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SELF – EFFICACY AND RESILIENCE PREDICTING WORK ENGAGEMENT: A SURVEY ON EMPLOYEES IN HANDLOOM INDUSTRY IN SRI LANKA

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ABSTRACT

Handloom industry is identified as industry which can establish under low capital investment rather than other industries and creates more job opportunities for individual level employees specially in the rural areas in Sri Lanka. The number of employees engage in the industry gradually decrease (Department of Census statistic 2014 - 2018). Numerous psychological capital specialists stated that the morale of workers can be improved by personal resources/psychological capital to improve employee work engagement. The researcher has selected two components of psychological capital for current study and investigated how efficacy and resilience effect on work engagement of employees of handloom industry in Sri Lanka. The respondent of the study were employees in the handloom industry in Sri Lanka and selected 100 employees from western province through convenience sampling technique. The data were collected through a standard and validated questionnaire survey and data were analysis through reliability analysis, confirmatory factor analysis, correlation and regression tools with support of SPSS 20.0 version. The result revealed that self – efficacy and resilience positively and significantly influence on work engagement of employees of Handloom industry in Sri Lanka. On the whole the self – efficacy and resilience accounted almost 62% of the variance in the work engagement of employees in Handloom

industry in Sri Lanka. Most of the empirical studies investigated how psychological capital effect on work engagement and lack of studies which investigated the how component of psychological capital effect on work engagement. This research makes novel contribution through find out how two components of psychological capital separately impact on work engagement.

Key Words: Self - Efficacy, Resilience, Work Engagement

INTRODUCTION

Sri Lankan weaving industry has long history more than three thousand years and currently also handloom product depicts unique characteristic which belongs to our own culture. It has more opportunities to expansion of business activities due to its unique features. They are more popular as environmentally sustainable product among Island wide customers and tourist. Today handloom industry exports their product to variety countries such as Maldives, Germany, UK, Norway, Sweden, Thailand, the Netherlands, Spain and the United States.

Handloom industry as high labour-intensive industry faces big challenge to retain their work force within the industry (EDB Report, 2018). Thus, all the authorize person in government, private and cooperate sector should take necessary action to overcome this issue and attract more skill full workers to protect this

heritage industry in the Sri Lanka economy. It is good solution to reduce the unemployment rate of female work force in Sri Lanka. To achieve the success and survival in the long term in the market depended on the role of employees / human resources of the handloom industry. Enhance the business outcomes of employee engagement is a buzz word among most of the organization in the world and it cannot become a reality without dedicated workforce of the industry.

Understanding the role of employee has his or her employee engagement will enable owner and human resources professional to benefit from better understanding how to focus effort to improve the employee engagement in Handloom industry in Sri Lanka. If owner and Human resources professional can understand the effect of personal resources such as efficacy and resilience on employee work engagement in Handloom sector, it could get the direction effectively and efficiently utilize their resources.

Many scholars found that employee engagement positively impact to enhance business outcomes of employee such as task performance and organizational citizenship behaviour (Bakker & Bal, 2010; Rich et al ,2010; Saks, 2006). Better employee engagement contributes many ways to the success of the organization increase the no of positive consequences such as achieve the competitive advantage, get more output from less input, the employee retention with the organization improve the customer loyalty and adopted to organizational changes (Bates,2004; Baumruk,2004; Harter et al.,2002; Richman, 2006). Increase the turnover intention, high absenteeism rate, reduce the employee performance and productivity, increase number of accidents, high defects from the output reduce the advocacy of the organization and finally less financial performance are the negative

consequences of the absent of the high employee engagement in an organization (Scheaufeli.,2006; Bakker et al., 2008).

Scholars identified variety antecedents of employee engagement such as supervisor style, motivation, leadership, culture, organizational environment, psychological capital, organization resources, job resources, personality (Smith & Markwick, 2009). There are empirical explanations and arguments (Boggoni et al, 2018; Kotze, 2017; Piesis & Bashaff , 2018; Malinowski & Lim, 2015 ; Bakker& Demerouti, 2007) in respect of effects of psychological capital on employee work engagement. It seems that there is a gap between the empirical knowledge available about the impact of dimensions of psychological capital (hope, efficacy, resilience and optimism) on employee work engagement. Empirically employee work engagement had been tested as dependent variable with many independent variables but few studies have been done effect of dimensions of psychological capital on employee work engagement in Sri Lanka and so far, no study focus the employees of Handloom industry in Sri Lanka to identify the above influence.

In addition. majority of the research studies on employee engagement have been based on developed countries in western nations. Sri Lanka is socially, technologically, politically and economically quite different from developed nation. Therefore, the research problem address in this study was the extent to which personal resources of efficacy and resilience effect on work engagement of employees in Handloom Industry in Sri Lanka?

Researcher has developed the two research questions to address the above research problem such as: (1) How does personal resources of efficacy impact on work engagement of employees in Handloom Industry in Sri Lanka? and (2) (1) How does personal resources of

resilience impact on work engagement of employees in Handloom Industry in Sri Lanka? Two objectives were examined through current study; (1) To determine the impact of efficacy on work engagement of employees in Handloom Industry in Sri Lanka? and (2) To determine the impact of resilience on work engagement of employees in Handloom Industry in Sri Lanka.

LITERATURE REVIEW

Khan (1990) is the first person who introduces the concept of employee engagement. According to him, engagement means to be physically as well as psychologically present while occupying and performing an organizational role. Maslach (2000) introduces engagement in burnout literature with three characteristics such as energy, involvement and efficacy. They are considered as opposite to the burnout dimensions of exhaustion, cynicism and ineffectiveness. Engagement means that “positive, fulfilling’s, work related state of mind that is characterized by vigor, dedication and absorption” (Schaufeli et al, 2003). These three components are renamed as the work engagement. May et al (2004) mention that there is a relationship between engagement and employee job involvement. Job involvement means individual psychological identification to the job. Robinson et al (2004) has identified and explained the differences between construct of employee engagement and two related constructs of organizational commitment and organizational citizenship behaviour which are including in subject field of organizational behaviour. Engagement is concentration in performance of a role and task of the employees. Here roles mean formal job role within the organization and does not refer the voluntary behaviours and roles (Saks, 2006). In the very first time, the

concept of job and organizational engagement was empirically tested by the Saks (2006). These two types of engagement in order to explain the individual employees work role and how employee’s carryout their work activities as member in the organization. Macey and Schneider (2008) explain that three state of engagement such as psychological, behavioural and trait engagement. Numbers of scales are available to measure employee engagement. While most scales are based on Kahn’s (1990) engagement theory, only two of the scales (May et al., 2004; Rich et al., 2010) measure the Kahn’s (1990) physical, cognitive, and emotional dimensions of engagement (Saks & Gruman, 2014). The most popular scale is the Utrecht Work Engagement Scale (UWES) scale which is measures the engagement as the opposite of burnout (Saks & Gruman, 2014). It measures vigor, dedication and absorption dimensions of engagement. Review of the literature survey shows that scholars have already identified a large number of employee engagement antecedents, although few have been empirically tested (Rich et al., 2010; Wollard & Shuck, 2011). Through past literature survey, Wollard & Shuck (2011) indicated 42 antecedents of employee engagement which they categorized as individual level and organizational level antecedents.

The consequence of work engagement mainly can be divided in to three parts such as individual outcome, organizational level outcomes and intangible outcomes. Some of individual outcomes of employee engagement are task performance, work-related job satisfaction attitude, organizational commitment and job involvement, and organizational citizenship behaviour (Bakker and Demerouti, 2007). Employee behavior and intent, health and well-being of employee, self - confidence, employee relationship, worker productivity, organizational advocacy and types of

personality are also classified as organizational level outcomes (Schaufeli, 2007; Smith & Markwick, 2009). Some of the intangible outcomes of employee engagement are optimism, self-esteem and active coping styles (Bakker et al., 2008). Disengaged employees spend less energy, less organizational contribution, and increased burnout potential (Bakker et al., 2008).

Psychological capital(PsyCap)

Psychological capital is a core construct developed by Fred Luthans with the emergence of positive psychology based on the higher-order construct of Positive Organizational Behavior (POB). Luthans (2002a, 2002b) came up with POB to apply the strengths of the people rather than their weaknesses. This builds on positive psychology theory and applies it to the workplace. Luthans, Youssef et al (2007) state that PsyCap has been differentiated from previous concepts of capital, such as human capital, social capital, and financial capital; as it is concerned what you can become in terms of positive psychological development. There are four sub dimensions of psychological capital such as hope, self - efficacy, resilience and optimism (Luthant et al, 2007).

Self -Efficacy

Self-efficacy, based on the social cognitive theory of Bandura (Bandura, 1997), and defined as "The confidence of the individuals in their ability to achieve desirable outcomes through their own actions". In addition, Bandura mentioned that individuals with high self-efficacy usually believe more strongly in their ability to track outcomes and to succeed in tackling tough tasks compared to those poor in self-efficacy (Bandura, 1997). As cited by Bandura (1997), four strategies are recognized for the growth of efficacy: mastery or experience of success, vicarious learning or modeling from related others, social pressure and

constructive feedback, and physiological and psychological intensity (Luthans & Youssef, 2017).As cited by Youssef & Luthans (2007) Stajkovic & Luthans (1998) defined Self – efficacy as a person's confidence in their ability to mobilize their inspiration, cognitive resources, and course of action to achieve high performance levels and Hellervik et al. (1992) also noted that, in order to accomplish a task effectively, one must make efficient use of different types of skills and have a confidence in self-efficacy. One who possesses self-efficacy is guided by one's ability that affects motivation, cognitive resources and obstacles and strives to achieve the target (Youssef & Luthans, 2007).As cited by Clarence (2018) it has been found that people have five essential characteristics of self-efficacy. They are as follows: they set high targets for themselves and self-select in challenging tasks. They are welcome and thrive on the challenge. They're really self-motivated. They are spending the effort needed to achieve their goals. They persevere when faced with challenges (Stajkovic & Fred, 1998).

Resilience

Luthans (2002a) describes resilience as a "positive psychological capacity to rebound, to 'bounce back' from hardship, confusion, conflict, loss, or even strong improvement, success and increased responsibility". Resilience is being solid and willing to work together against obstacles and difficulties. With a high degree of resilience, and individuals appear to be more capable of resolving adverse events (Avey et al., 2008; Luthans et al., 2006). Avey, Luthans, Smith, & Palmer (2010) mentioned that resilience is considered a reactive process that is open to growth. As cited by Clarence (2018) resilience is the energy, resources and coping mechanism of individuals who are effective in rebounding from their life-test (Malik, 2013). As cited by Clarence (2018) resilience is described as the

strength to respond positively to various kinds of disputes, defeats, risks and adversities and to recover from negative circumstances. (Hayter and Dorstyn , 2014). Luthans & Youssef-Morgan (2017) pointed out that, according to positive psychology, resilience is understood as a period of positive adaptation and desire to return to normal after experiencing a catastrophic life event.

Relationship between work engagement and efficacy

Numerous scholars (Libano et al, 2016 ; Ventura , 2012 ; David , 2011 ; Priyatma , 2018 ; Yakin & Erdril , 2012) explored the influence of efficacy on work engagement. Libano et al (2016) conducted research study on about dark and bright side of self - efficacy: work a holism and work engagement. According to the multivariate analysis, result show that efficacy on work holism and work engagement is significant in both cases. The impact of self - efficacy on work engagement is higher, $R^2 = 14\%$, than on work holism, $R^2 = 4\%$. Following Albert Bandura's Social Cognitive Theory, Ventura (2012) explored the role of professional self-efficacy as a predictor of psychosocial well-being (i.e. burnout and engagement). The result indicates that workers with more professional self-efficacy will experience more demands for challenges and fewer demands for barriers, which in turn will be related to more engagement and less burnout.

Yakin & Erdril (2012) investigated the relationships between self-efficacy, work engagement and job satisfaction. The findings indicated that self – efficacy influence on work engagement under three categories such as emotional, physical and cognitive engagement. The model is statistically significant emotional ($F=16,156$; $p=0,000<0.05$), physical ($F=24,525$; $p=0,000<0.05$) and cognitive work engagement ($F=18,562$; $p=0,000<0,05$). Priyatma et al (2018)

revealed that psychological capital constructs related to self-efficacy, optimism, hope, and resilience which influence work engagement, using a mediator variable of perceived organizational support on lecturers of public higher education institutions in Surakarta. There is a significant influence of self-efficacy, optimism, hope and resilience on lecturers' work engagement, and 3) perceived organization support is a good mediator to connect the variables. David (2011) find out the relationship between work engagement, self-efficacy and optimism among call Centre agents in in a retail organization in the Western Cape. Statistically significant relationships were found between work engagement, self-efficacy and optimism. It was found that call Centre agents displayed average levels of work engagement and optimism however they displayed high levels of self-efficacy.

Relationship between Work Engagement and Resilience

Numerous researchers explored that resilience was positively and significantly related to work engagement (Taylor, 2018; Moon et al , 2013; Priyatma, 2018 ; Othman & Nasuridin , 2013 ; Harris , 2012). Ugwu & Amazue (2014) conducted research study on “Psychological Ownership, Hope, Resilience and Employee Work Engagement among Teachers in Selected Mission Schools “. The result revealed that as whole psychological capital construct was not predict the work engagement whereas hope and resilience dimensions positively and significantly predict work engagement. Sing (2017) examined role of positive psychological capital in predicting employees' engagement in private sector organization in India. The findings revealed that a positive relationship between resilience and work engagement.

Base on the above arguments following hypotheses can be derived:

H1 Self- efficacy impact on work engagement of employees in Handloom industry in Sri Lanka.

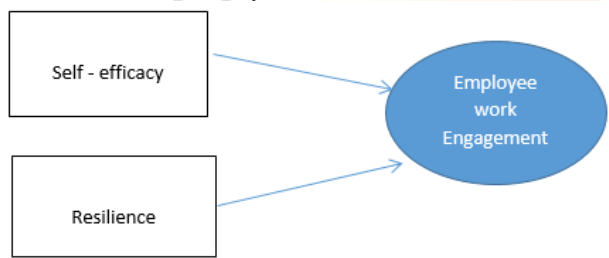
H2 Resilience impact on work engagement of employees in Handloom industry in Sri Lanka.

Research Model

Combine influence of the two variables of psychological capital such as self - efficacy and resilience on employee work engagement refers to simultaneous effect on employee work engagement. Base on theoretical and empirical literature review, self - efficacy and resilience were hypothesized as independent variables that influence on depended variable of employee work engagement.

The following figure indicates the propose model for the research study.

Figure 01 : Conceptual Framework of the Study



Source: Developed by the researcher based on literature survey

Employee work engagement construct is dependent variable of the study and efficacy and resilience were independent variables of the study.

METHODOLOGY

Research of this study in positivist paradigm and it is very common in the

literature and quantitative research belongs to the positivist paradigm. Positivism is theoretical perspective closely linked to objectivism. The reality exists external to the researcher and must be investigated through the rigorous process of scientific inquiry (Saunders et al , 2012). Researcher has selected deductive method as research philosophy of the study that is more suitable to positivism paradigm. Research design was causal relationship and research type was explanatory. Through this study establish causal relationship between self – efficacy, resilience and employee work engagement. Saunders et al (2012) stated that studying a situation or problem to explain relationship between variable as explanatory research.

Research tested a set of hypotheses based on the quantitative data collected through a structured survey to verify the hypotheses. Therefore, the research mainly adopts a quantitative approach. The survey research was usually associated with the deductive approach (Saunders et al .2015). As such the survey strategy was most applicable as the present study was based on deductive research approach. The survey strategy was appropriate because the present study was focused on answering questions including in the questionnaire. Further it allowed the collection of a large amount of data from a sizeable population. The researcher of the current study used a structured questionnaire to collect data from sample. The data for this study was collected at a single point of time. Thus, the study was single cross sectional in its time horizon. The period chosen for the study was May - July 2020. Data were collected during this period.

Research setting for the study was Handloom industry in Sri Lanka. Researcher has used the primary data in order to address the research question in the current study. The data necessary for testing the hypotheses were basically

primary data and they were collected from sample of employees in Handloom industry in Sri Lanka. Peer –review literature was used thoroughly to get the better awareness and theoretical underpinning on the selected subject area of employee engagement.

Well established standard questionnaire was used to measure each construct of the study. They were employee work engagement (Schaufeli, 2003) and comprised of three subscales: vigor, dedication and absorption. Vigor was measured by six items (e.g. “At my job, I feel strong and vigorous”). Dedication was measured by five items (e.g., ‘I am enthusiastic about my job’). The assessment of absorption included six items (e.g., ‘Time flies when I’m working’). Self -efficacy and resilience were measured from two sub scales of PsyCap scale (Luthans et al, 2007).and each sub scale is measured by six items. A sample item for assessing self - efficacy is “I feel confident helping to set targets / goals in my work area”. A sample item form resiliency scale is “I usually manage difficulties one way or another at work”.

Unit of analysis was employees of Handloom industries and researcher has selected 80 operational level employees within western province as sample for current study by using the convenience sample technique due to Covid 19 Pandemic situation. The analysis was conducted in three steps. As the first step, the reliability of the questionnaire through reliability analysis was conducted. Confirmatory Factor Analysis was conducted to verify the already developed factor structure of a set of observed variables (Child, 1990). In the second step descriptive statistical measures such as mean, frequencies and categorical table were used, further to identify the relationship between the dependent and independent variables, cross tabulations were employed. In the next step, correlation analysis and regression

analysis were used to explain the relationship among variables.

Data Analysis

The proposed model presented in Figure I was tested using correlation and regression analysis through SPSS version 20.0. Confirmatory factor analysis (CFA) was applied on all scales to determine the factor structure of the data set. KMO and Bartlett’s test was conducted to determine the validity of the questionnaire and KMO value of current study was greater than 0.5. Reliability test was conducted to measure the internal reliability of all variables and result revealed that Chonbach’s alpha was above 0.7 for each variable.

Next step self - efficacy and resilience factors were tested individually on work engagement and SPSS 20.0 was determined the significant relationship between the variables. Next, self - efficacy and resilience components were input into to the regression model by using backward method to test the impacts of two components on work engagement.

RESULT

The result of Pearson’s coefficient of correlations is presented in table 1.

Table 01: Result of Pearson’s coefficient of correlations

		Correlations		
		Efficacy	Resilience	Work engagement
Efficacy	Pearson Correlation	1	.423**	.732**
	Sig. (2-tailed)		.000	.000
	N	80	80	80
Resilience	Pearson Correlation	.423**	1	.582**
	Sig. (2-tailed)	.000		.000
	N	80	80	80
Work engagement	Pearson Correlation	.732**	.582**	1
	Sig. (2-tailed)	.000	.000	
	N	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).
Source: Survey Data, 2020

As seen in Table 02, the result of the correlation analysis of efficacy statistically strong positive significant at ($r = .732$, $p = 0.01$) on work engagement. Furthermore, the result of correlation analysis of resilience positively and moderately statistically significant at ($r = .582$, $p = 0.01$) on work engagement.

Multivariate Analysis

Multivariate analysis evaluated the simultaneous effect of the independent variables on the employee work engagement. The result of the regression the two independent variables against the dependent variable employee work engagement were shown in table 02.

Table 02- Summary of the fitted Regression

R	R Square	Adjusted R Square	Standard Error	F	Sig. F
0.791	0.625	0.616	0.491	64.269	.000

Source: Survey Data, 2020

The result of the backward multiple regression analysis indicated that both self – efficacy and resilience impact the employee work engagement had contributed about 62% ($R^2 = 0.625$) to variance in employee work engagement.

DISCUSSION AND CONCLUSION

Using the two main components of psychological capital researcher hypothesized that self - efficacy and resilience influence on work engagement. When analyzing the data for self - efficacy dimension of psychological capital on work engagement, a significant correlation ($r = 0.752$, $p = 0.000$) at 0.99% confidence level was evident. According to regression output ($\beta = 0.591$, $p = 0.000$). It was confirmed that there was a positive and significant impact of

self – efficacy on work engagement of employees of Handloom industry in Sri Lanka. The findings of this research are aligning with the core ideas of number of scholars (Libano et al, 2016 ; Ventura , 2012 ; David , 2011 ; Priyatma , 2018 ; Yakin & Erdril , 2012).

The empirical investigation on employees of handloom industry revealed that there was a positive significant correlation between resilience dimension of psychological capital and work engagement at 99% confidence level ($r = 0.582$, $P= 0.000$). According to regression output ($\beta = 0.383$, $p = 0.000$). It was confirmed that there was a positive impact of resilience on work engagement of employees of Handloom industry in Sri Lanka. Current study result which support the finding of previous studies (Taylor, 2018 ; Moon et al , 2013; Priyatma, 2018 ; Othman & Nasurdin , 2013 ; Harris , 2012). This study concluded that having self – efficacy and resilience lead to work engagement of employees in Handloom industry in Sri Lanka.

Academic and Practical implication of the study

The result of this study contributes to the literature as an extension of the personal resources of self - efficacy and resilience. In the light of the concept of self - efficacy and resilience, employees in the Handloom industry in Sri Lanka were found to be important predictors of work engagement. Therefore, with this analysis, the validity of the previous finding of the same construct as the sub-component of psychological capital has been confirmed. Researchers (Boggoni et al, 2018; Kotze, 2017; Piesis & Bashaff , 2018) have identified that most of the previous studies discussed the four components of personal resources/psychological capital (hope, efficacy, resilience and optimism) together as a single framework and their effects on work engagement. Luthans & Youssef-Morgan (2017) suggested that the research study should be carried out to

identify how, under various circumstances, four components separately play their role with distinct dependable variable. By resolving this empirical void, researchers bring new information to Sri Lanka on how two main components of psychological capital responses are involved in the work engagement of employees in the Handloom industry. Furthermore, current research shows the importance of concept of self-efficacy and resilience, which would be a long-lasting solution to improve employee work engagement in Sri Lanka's Handloom industry. The Minister of Industry and Commerce can pay high attention to enhance the personal resources of employees such as self - efficacy and resilience through variety psychological development programs and motivation programs in Handloom industry in Sri Lanka. The role of work force of Handloom industry is vital component to reach the high efficiency and effectiveness as well as face the competitiveness.

LIMITATION OF THE STUDY

There are some limitations that exist in this study. First, researcher has selected only two components from four component model of psychological capital. Secondly this study is based on cross – sectional data and this might be hindering the assumption of causality. Thirdly, the study is the use of self - report on measuring on main constructs there by raising concerns about common method variance (Podsakoff et al, 2003). Sample was selected from only western province in Sri Lanka. Limited number of indicators were used to measure the main construct of the study.

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