportunities for advancement. The study elucidates that tenure’s effect on task performance is minimal and its impact on organizational citizenship behaviours is negligible. A limitation of the study is its cursory exploration of external determinants such as industry-specific variables that could potentially modulate the dynamics of tenure and engagement. The study suggests that organizations should prioritize both cultivation of tenure and active engagement of employees to optimize overall performance. Future research should delve into influence of industry-specific factors and external economic conditions on interplay between tenure and engagement.

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