

ROLE OF SELF -EFFICACY IN RELATION TO PERCEIVED ORGANIZATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT

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ABSTRACT

The goal of the study was to determine the strength of the link between employee engagement and perceived organisational support, as well as the mediation role of self-efficacy. Data from the workers in the manufacturing and service sectors were gathered using a self-administered report for this descriptive cross-sectional study. According to the study's findings, an employee's impression of support has a favourable impact on how engaged they are at work. In addition, research shows that self-efficacy modulates the link between employee engagement and perceived organisational support. This study shows that corporate support increases employee engagement and boosts confidence.

Keywords: Perceived Organizational Support (POS), Employee Engagement, and Self-efficacy.

Introduction

In today's competitive world, leveraging the work engagement of employees will be considered as the main strategy of an organization. Employee engagement has many paybacks to the firm such as increase in profit, productivity, reduced cost, better employee retention, lowering the absenteeism, improved employee and organizational performance. (Sungmala, Verawat (2021); Ahmed (2020); Saks (2006)). Engagement and employee engagement are concepts that are used interchangeably in academic research. Engaged employee shows involvement, high level of energy, dedication, enthusiasm at the workplace and is more focused (Schaufeli, 2013). Work engagement was described by Schaufeli (2002) as "a good, rewarding state of mind that is marked by vitality, devotion, and immersion" (p. 74). The little research was done on demographic factors as antecedents for employee engagement (Banihani, 2013; Svensson, 2020). Employee engagement is considered as a part of positive organization behaviour (POB) construct (Jeuang, 2011).

According to a recent Gallup's study, globally only 20% of employees are engaged at the workplace. Employee engagement creates competitive advantage for organizations (Rich, 2010). Engaged employee's behaviour reflects the employee-organization affiliation. Engaged employees are happy and effective at the workplace (Gupta 2017). Employees who are more engaged are more innovative, productive, enthusiastic and engrossed towards their work (Bhatnagar 2012, Schaufeli, 2008). The engagement of survivors of downsized firms can be boosted with the help of talent development strategies and these employees could act as brand representatives of the organization (Tiwari, & Lenka, 2020). As employee engagement has different potential advantages for achieving organizational goals, recently academic research paid more attention on identifying contextual and personal resources which enrich or restrict the engagement of employees. Not only do organizations benefit out of engagement of employees but to the individual employee as well. Positive outcome of engagement to the individual employee is psychological, and physiological well-being (Gupta. 2016).

In today's talent economy, job demands - resources (JD-R) theory and Social Exchange (SE) theory are dominant in employee engagement research. As per these thoughts, the personal and organization resources are the key ingredients in the employee engagement. Researchers tried to tie the threads of these theories in the current research and investigated the role of Perceived organizational support (Organizational resource) as antecedent and self-efficacy (personal resource) as mediator in boosting the employee engagement.

Nowadays the organizational workforce is diverse, multigenerational and digitally oriented who expect a flexible and employee centric environment to recharge their engagement. Organizations try to provide conducive support and opportunities to their employees for the development of psychological strength which lead to high engagement of employees. Self-efficacy of employees is a significant predictor of adjustment and the degree to which employees use affective behavioural strategies. Self-efficacy is considered as a significant individual resource at workplaces that might provide an intrinsic motivation (Cetin, 2019).

This study examines the role of self-efficacy as mediator in relation between perceived organizational support and employee engagement. Researchers tried to study based on previous research that includes perceived organizational support and self-efficacy as inputs, which result in employee engagement as outcome. This research model was examined among the white-collar employees in India. In today's work environment retaining highly engaged employees is very imperative. This study would definitely be helpful to managers and management for more attention on the working environment.

Literature Review

Self-efficacy is an employee's personal resource positively affecting the role perception which in turn helps the employees to demonstrate work life balance and work engagement (Chan 2017). Perceived organizational support helps the employee to reinforce self-confidence and belief (Caesens & Stinglhamber, 2014). POS reinforces the employee's self-efficacy which leads to more engagement at the workplace (Eisenberger & Stinglhamber, 2011). Arifin., (2021) argued that self-efficacy is the main contributor in improving the performance of employees and realizing employee engagement. Albrecht (2023) stated that self-efficacy can serve as a psychological pre-condition for change management, change engagement and proactive work behaviour. Self-efficacy creates the positive energy which results in motivation to positive work behaviour (Ullah, 2021).

Perceived organizational support not only induces cohesion among the employees but also agreement on the way of task performance (Caesens, 2019). POS increases workplace positive attitudes and behaviours such as commitment, in role performance (Arshadi, 2011), job satisfaction (Maan,2020) , innovative work behaviour (Agarwal, 2014), citizenship behaviour (Singh & Srivastava 2016), employee performance (Sungu, 2019) , employee engagement (Imran, 2020) as well as decreases turnover intention (Wang & Wang 2020), and burnout (Cropanzano , 1997). POS creates the belief among the employees that organizations trust them consequently employees engage in optimal risk taking behaviour (Neves & Eisenberger 2014).

Engaged employee is considered to be an ambassador of the company all the time (Chandani, 2016). Engaged employees fully provide their physical, emotional and intellectual inputs to their job and which can be influenced majorly by organizational, job and personal resources (Sun, 2019). Many empirical studies were carried out to predict the employee engagement and the antecedents of employee engagement were discovered as leadership, job characteristics, supervisor support, procedural and distributive justice, personal resources (Saks., 2019), management behaviour, compensation (Rattan pun, 2022).

Methodology

The objectives of the research were

1. To study the influence of perceived organizational support on engagement of employees.
2. To analyse the effect of self-efficacy on employee engagement.
3. To check mediation effect of self-efficacy for the relation perceived organizational support and employee engagement

Theoretical framework of research

A descriptive research design was adopted to carry out research. Through a purposeful sampling method data was collected from the employees of manufacturing and service sector employees of Maharashtra state, India. A structured questionnaire was designed as an instrument of data collection. Total 428 employees were contacted through email and social media for data collection and 357 complete questionnaires were received.

Theoretical Model is presented in Figure 1:

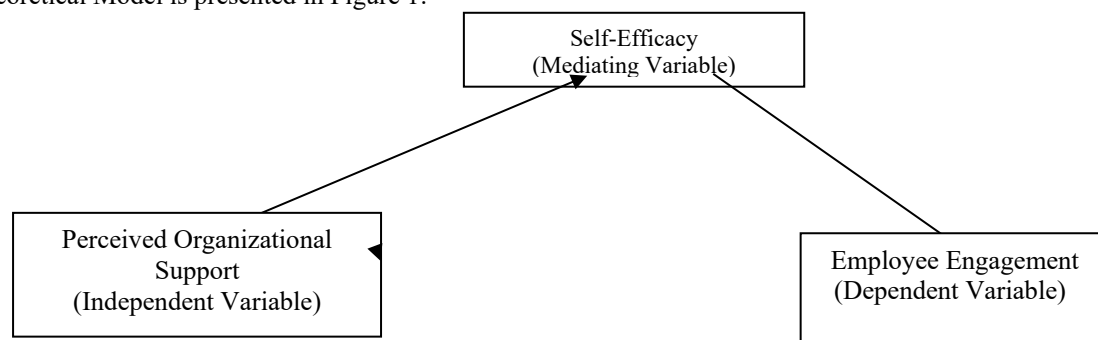


Figure1: Model

Research Instrument

7-point Employee engagement, self-efficacy, and perceived organisational support are all measured using the Likert scale. Scale scores for POS and self-efficacy are 1 for strongly disagree, 2 for disagree, 3 for somewhat disagree, 4 for neutral, 5 for somewhat agree, 6 for agree, and 7 for strongly agree.

Three items were used to measure POS (Rhoades, 2001). Internal consistency of POS was 0.872. Short versions of self-efficacy scale of 7 items were used and reliability of the same was 0.84. Similarly, the nine item scale of

UWES for measuring employee engagement was utilized using a 7 point Likert scale ranging from 1 to 7 (1: Never and 7: always). The internal consistency of the employee engagement scale was 0.891.

Data Analysis

In the present study researchers tested mediation analysis. Hayes (2012) SPSS PROCESS Macro model was carried out to test the hypothesis. Table 1 shows descriptive statistics, reliability and correlations. The data indicated that there is strong correlation between Perceived Organizational Support, Self-efficacy and Employee Engagement. Each of these have reliability more than 0.80, it indicates the good internal consistency of the scale.

Variable	Mean	S.D.	POS	SE	EE
POS	4.57	1.29	(0.872)		
SE	4.83	0.85	0.342**	(0.84)	
EE	5.03	1.32	0.472**	0.503**	(0.891)

Table 1: Descriptive Statistics, Reliability and Correlations

Correlation is significant at 1% level of significance.

It indicates there is significant correlation between POS and SE; POS and EE and SE and EE.

Table 2 shows that perceived organizational support was a significant influencer of self-efficacy of employees as $\beta = 0.284$ and $p < 0.001$. This variable explained 18 percent of variance in self efficacy ($R^2 = 0.178$). Along with this, self-efficacy significantly predicts the engaged behaviour of employees ($\beta = 0.581$, and $p < 0.001$). Additionally, organizational resource POS was a significant predictor of employee engagement as $\beta = 0.521$, and $p < 0.001$. Perceived organizational support explained 32.4% variance in the engaged employee behaviour.

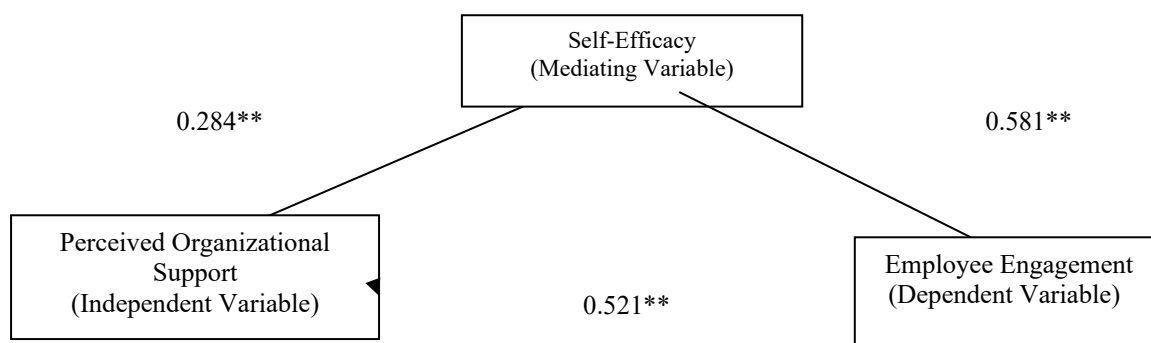
Moreover, the indirect effect of perceived organizational support on employee engagement via self-efficacy was found to be significant with 95% Confidence interval (0.0802, 0.2469). It supports the mediation effect hypothesis.

The direct effect of perceived organizational support on employee engagement is $\beta = 0.521$ ($p < 0.001$) which is also significant with 95 % confidence interval from 0.231 to 0.641.

	β	SE	t	p	
Perceived Organizational Support → Employee Engagement	0.521	0.038	2.213	P < 0.001	
Perceived Organizational Support → Self Efficacy	0.284	0.026	5.251	P < 0.001	
Self-Efficacy → Employee Engagement	0.581	0.036	5.917	P < 0.001	
Indirect effect	Effect	SE	LL	UL	p
Perceived Organizational Support → Self Efficacy → Employee Engagement	0.165	0.027	0.0802	0.2469	P < 0.001

Table 2. Bootstrapping results for direct and indirect effects.

The total effect is measured by total direct and indirect effect. The total perceived organizational support effect on employee engagement is 0.686 (0.521+0.165) (Hayes, 2013).



Discussion and Conclusion

The current study investigates how employee engagement is influenced by perceived organisational support. The results confirm other studies' conclusions that employee engagement is favourably influenced by self-efficacy and perceived organisational support (Musenze, 2022; Caesens & Stinglhamber 2014; Al-Hamdan 2022). The outcomes also confirm the findings of Musenze (2021), Caesens & Stinglhamber (2014) that self-efficacy mediates the link between employee engagement and perceived organisational support.

The theoretical contribution of this research leads to valuable implications to the existing employee engagement literature particularly in the Indian context. The practical implication of the study suggests that organizations with employee supportive environments make their employees self-confident which in turn create innovative, energetic and engrossed employees. The study concludes that organizational resources as well as personal resources play a significant role for that employee to be enthusiastic and energetic at the workplace.

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