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BEYOND MONITORING: THE IMPACT OF PERFORMANCE MONITORING ON KNOWLEDGE WORKER PRODUCTIVITY

Abstract: *This study aims to present and test a new conceptual framework to study the significance of employee performance monitoring for knowledge worker productivity in the UAE construction industry. Previous research tends to overlook the mediation effects of stress and knowledge management. In this study, data is collected from 595 executives and non-executives having a minimum of three years of service tenure and a diploma or higher educational qualification from all the seven emirates of the UAE. Because of multivariate analysis, structural equation modelling is employed in the two stages of measurement model accuracy and structural links between research constructs. Research shows that employee performance monitoring directly impacts knowledge worker productivity, as well as the statistically significant impact mediating effect of stress and knowledge management on this relationship. Although stress direct effect on knowledge has a negative beta coefficient, it is still statistically insignificant. Such statistical insignificance reflects that stress does not affect knowledge worker productivity significantly. In this study, the impact of employee performance monitoring on knowledge worker productivity was established. Furthermore, this study found that stress acts as a mediator between employee performance monitoring and knowledge management, and between employee performance monitoring and knowledge worker productivity. Furthermore, this study has other theoretical, empirical, methodological, and practical contributions. This study's results will contribute to policymakers, analysts, and project managers.*

Keywords: *Employee performance monitoring, knowledge worker productivity, construction industry, stress, knowledge management.*

1. Introduction

The association between monitoring and knowledge worker productivity is a relatively understated and under-analyzed concept in human resource management. Moreover, the tools that can measure the

performance of knowledge workers' productivity are challenging to use compared to the conventional tools. These workers differ from manual workers in terms of their academic qualifications, skills, and scope of work. Knowledge workers are essential for organizations to fulfil various tasks and

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functions, such as devising business strategies, assessing goals, and laying out plans (Chang et al., 2015). Throughout the evaluation and monitoring of employee performance, it is also analyzed that various components such as stress, burnout, and psychological distress are limiting factors for workers' productivity.

1.1. Problem Statement

According to Palvalin et al. (2017), increasing the productivity of knowledge-workers is the distinctive problem facing management researchers and strategists in the 21st century Knowledge workers, whose responsibilities are largely unstructured and intellectual in nature, are an increasingly important segment of the workforce in the twenty-first century (Iazzolino et al., 2017). Workers' productivity and its connection to overall performance aren't well-understood in empirical investigations (Kianto et al., 2018). Research also tries to investigate the sub-dimensions of productivity, fulfilling time demands and work/task efficiency of knowledge workers, as well as their autonomy in the workplace. Previous research has inadequately discussed these sub-dimensions (Wardhani et al., 2022; Abeille et al., 2022) and are part of future directions given in those studies. Though occupational stress has been studied concerning knowledge worker productivity, it does not play any role as a mediator in the extant literature. Stress as a mediator will yield results that would change the working dynamics of the workplace. This study will provide a more in-depth understanding of how stress influences the connection between employee performance monitoring and the productivity of knowledge workers by examining their relationship. This research will use knowledge management as a mediator because there are not enough studies that investigate the mediating role that knowledge management plays on the relationship between performance monitoring and the productivity of

knowledge workers. The prior investigations (e.g., Vuong et al., 2022 Yusoff et al., 2014; Adriaenssen et al., 2016) also lack depth regarding knowledge acquisition and dissemination sub-dimensions, etc., responsiveness to knowledge within the umbrella of knowledge management. Past Studies (e.g., Ramírez & Nembhard, 2004) have shown a direct relationship between employee performance monitoring and knowledge worker productivity, but mediators are not common.

1.2. Research Questions

RQ1: How do employee performance monitoring and stress affect knowledge worker productivity?

RQ2: What are the roles that stress and knowledge management play as different mediators in the interaction between employee performance monitoring and the productivity of knowledge workers?

RQ3: How does the presence of stress and knowledge management act as sequential mediators of the relationship between employee performance monitoring and the productivity of knowledge workers?

Research Objectives

1. To provide an explanation of the relationship between employee performance monitoring and the productivity of knowledge workers.
2. To provide an explanation of the direct influence that stress has on the productivity of knowledge workers as well as the role that stress plays as an intermediary in the interaction between performance monitoring and knowledge worker productivity.
3. To interpret the mediating impact of knowledge management between the relationship of performance monitoring and knowledge worker productivity.
4. To investigate the influence of stress and knowledge management working together as serial mediators in the connection between performance