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SELF EFFICACY AND OTHER PERSONAL RESOURCES AS ANTECEDENTS OF EMPLOYEE ENGAGEMENT: A CRITICAL LITERATURE REVIEW

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ABSTRACT

The present study helps to infer the importance of Self Efficacy of the employees, the antecedents of self efficacy are self leadership tenets, empowerment, leader's support, and coaching. Positive outcomes and Consequences resulting from self efficacy are increased efforts, Work Engagement, Performance, Organization Citizenship Behaviour, Value Congruence, self concordance, intrinsic motivation, resiliency, job and life satisfaction, career ambition, perseverance, resiliency, improved attendance behaviour, less of stress and anxiety, evaluate work place demands more positively and have greater ability to cope with the job demands effectively. Self efficacy along with other personal resources namely Resilience, Optimism, self-esteem, and optimism lead to having better employee engagement. Self efficacy along with other personal resources has better effect on positive outcomes at work place. One of the personal resources namely proactive personality leads to having permanent Work Engagement. Self-efficacy also mediates the relation between anxiety and performance, and the effects of feedback and performance. Further Leaders' behaviours affected performance to the extent that they initially influenced self-efficacy. Self Efficacy along with other independent variables leads to Employee Engagement e.g. Occupational Self Efficacy along with HRD and predicts Employee Engagement. Self-efficacy is an important dimension of psychological empowerment since Conger and Kanungo (1988) have defined psychological empowerment as a motivation related concept of self efficacy. It is to be studied that Self efficacy along with Work Place Spirituality can be determinant of Employee Engagement. In a recent study Work Place Spirituality and Work Role Fit mediates the relationship between Psychological meaningfulness and Employee Engagement. It is to be studied in Indian Context that Individual Spirituality a positive significant relation with Employee Engagement. It is to be studied in Indian Context Individual Spirituality along with self efficacy has positive impact on Employee Engagement. It is to be studied in Indian Context Workplace Spirituality and Individual Spirituality along with Self Efficacy has positive impact on Employee Engagement.

KEYWORDS

self efficacy, employee engagement

1.0 INTRODUCTION

There are broadly two types of factors which influence Employee Engagement at work place dispositional or individual factors and situational or environment and organizational factors. Individual Factors are also called Individual Differences and here in this paper they are being said as Personal Resources. Personal Resources is widely used term. In this paper Individual or Personal Resources are the main focus of study. Situational factor has been discussed but only in association with Personal Resources. Self-Efficacy and other personal Resources play important role at work place performance. That is why we see the person organization fit not only in terms of technical skills but also in terms of various personal strengths and weaknesses in terms attitudes, behaviors, and working habits. It can be said that personal resources play a vital role in judgment of people.

The dynamic forces working in business today underlines the importance of personal resources of Employees to cope with the situation and lead business to survive and grow. Therefore, understanding of various factors to increase self efficacy and other personal resources and its impact on working on organizations is important. This paper discusses antecedents and consequences of self efficacy and other personal resources. Another aspect of study is what role self efficacy and other personal resources have as antecedents of Employee Engagement and how these personal resources in combination of organizational factors help in predicting factors leading to Employee Engagement. This study through Literature survey identifies the gaps in Literature in areas of personal resources which can be further explored for better prediction of Employee Engagement.

2.0 LITERATURE REVIEW

2.1 DEFINITIONS OF VARIOUS DIMENSIONS OF PERSONAL RESOURCES:

2.1.1 SELF EFFICACY

Definition: Perceived self-efficacy refers to belief in one's capabilities to organize and execute courses of action to manage prospective situations (Bandura, 1997). Occupational self-efficacy has been defined as the belief in ability and competence to perform in an occupation (Pethe et al., 1999) having factors like confidence, command, adaptability, personal efficacy constructive attitude and uniqueness

Bandura (1986) stated "Self-efficacy is the extent to which an individual believes him or herself competent of fruitfully performing a specific behavior" Bandura, (1989) found that these beliefs influence "what challenges to Undertake, how much effort to expend in the Endeavour, and how long to persevere in the face of difficulties". Self-assurance about successfully working in a particular task domain of a person is positively correlated to his or her self efficacy. Bandura (2007) found, "Perceived self-efficacy is conceptualized as perceived functioning competence. It is concerned not with what one has but with belief in what one can do with whatever resources one can muster. It is also often referred many times as positive self evaluation.

2.1.2 PSYCHOLOGICAL AVAILABILITY

Kahn (1992) stated that Psychological availability (readiness to personally engage at a particular moment) is type of confidence and is relatively stable individual difference, and through it the more confident the individual feels about his or her capabilities, the more likely the individual to feel available and prepared to engage fully in his or her role.

2.1.3 CORE SELF EVALUATIONS

Judge, Locke, & Durham, (1997), stated that the concept of core self evaluations, construct defined as individuals' assessment of their own value, efficacy and potential

2.1.4 PROACTIVE PERSONALITY

Person having Personality which is proactive, they act in anticipation to deal with an anticipated situation.

2.1.5 PSYCAP VARIABLES

These are individual qualities of optimism, efficacy, hope, and resilience which lead to individual differences and persons having these qualities are more able to handle environment.

2.1.6 SELF LEADERSHIP

Self-leadership definition: Self-leadership is the practice of purposely influencing your thoughts, emotions and behaviours to achieve your objective/s (Bryant & Kazam, 2012)

2.1.7 EMOTIONAL INTELLIGENCE

Goleman (1995) offered a definition of emotional intelligence as "the capability to be familiar with our own mind-set and those of others, for encouraging ourselves, and for managing feeling well in ourselves and in our relationships."

2.1.8 SELF-ESTEEM

It reflects a person's largely personal emotional estimate of his or her own importance. It is a decision of oneself as well as an outlook toward the self.

2.1.9 INDIVIDUAL SPIRITUALITY

"The basic feeling of being associated with one's total self, others, and the complete cosmos (Mitroff and Denton, 1999)

2.1.10 WORKPLACE SPIRITUALITY

Rego and Pina e Cunha, (2008), define workplace spirituality as the "acknowledgment that employees have an internal life which cultivate and is nurtured by significant work happening in the background of a community"

2.2 HOW SELF EFFICACY CAN BE DEVELOPED / INCREASED

Bandura (1977, 1986) found that development of self-efficacy is vicarious learning through based on behavioural observation. (Gist, 1989) stated another form of learning is based on self-instructional learning. This is called cognitive learning which utilizes 'self-instructional thoughts (or "statements") to guide performance' Considerable research by Bandura (1997) had found that self efficacy can be increased in four major ways – 1) effective mastery (successful direct experiences on job or in a training context), vicarious learning (On the job through mentoring programs or modelling in a training context), simple verbal persuasion, and social support for lower level jobs and strategic development for higher level jobs. Bandura (2000) had provided three specific approaches to develop self efficacies which he calls 1) guided mastery: which includes guided skill perfection and transfer back to job, 2) cognitive mastery modelling: that is about learning thinking skills and how to apply them and able to arrive at solutions to problems and make effective decisions, 3) development of self regulatory competencies like self motivation, and self management.

2.3 LITERATURE SURVEY OF RELATIONSHIP BETWEEN PERSONAL RESOURCES AND OTHER VARIABLES**2.3.1 EMPOWERMENT AND SELF EFFICACY**

Through Literature it is known that empowerment is a process in which people act on their own behalf to achieve greater control over their lives (Conger and Kanungo, 1988; Staples, 1990), because of this individuals experience confidence through greater self-control (i.e. self-leadership skill development), and found that efficacy perceptions will be enhanced (Manz and Sims, 1996).

2.3.2 SELF LEADERSHIP AND SELF EFFICACY

Several studies examined self-leadership and found that its various dimensions have their separate influence on self-efficacy.

2.3.3 SELF EFFICACY AND SETTING GOALS

Bandura and Cervone (1986) found that after deciding targets, individuals elevated in self-efficacy increased their efforts to meet the standards, whereas those low in self-efficacy did not.

2.3.4 RELATIONSHIP BETWEEN SELF EFFICACY AND EMPLOYEE ENGAGEMENT

Pati S. P. et al. (2010) in their study titled "Employee Engagement: Role of Self-efficacy, Organizational Support & Supervisor Support"

It was observed that both Perceived Organizational Support (POS) and Occupational Self Efficacy (OSE) relate differently to the different dimensions of employee engagement. While POS is reasonably related with dedication, Occupational self -efficacy is reasonably related with the dimensions of vigor, and absorption. Influence of Occupational Self Efficacy (OSE) on Employee Engagement (EE) decreases on inclusion of Perceived Organizational Support (POS) in the regression model, perceived supervisor Support (PSS) does not moderate the relationship between Occupational Self Efficacy (OSE) and employee engagement.

2.3.5 SELF EFFICACY AND PSYCHOLOGICAL ENVIRONMENT

Self -efficacy can be taken as a variable representing of psychological empowerment because Conger and Kanungo (1988) have defined psychological empowerment as a motivational concept of self efficacy. Perceived Organizational Support (POS) can be said to represent structural empowerment dimension that define the functional aspect of the organizational structure (Guzzo Noonan 1994) and directly control the efficacy of four structural empowerment dimensions stated by Kanter (1977) namely opportunity, support, resources and information.

2.3.6 LEADERSHIP INFLUENCES ON SELF EFFICACY

Studies examining external leadership influences on self-efficacy perceptions usually center on how the stipulation of feedback (e.g. Karl, O'Leary-Kelly and Martocchio, 1993) or the use of effectual training techniques (e.g. Gist, 1989) influences these perceptions. Two studies specifically emphasized leader behavior influences on self-efficacy perceptions. Redmond, Mumford and Teach (1993) found that leader behaviors including task direction and goal-setting positively influenced self-efficacy expectations. Sherer, Adams, Carley and Wiebe (1989) found similar results in that the influence of an entrepreneurial parent (a leadership role) significantly affected subjects' level of self-efficacy and expectation to pursue an entrepreneurial career.

2.3.7 OCCUPATIONAL SELF EFFICACY AND EMPLOYEE ENGAGEMENT

Chaudhary Richa et al (2011) carried study of 'HRD Climate and Occupational Self-efficacy as Predictors of Employee Engagement' The findings of the study indicated that HRD climate is moderately correlated with employee engagement and Occupational self efficacy is highly correlated with employee engagement. Further study established that HRD Climate and occupational self-efficacy significantly predict employee engagement.

2.3.8 CORE SELF EVALUATIONS AND PERFORMANCE

Judge & Hurst (2007) found that Individuals with high core self-evaluations evaluate demands more positively, have greater ability to handle with these demands effectively, they put more hard work in the performance of their work roles and therefore have job engagement.

2.3.9 CORE SELF EVALUATION, AND VALUE CONGRUENCE INFLUENCES PERFORMANCE WHERE EMPLOYEE ENGAGEMENT ACTS AS MEDIATOR

In their Research Paper Rich Bruce Louis, Lepine Jeffrey A., Crawford Eean R. (2010) "Job Engagement: Antecedents and Effects on Job Performance" which was carried on 245 fire-fighters and their supervisors supported hypotheses that engagement mediates associations between perceived organizational support, value congruence, and core self-evaluations, and two dimensions of job performance: task performance and organizational citizenship behaviour. Engagement as mediator was able exceeded Job involvement, job satisfaction, and intrinsic motivation as mediator which were also included in study as mediators. In the study statistically significant indirect relationships through engagement between each of the antecedents and each of the outcomes is established, and these relationships emerge in models that also include job satisfaction, intrinsic motivation, and job involvement as mediators. Results indicate that engagement fully accounts for the relationships between the antecedents and the performance outcomes. Through it was reinforced and proved that Kahn's theory provided for a more complete representation of the self in terms of the energies that individuals invest in their roles, which was termed as Engagement by Kahn (1990)

2.3.10 SELF EFFICACY AND SELF CONCORDANCE

Judge T.A. et al. (2004) found that individuals who perceive themselves positively (having perception of self efficacy) likely to pursue roles that bring into line to their values, called self concordance, which encourage intrinsic motivation.

2.3.11 IMPACT OF OPTIMISM, RESILIENCE, SELF-EFFICACY, AND ORGANIZATIONAL RESOURCES ON EMPLOYEE ENGAGEMENT

In their Research Paper Stefanie Mache et al (2014) on the topic of "Exploring the impact of optimism, self-efficacy, resilience, and organizational resources on employee engagement" which was done through 223 respondents who were full time Doctors (Physician) in various Germany Hospitals. The aim of this study was to examine relations between personal and organizational resources as essential predictors for work engagement of German health care professionals. In the Research they found a significant positive correlation between Self-efficacy and work engagement. It was found that higher a person's self-efficacy, the more likely the employee begin job tasks, is able to meet various job demands, acts and decides originally and can handle job test or work problems.

2.3.12 MANAGER SELF-EFFICACY AND EMPLOYEE ENGAGEMENT

Luthans and Peterson (2002) Employee engagement and manager self-efficacy and its Implications development and managerial effectiveness found out that managers who are highly engaged lead in a motivated and visionary way resulting their employees also becoming very engaged in their work.

2.3.13 OPTIMISM, SELF-EFFICACY, SELF-ESTEEM, AND EMPLOYEE ENGAGEMENT

Xanthopoulou D et al (2007) in the Research "The role of personal resources in the job demands-resources model" researched on technicians' work engagement in relation to self-efficacy, self-esteem, and optimism and found out that the personal resources were related to employee engagement. A longitudinal study performed by Bakker et al (2008) "An emerging concept in occupational health psychology Work & Stress".showed that self-efficacy and optimism make a unique

contribution to explaining variance in work engagement over time found out that personal resources have a stronger impact on work engagement than other job resources.

2.3.14 SELF EFFICACY AND INTRINSIC MOTIVATION

Individuals who perceive themselves positively (having perception of self efficacy) are more likely to pursue roles that are according to their values, called self concordance, which promotes intrinsic motivation (Judge, Van Vianen, & De Pater, 2004) and in turn likely to promote engagement at work.

2.3.15 INDIVIDUALS HAVE LIMITED PERSONAL RESOURCES TO COPE AT WORK PLACE

There is a limited amount of energy people possess that they can share, suggesting that engagement in some roles comes at the expense of engagement in other roles. The above strongly implies considerable intra-individual variance (Rothbard, 2001):

2.3.16 POSITIVE SELF EVALUATIONS AND RESILIENCY

Hobfoll et al. (2003) stated Personal resources are positive self-evaluations that are associated to resiliency and also refer to individuals' sense of their ability to impact and control upon their environment successfully.

2.3.17 POSITIVE SELF-EVALUATIONS PREDICT MOTIVATION, GOAL-SETTING, JOB AND LIFE SATISFACTION, CAREER AMBITION, PERFORMANCE, AND OTHER DESIRABLE OUTCOMES:

Judge et al. (2004,2005) found that personal characteristics such as positive self-evaluations predict career ambition, motivation, goal-setting, job and life satisfaction, performance, and other desirable outcomes, the reason for this is that the higher an individual's personal resources, the more positive the person's self-esteem and the more goal self-concordance is experienced. Individuals with goal self-concordance are intrinsically motivated to follow their goals and as a outcome they set off higher performance and satisfaction (Luthans and Youssef, 2007).

2.3.18 PROACTIVE PERSONALITY, HIGH JOB DEMANDS AND HIGH JOB RESOURCES PREDICT IMPACTS ENGAGEMENT

Dikkers Josje S.E. et la. (2010) in a longitudinal study on proactively, job characteristics, and engagement with a sample of 2124 examined whether high job demands and high job resources predict an increase in engagement over time, a proactive personality will lead to increased levels of engagement over time and high job demands and high job resources will be more strongly associated to engagement over long period of time among proactive employees than among less proactive employees.

The study concludes that there is association between proactive personalities and two dimensions of engagement (i.e. dedication and absorption) and proactive employees perceiving high levels of social support reported the highest levels of dedication 18 months later, not considering of the apparent level of job demands.

2.3.19 SELF EFFICACY AND ITS EFFECT ON PERSONAL RESOURCES OF MAKING EFFORT, PERSEVERANCE, AND RESILIENCY

According to Bandura's social cognitive theory, self-efficacy beliefs control the choices people make and the way of action they follow Individuals tend to connect in tasks about which they feel competent and confident and avoid those in which they do not. Efficacy beliefs also help determine how much attempt people will put on an activity, how long they will pursue when facing problems and how resilient they will be in the face of unfavourable situations (Schunk, 1981; Schunk & Hanson, 1985; Schunk, Hanson, & Cox, 1987). The study has established that higher the sense of efficacy the greater the effort, persistence and resilience.

2.3.20 EFFICACY AND STRESS AND ANXIETY

Efficacy beliefs influence the amount of anxiety and stress individuals feel as they engage in an activity, greater the efficacy lesser the stress and anxiety (Pajares & Miller, 1994).

2.3.21 WELL BEING (FEELING RESOURCEFUL) AT WORK IS INFLUENCED BY PSYCHOLOGICAL EMPOWERMENT, CORE SELF-EVALUATIONS EMOTIONAL INTELLIGENCE, AND PSYCAP VARIABLES

Quiñones Marcela et al. (2013) in their study about whether job resources affect work engagement via psychological empowerment. The study was conducted through a sample of Chilean public 1313 workers. The study establishes that psychological empowerment mediates the associations between job resources namely (psychological task autonomy, skill utilization, and social support) and work engagement. The study also establishes that well being at work depend on psychological empowerment, core self-evaluations and emotional intelligence apart from Psy-Cap variables (i.e., optimism, efficacy, hope, and resilience). The results confirm the added value of psychological empowerment, as a resource in Job-Demand Resource model. This study helps us further knowledge about how to promote work engagement levels in organisations.

2.3.22 SELF-EFFICACY- PERFORMANCE

Empirical research on self-efficacy indicates a strong and consistent link between self-efficacy and subsequent outcomes. Researchers have linked self-efficacy to success in job search (Kanfer and Hulin, 1985; Rife and Kilty, 1990), academic achievement (Multon, Brown and Lent, 1991; Relich, Debus and Walker, 1986), improved attendance behaviour (Frayne and Latham, 1987), and increased task performance (Barling and Beattie, 1983; Lee and Gillen, 1989; Mathieu, Martineau and Tannenbaum, 1993) The positive influences of self-efficacy have been well recognized and strong observed support exists for the effects of self-efficacy on performance.

2.3.23 SELF-LEADERSHIP-SELF-EFFICACY-PERFORMANCE

Empirical research examined the mediating influences of self-efficacy in a variety of task domains. Feltz's (1982) results indicate that self-efficacy mediates the relation between diving nervousness and diving performance. Bandura (1982) informed self-efficacy mediates the impact of individual distress on the performance of intimidating tasks. Pieper and Johnson (1991) found that self-efficacy mediates the effects of feedback on performance in a computerized simulation in context of space shuttle mission. Further research examined whether self-efficacy works as a mediator through which general leadership behaviours are translated into performance outcomes. It was found that leader behaviours affected performance to the extent that they in the beginning influenced self-efficacy.

2.3.24 WORK PLACE SPIRITUALITY AND WORK ROLE FIT AS A FACTOR MEDIATES THE RELATIONSHIP PSYCHOLOGICAL MEANINGFULNESS AND EMPLOYEE ENGAGEMENT

A Study by Kumar V. (2014) was carried about what factors effect Employee Engagement in Business Organizations. In the study sample of 120 each was taken from IT, Banking and Education Survey and it was established that Supportive Supervisory Relations, Rewarding Co-workers Relations, Spirituality and Alignment, Psychological Meaningfulness, Employee's Job Resources, and Physical and Emotional Engagement are the antecedent of Employee Engagement; and In-Role Performance, Organizational Citizenship Behaviour, Job Involvement, Job Satisfaction, and Intention to Stay were the consequences of Employee Engagement. The study found out that Work place Spirituality and Work role fit as a factor mediates the relationship of Supportive Supervisory Relations and Employee Engagement; and also between Psychological meaningfulness and Employee Engagement and therefore importance of having the essence of spirituality among the employees.

2.3.25 INDIVIDUAL SPIRITUALITY, SELF EFFICACY, AND EMPLOYEE ENGAGEMENT

Rostami R.K. et al.(2015) In a study in IRAN about Relationship between Spirituality and Job Engagement, a sample of 76 nurses was taken. Pearson correlation and regression were used. The results proved that there is a significant relationship between the components of spirituality and job engagement of nurses.

Marzabadi E.A. et al. (2015), study in Iran is about the relationship between self-efficacy and spirituality with job satisfaction, a sample of 554 of staff was taken in one of the military centres. Pearson's correlation and stepwise regression analysis were used. The results showed that there is a positive significant relationship between Spirituality and Job satisfaction ($p < 0.01$) and Self-efficacy and Job satisfaction.

2.4 LITERATURE GAP AND NEED OF FUTURE RESEARCH IDENTIFICATION

Many studies have established self efficacy as antecedent of Employee Engagement along with other personal resources namely core self evaluation, self esteem, proactive personality, Pyscap variables (optimism, efficacy, hope, and resilience), self leadership. Also in many studies self efficacy along with HRD Climate, Psychological Meaningfulness, Leadership Support, and Psychological Empowerment are Antecedents of Employee Engagement. The various consequences of the Self Efficacy and other personal resources have been increased efforts, Work Engagement, Performance, Organization Citizenship Behaviour, Value Congruence, self-concordance, intrinsic motivation, resiliency, goal-setting, job and life satisfaction, career ambition, perseverance, resiliency, improved attendance behaviour, less of stress and anxiety, evaluate work place demands more positively and have greater ability to cope with these demands effectively.

In a recent study by Kumar V. (2014) which has introduced Workplace spirituality as antecedent of Employee Engagement and the study established Workplace spirituality along with Work Role Fit as a factor proved that it mediates the relationship between Psychological meaningfulness and Employee Engagement. Therefore, there is need that self efficacy along with workplace spirituality studied together to found out their consequences whether that will lead to increased Work Engagement, Performance, Organization Citizenship Behaviour, Value Congruence, self concordance, intrinsic motivation, resiliency, goal-setting, job and life satisfaction, career ambition, perseverance, resiliency, and ability to cope with work place demands effectively.

Also the literature survey covers two limited studies carried in Iran in Hospital and Military Environment found that Spirituality and Employee Engagement and Job Satisfaction are significantly related. In one of the study self efficacy was also included. Therefore, wider studies in Indian Context should be conducted to test that self efficacy along with Spirituality can significantly predict Employee Engagement.

3. NEED OF THE STUDY

The present study is important to understand about self-efficacy and other resources at work place, what are antecedents of the personal resources and what are outcomes of these personal resources. Also how along with other independent variables how these personal resources can be more effective. This will help in having better outcomes at work place in form of Performance, Better Employee Engagement and organizational Citizenship Behaviour. It will also help in identifying some other dimensions which along with personal resources will help better to predict Employee Engagement and other positive outcomes at work place.

4. STATEMENT OF THE PROBLEM

Through Literature Survey Identify the gaps in Literature in areas of personal resources which can be further explored for better prediction of Employee Engagement and how these personal resources in combination of organizational factors help in predicting factors leading to Employee Engagement.

5. OBJECTIVES OF THE STUDY

Through Literature Survey:

- Identifying various personal resources at work place.
- Finding Antecedents and Consequences of Self Efficacy and other Personal Resources.
- Studying Personal Resources along with other variables as Antecedents of Employee Engagement
- Identifying other Personal Resources / Job Resources which can be studied further along with self-efficacy and other Personal Resources for better predictors of Employee Engagement.

6. HYPOTHESES

1. Workplace Spirituality along with Self Efficacy has positive impact on Employee Engagement.
2. Individual Spirituality along with self-efficacy has positive impact on Employee Engagement.
3. Workplace Spirituality and Individual Spirituality along with Self Efficacy have positive impact on Employee Engagement.

7. RESEARCH METHODOLOGY

A random sample will be selected from a segment of manufacturing or service sectors of Economy. Standard Measurement Scales from literature will be selected for the Independent and Dependent variables. After ensuring reliability of scales, Correlation and Regression Analysis will be used for finding out predictors of Employee Engagement. Multivariate Analysis will be done to check the impact of variables on each other and to infer the final model.

8. RESULTS & DISCUSSION

The above literature review leads to following results about antecedents and consequences of Self Efficacy and the factors which are influenced by self efficacy. Effect of other personal resources along with self efficacy and mediating role of self efficacy are also the other conclusions drawn.

- Empowerment Enhances Self Efficacy
- Different Dimensions of self-leadership have respectively had different effect on Self efficacy.
- Individuals high in self-efficacy put in more efforts to meet the work standards
- Occupational self -efficacy is moderately correlated with the dimensions of vigor, and absorption of Employee Engagement.
- Self -efficacy can be taken as a variable representing psychological empowerment
- Leadership influences on self-efficacy perceptions generally focus on how the provision of feedback or the use of effective training techniques influences these perceptions.
- HRD Climate and Occupational Self-efficacy are Predictors of Employee Engagement.
- High core self-evaluations assess demands more confidently have greater ability to handle with these demands effectively, and more efforts for performance.
- Core Self Evaluation, and Value Congruence Influences Performance, and Organization Citizenship Behaviour. Employee Engagement here acts as a Mediator between Core Self Evaluation and Performance and Organization Citizenship Behaviour
- There is Impact Of Resilience, Self-Efficacy, Optimism and Organizational Resources on Employee Engagement
- Managers who are highly engaged do often lead in a motivated and visionary way resulting their employees also becoming very engaged in their work
- Study of Employee engagement in relation to self-efficacy, self-esteem, and optimism found out that the personal resources were related to work engagement.
- Individuals who perceive themselves positively (having perception of self efficacy) are more likely to pursue roles that line up to their values, called self concordance, which promotes intrinsic motivation
- Engagement in some roles comes at the expense of engagement in other roles
- Positive self-evaluations linked to resiliency and individuals' sense of their ability to control and impact upon their environment
- Positive self-evaluations predict motivation, performance, goal-setting, career ambition, job and life satisfaction, and other desirable outcomes
- There is association between proactive personalities and two dimensions of engagement (i.e. dedication and absorption).
- Efficacy beliefs influences how much effort people will put on an activity, how long they will persist when facing obstacles and how tough they will be in the face of adverse situations.
- Greater the efficacy lesser the stress and anxiety
- Psychological task autonomy, skill utilization, and social support influences Work Engagement, Psychological Empowerment acts as mediator.
- Self-efficacy influences job search success, improved attendance behaviour, increased task performance, and academic achievement
- Self-efficacy mediates the relation between diving worry at doing work and diving performance.
- Self-efficacy mediates the effects of giving feedback and performance.
- Leader behaviours affected performance to the degree that they at the start influenced self-efficacy.
- Self -efficacy can be taken as a variable representing psychological empowerment because Conger and Kanungo (1988) have defined psychological empowerment as a motivation related concept to self efficacy.

- Work Place Spirituality and Work Role Fit mediates the relationship of Supportive Supervisory Relations and Employee Engagement and also between Psychological meaningfulness and Employee Engagement; and therefore Work Place Spirituality have important role in presence Employee Engagement at Work-Place.
- There is a significant positive relationship between Individual Spirituality & Self Efficacy and Job Satisfaction & Employee Engagement.

9. FINDINGS AND CONCLUSIONS

The above extensive literature survey helps to infer the importance of Self Efficacy of the employees, the antecedents of self efficacy are self leadership tenets, empowerment, leader's support, and coaching.

Positive outcomes and Consequences resulting from self efficacy are increased efforts, Work Engagement, Performance, Organization Citizenship Behaviour, Value Congruence, self concordance, intrinsic motivation, resiliency, job and life satisfaction, career ambition, perseverance, resiliency, improved attendance behaviour, less of stress and anxiety, evaluate work place demands more positively and have greater ability to cope with the job demands effectively.

Self efficacy along with other personal resources namely Resilience, Optimism, self-esteem, and optimism lead to having better employee engagement. Self efficacy along with other personal resources has better effect on positive outcomes at work place

One of the personal resources namely proactive personality leads to having permanent Work Engagement.

Self-efficacy also mediates the relation between anxiety and performance, and the effects of feedback and performance. Further Leaders' behaviours affected performance to the extent that they initially influenced self-efficacy.

Self Efficacy along with other independent variables leads to Employee Engagement e.g. Occupational Self Efficacy along with HRD and predicts Employee Engagement.

Self-efficacy is an important dimension of psychological empowerment since Conger and Kanungo (1988) have defined psychological empowerment as a motivation related concept of self efficacy.

It is to be studied that Self efficacy along with Work Place Spirituality can be determinant of Employee Engagement. In a recent study Work Place Spirituality and Work Role Fit mediates the relationship between Psychological meaningfulness and Employee Engagement.

It is to be studied in Indian Context that Individual Spirituality a positive significant relation with Employee Engagement.

It is to be studied in Indian Context Individual Spirituality along with self efficacy has positive impact on Employee Engagement.

It is to be studied in Indian Context Workplace Spirituality and Individual Spirituality along with Self Efficacy has positive impact on Employee Engagement.

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