

Impact of Self-Efficacy, Resilience, Role Clarity and Autonomy on Employee Engagement

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ABSTRACT

Employee engagement is crucial for the success of organizations and transformation strategy for business growth. Individual factors and job design are important factors that can affect employee engagement levels. Today's companies prioritize employee engagement as they always look for new ways to keep their workforce motivated. Every day, the management's ability to maintain employee engagement while still carrying out the established policies is put to the test. The purpose of the study is to investigate how these factors relate to one another and how employee engagement levels are influenced. The research was quantitative in nature. The data for this study was collected from 114 participants through an online questionnaire form. The questionnaire consisted of 46 statements. The SPSS Software was used to analyse the data. data reliability, Karl Pearson's co-relation analysis, regression analysis, Independents Sample T-test and one-way ANNOVA have been used to reach results and come to conclusions. A positive correlation was found between the Self-Efficacy, Resilience, Role Clarity, Autonomy and Employee Engagement. The research tried to throw light on how these individual factors and job design affect level of employee engagement.

Keywords: *employee engagement, self-efficacy, resilience, role clarity, autonomy, transformation*

1. INTRODUCTION

Dr. Charles Woodruffle believes that having a workforce that is highly motivated and fully engaged in their work is the most potent competitive advantage that any organization can possess. In today's business landscape, companies face significant challenges in achieving commercial success due to increased competition, globalization, economic instability, the need for ongoing adaptation, and the war for talent. The psychological contract between employers and employees has evolved, and job security is no longer a given. Expectations of both employers and employees have changed, making employee engagement a crucial factor in determining long-term success in these challenging times. Engaged employees are the backbone of a

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productive work environment, characterized by diligence, ethical behaviours, and accountability. Therefore, there is a growing realization that employee engagement is a crucial element in achieving successful business outcomes. Companies prioritize employee engagement and constantly explore new strategies to maintain employee motivation, while adhering to established regulations. However, the challenge of retaining employee engagement and reducing turnover rates persists, as the job market becomes increasingly fluid.

1.1 Statement of the Problem

Organizational performance depends on employee engagement, and individual characteristics can have a significant impact on employee engagement levels. The purpose of this study is to determine how personal characteristics like self-efficacy and resilience and job design like Role Clarity and Autonomy affects employee engagement.

1.2 Purpose and Scope of the Study

- i. The aim of the study is to examine how resilience and self-efficacy affect employee engagement in organizations.
- ii. The purpose of the study is to investigate how these factors relate to one another and how employee engagement levels are influenced.
- iii. The aim of the study is to examine how Autonomy and Role Clarity affect employee engagement in organizations.
- iv. The purpose of the study is to investigate how these factors relate to one another and how employee engagement levels are influenced.

1.3 Research Questions

- i. Is there a relationship between Self-Efficacy and Employee Engagement?
- ii. Is there a relationship between Resilience and Employee Engagement?
- iii. Is there a difference between Engagement level of Male and Female?
- iv. Is there a relationship between Autonomy and Employee Engagement?
- v. Is there a relationship between Role Clarity and Employee Engagement?
- vi. Is there a difference between Level of Autonomy of Male and Female Employees?
- vii. Is there a difference between Level of Engagement of Senior, Middle and Junior Level employees?

2. LITERATURE REVIEW

2.1 Employee Engagement

Employees who are engaged see the value of their efforts and care about what they do in order to help their employer and the organization function well. It is very important to note that an organization's chances of success increase with the level of employee involvement. This is because employees are the organization's tangible assets, and the more they are given a voice in decisions that are made, the more dedicated they are. (Adekoya et al, 2019)

The level of employee engagement within an organization is a key indicator of its positive work culture, as committed employees who feel a sense of loyalty towards their workplace tend to exhibit high levels of enthusiasm and dedication, often exceeding the expectations outlined in their job descriptions. (Arifin et al, 2021). A psychologically secure work environment is crucial in boosting employee engagement, as it impacts how individuals experience happiness and enthusiasm in their work tasks. (Osborne and Hammoud, 2017). Employee engagement significantly impact organizational productivity, commitment, and customer satisfaction, business reputation, and brand image, highlighting the interconnectedness between engaged employees and satisfied customers. (Mehta and Mehta, 2013).

2.2 Self-Efficacy

Self-efficacy, or an individual's belief in their ability to perform a specific task or activity, is a crucial element of human resources that directly impacts an individual's effectiveness in achieving organizational goals, serving as the foundation for motivation, personal accomplishment, and self-regulation, ultimately resulting in higher performance and influencing other employees in a positive manner. (Nusannas et al, 2020)

It has also been discovered that individual differences such generalized self-efficacy, conscientiousness, and positive affect have a direct relationship with engagement and commitment. Engagement is closely related to self-efficacy. The findings support the theoretical position that generalized self-efficacy is a crucial human resource that both directly and indirectly influences motivational and performance-related outcomes. (Albrecht & Marty, 2017)

The relationship between self-efficacy and performance suggests that higher levels

of self- efficacy positively impact performance, and it also plays a significant role in improving performance, as both intrinsic variables directly influence employee performance, which is also affected by extrinsic factors. By increasing employees' belief in their abilities and fostering a sense of involvement and commitment, organizations can boost enthusiasm and motivation levels, ultimately improving performance. (Arifin et al, 2021; Nusannas et al, 2020).

2.3 Resilience

The field of resilience is dynamic, multifaceted, and multifunctional. It describes a person's capacity for overcoming hardship after going through a trying time at work or in their home. Researchers have focused on how a worker might increase their resilience. They wonder whether resilience is a natural trait or a skill that can be learned. (Thamarat Jangsiriwattana, 2021)

Regression analyses have identified the PsyCap dimensions (Hope, Optimism, Self-Efficacy, and Resilience) that best predict variations in employee engagement. Investing in employee development by focusing on the optimal construct can maximize output and raise employee engagement levels. Enhancing resilience through the development of PsyCap constructs can protect against burnout and improve work performance, benefiting the organization. (Marthine Herbert, 2011).

Permanent employees were found to be more resilient and engaged, while those on fixed-term contracts were more driven and had better working relationships with their managers (Julie Mulliner, 2018). Self-efficacy was found to be associated with job engagement, and highly self- efficacious workers are more likely to bounce back from stress and increase their engagement (Ojo et al, 2021).

2.4 Role Clarity

Role clarity refers to employees' understanding of their job responsibilities and duties. When employees have a clear understanding of their role and job expectations, they are more likely to be engaged and committed to their work. It also reduces uncertainty and helps employees adjust to a new work environment. Organizations should establish role clarity early on in an employee's tenure to promote job dedication and strong working relationships. (Jefferson and Riley, 2020).

Effective employee engagement has a positive impact on creative work behaviour and reduces employee turnover. Companies should promote commitment, job satisfaction, and community. Role clarity is crucial for leadership relationships, requiring leaders to

define their value proposition and communicate performance standards. Open communication is also essential for ensuring adequate task knowledge. (Chandani et al., 2016; Towsen et al., 2002). The study found no positive relationships between the five behavioral components of job design and employee engagement for Sri Lanka Administrative Service Officers. Some negative relationships were observed. Autonomy was most closely associated with employee engagement. (Dissanayake and Jayatilake, 2019).

2.5 Autonomy

Autonomy in the workplace is increasingly important due to globalization, changing employment patterns, and complex organizational structures. Autonomy encourages innovation and adaptation, resulting in increased engagement and meaningful job experiences. (Bhave and Gagné, 2011; Pooja Garg et al, 2020). Work becomes psychologically yours when you have job autonomy. This is due to the fact that in a job with high levels of autonomy, the results of the work are determined by the jobholder's actions and decisions rather than by orders from their superior. (Shantz eta, 2013). Workplace autonomy provides more freedom and discretion, allowing individuals to try new things and boost innovation. It is an essential component of work design. (Dixit and Swaroop, 2018).

Job autonomy plays a mediating role in the relationship between transformational leadership and work engagement (Gözükara1 & Şimsek, 2015). Followers require autonomy for personal development and peak performance. Transformational leaders can increase follower autonomy, resulting in job satisfaction and increased engagement. However, many workers lack independence and initiative in their duties (Lin and Ping, 2016). Managers should provide necessary tools for subordinates to achieve autonomy, leading to greater commitment and meaningfulness. Supervisory support can also increase job autonomy and responsibility, resulting in increased engagement. (Kariuki & Makori, 2015).

According to studies, organizational elements like communication, employee well-being, and employee development and corporate culture have an impact on employee engagement. There aren't many academic studies that have looked at aspects of Role clarity, autonomy, Resilience and Self Efficacy, as a factor that will influence the degree of employee engagement in an organization. Past research on this topic was mostly in a global context.

3. RESEARCH METHODOLOGY

3.1 Research Design

The study is quantitative in nature. The systematic exploratory approach of empirical observation using statistical, mathematical, or computational techniques is known as quantitative research. The goal of quantitative research is to create and use mathematical theories, models, and/or hypotheses related to phenomena. The measurement procedure is crucial to quantitative research because it establishes the essential link between empirical observation and the mathematical expression of quantitative connections.

3.2 Research Variables

The variables used for this study included Employee Engagement, Self-Efficacy, Resilience, Role Clarity and Autonomy. Self-Efficacy, Resilience, Role Clarity and Autonomy are the independent variables while Employee Engagement is the dependent variable.

3.3 Hypothesis

A hypothesis is a statement that can be verified through scientific investigation. The goal of this study is to determine how resilience and self-efficacy affect employee engagement. As a result, the proposed hypothesis accurately anticipates the research's findings, which are further supported by statistical testing.

H01a: There is no significant relationship between Self Efficacy and Employee Engagement.

H01b: There is no significant relationship between Resilience and Employee Engagement.

H01c: There is no significant difference between Engagement level of Male and Female.

H01d: There is no significant relationship between Autonomy and Employee Engagement.

H01e: There is no significant relationship between Role Clarity and Employee Engagement.

H01f: There is no significant difference between Autonomy level of Male and Female.

H01g: There is no significant difference between level of engagement of senior, middle and junior level employees.

3.4 Research Method

3.4.1 Instruments

3.4.1.1 Employee Engagement

Employee Engagement was assessed using *DDI's E3 Scale*, a 20-item instrument. Using a five- point likert scale, respondents were asked to score how strongly they agree or disagree with the statements (1=Strongly Disagree to 5 = Strongly Agree). Aligning efforts with strategy is indicated by statements 1 through 5, empowerment by statements 6 through 8, teamwork and collaboration by statements 12 through 14, development plans by statements 15 through 17, support and recognition by statements 16 through 20, and satisfaction and loyalty by statements 19 through 20.

3.4.1.2 Self-Efficacy

The General Self-Efficacy Scale (GSE), which has ten items, was used to measure self- efficacy. Using a five-point likert scale, respondents were asked to assess how strongly they agree or disagree with the statement (1=Strongly Disagree to 5=Strongly Agree). The total score runs from 10 to 40; a higher number denotes higher self, while a lower score denotes lower self-efficacy.

3.4.1.3 Resilience

The Brief Resilience Scale, which consists of four items, was used to measure resilience. Respondents were asked to rate how much they agree or disagree with the statements using a five-point likert scale (1 = Strongly Disagree to 5 = Strongly Agree). Scores for the total sum vary from 4 to 20. Scores of 4–13 show a low level of coping resilience, 14–16 indicate a medium level, and 17–20 indicate a high level of coping resilience.

3.4.1.4 Role Clarity

Role Clarity was assessed using the *General Nordic Questionnaire (GNQ)*, which comprises six items. Responses were rated on a five-point likert scale for how strongly they agree or disagree with the statement (1=Strongly Disagree to 5=Strongly Agree). Higher scores meant that the role was more clearly defined.

3.4.1.5 Autonomy

Resilience was assessed using four items from the *Work Climate Questionnaire (WCQ)*. Using a five-point likert scale, respondents were asked to score how strongly they agree or disagree with the statements (1 = Strongly Disagree to 5 = Strongly Agree). Higher scores denoted a higher degree of autonomy.

3.4.2 Participants

The sample consisted of 114 respondents. The total female respondents were 51 and male respondents were 63. The age groups were split into four categories, with respondents falling into the age group and the categories 18–25, 26–41, 42–57, and above 57. The work experience of participants was divided into 5 categories, with respondents belonging to the total work experience group and respondents belonging <1 year, 1 - 5 years, 5 - 10 years, 10 - 15 Years, and >15 years. Also, the respondents were sorted into three levels: senior level, middle level, and junior level.

3.4.3 Data Collection

A questionnaire was converted into a Google form and disseminated online via email and social media. Digital recordings of the responses were made concurrently. To gather the data for this research, both primary and secondary data sources were used. The questionnaire was used to gather the direct data that makes up the primary source. A survey questionnaire with 46 items was created, converted to a Google form, distributed via email and social media, and responses were digitally recorded as part of a quantitative strategy to gathering primary data. The study used a sample of 114 people. Research papers and related internet publications are among the secondary data sources.

4. RESULTS AND DISCUSSIONS

4.1 Overview

Table 1 provides demographic information on the sample of 114 respondents, where 55.3% were men and 44.7% were women. The respondents were categorized by age, group, job level, and Total work experience.

For Analysis of data SPSS tool was used. Different statistical tests were performed to verify different hypothesis. Firstly, the reliability test was performed to verify the reliability of the data. Co-relation and ANOVA were used for testing the rest of the hypothesis.

4.2 Results

4.2.1 Reliability analysis

Data reliability was tested using the reliability test as shown in Table 3. Cronbach's Alpha reliability index was used to evaluate internal consistency of each construct. The reliability for the sample was found to be 0.939.

4.2.2 Correlation and Regression Analysis

H01a: There is no significant relationship between Self-Efficacy and Employee Engagement.

To deduce the relationship between the two variables- Self Efficacy and Employee Engagement, Karl Pearson's coefficient of correlation was calculated and it turned out to be moderately significant. The value of r was found to be 0.513. Karl Pearson's correlation indicates that there is a positive correlation between self-efficacy and Employee Engagement. A change in one variable will lead to change in variable of other. Further Regression Analysis was also used to predict the relationship between employee engagement and self-efficacy. Which can be done by calculating R squared. R squared measure is a statistical measure to check the variation in dependent variable by the independent variable. Regression analyses of these two variables indicate that 0.263 change in employee engagement can be accounted by Self-Efficacy. There is a significant impact of Self – efficacy on employee engagement. The dependent Variable employee engagement was regressed on predicting variables self- efficacy, F-Value = 40.007 and p value less than 0.05 which indicates that self-efficacy plays a significant role in level of employee engagement (Beta = 0.513, p value of 0.001 which is lesser than 0.05) (Refer Table 4 and 5).

Hence, the null hypothesis stating that: There is no significant relationship between Self- Efficacy and Employee Engagement is rejected.

H01b: There is no significant relationship between Resilience and Employee Engagement.

To deduce the relationship between the two variables- Resilience and Employee Engagement, Karl Pearson's coefficient of correlation was calculated and it turned out to be moderately significant. The value of r was found to be 0.490. Karl Pearson's correlation indicates that there is a positive correlation between Resilience and Employee Engagement. A change in one variable will lead to change in variable of other. Further Regression Analysis was also used to predict the relationship between

employee engagement and Resilience. Which can be done by calculating R squared. R squared measure is a statistical measure to check the variation in dependent variable by the independent variable. Regression analyses of these two variables indicate that 0.240 change in employee engagement can be accounted by Resilience. There is a significant impact of Resilience on employee engagement. The Dependent Variable employee engagement was regressed on predicting variables Resilience, F-Value = 35.318 and p value less than 0.05 which indicates that Resilience plays a significant role in level of employee engagement (Beta = 0.490, p value of 0.001 which is lesser than 0.05) (Refer Table 4 and 6).

Hence, the null hypothesis stating that: There is no significant relationship between Resilience and Employee Engagement is rejected.

H01c: There is no significant difference between Engagement level of male and female employees.

For the Overall EE measure, the average score for both groups is similar, with males having a slightly higher mean score of 4.04 compared to females with a mean score of 4.00. The standard deviation for males (0.631) is also slightly smaller than that of females (0.741), indicating less variability in male scores. Further the t-test for equality of means, which assesses whether the mean score for males is significantly different from the mean score for females on the Overall EE measure was conducted. The test results show that the p-value is greater than .05, which means that there is not a significant difference between the mean scores for males and females on the Overall EE measure. Additionally, the confidence interval for the mean difference (from -0.220 to 0.298) includes zero, which further supports the finding that there is not a significant difference between the mean scores for males and females. The statistical tests suggest that there is not a significant difference between the mean scores for males and females on the Overall EE measure of emotional intelligence. Hence, the null hypothesis stating that: There is no significant difference between Engagement level of Male and Female is accepted.

H01d: There is no significant relationship between Autonomy and Employee Engagement.

To deduce the relationship between the two variables- Autonomy and Employee Engagement, Karl Pearson's coefficient of correlation was calculated and it turned out to be moderately significant. The value of r was found to be 0.560. Karl Pearson's correlation indicates that there is a positive correlation between Autonomy and

Employee Engagement. A change in one variable will lead to change in variable of other. Further Regression Analysis was also used to predict the relationship between employee engagement and Autonomy. Which can be done by calculating R squared. R squared measure is a statistical measure to check the variation in dependent variable by the independent variable. Regression analyses of these two variables indicate that 0.314. change in employee engagement can be accounted by Autonomy. There is a significant impact of Autonomy on employee engagement. The dependent Variable employee engagement was regressed on predicting variables Autonomy, F-Value = 51.284 and p value less than 0.05 which indicates that Autonomy plays a significant role in level of employee engagement (Beta = 0.560, p value of 0.001 which is lesser than 0.05) (Refer Table 4 and 5).

Hence, the null hypothesis stating that: There is no significant relationship between Autonomy and Employee Engagement is rejected.

H01e: There is no significant relationship between Role Clarity and Employee Engagement.

To deduce the relationship between the two variables- Role Clarity and Employee Engagement, Karl Pearson's coefficient of correlation was calculated and it turned out to be moderately significant. The value of r was found to be 0.338. Karl Pearson's correlation indicates that there is a positive correlation between Role Clarity and Employee Engagement. A change in one variable will lead to change in variable of other. Further Regression Analysis was also used to predict the relationship between employee engagement and Role Clarity. Which can be done by calculating R squared. R squared measure is a statistical measure to check the variation in dependent variable by the independent variable. Regression analyses of these two variables indicate that 0.114 change in employee engagement can be accounted by Role Clarity. There is a significant impact of Role Clarity on employee engagement. The Dependent Variable employee engagement was regressed on predicting variables Role Clarity, F-Value = 14.474 and p value less than 0.05 which indicates that Role Clarity plays a significant role in level of employee engagement (Beta = 0.338, p value of 0.001 which is lesser than 0.05) (Refer Table 4 and 6).

Hence, the null hypothesis stating that: There is no significant relationship between Role Clarity and Employee Engagement is rejected.

H01f: There is no significant difference between Autonomy level of male and female employees.

The analysis is trying to compare the level of autonomy between two groups of people - male and female. The results show that, on average, female participants had a slightly higher level of autonomy than male participants. However, the statistical tests performed did not find a significant difference in the level of autonomy between the two groups. Two statistical tests are provided in the section titled "Independent Samples Test". Whether the two groups have equal variances is determined by the first test, Levene's Test for Equality of Variances. The results of the test indicate that there is a substantial variance difference between the two groups ($F = 4.272$, $p = .041$), indicating that the assumption of equal variances should not be used. This means that while the average score was higher for female participants, the range of scores in the female group was wider, which could suggest that the difference in the average score was due to chance. If there is a statistically significant difference between the two groups' mean scores, the second test, the t-test for Equality of Means, is performed. A t-value of 1.196 and a p-value of .234 from the test assuming equal variances are displayed in the top row of data, suggesting that there is no statistically significant difference in the means between the two groups. With a t-value of 1.241 and a p-value of .217, the test performed without assuming equal variances still demonstrates that there is no significant difference in the means between the two groups. This test showed that there was no significant difference in the level of autonomy between the two groups, regardless of whether the assumption of equal variance was made or not. According to the statistical analysis, there is no statistically significant difference between the two groups' mean scores on the variable level of autonomy. (Refer Table 7)

Hence, the null hypothesis stating that: There is no significant difference between level of autonomy in Male and Female is accepted.

H01g: There is no significant difference between level of engagement of senior, middle and junior level employees.

The table 8 shows the results of an analysis of the average scores for a variable called employee engagement among three groups. The table includes descriptive statistics, such as the mean (average), standard deviation (a measure of the spread of scores), and minimum and maximum scores for each group, as well as overall statistics such as the ANOVA. The ANOVA (analysis of variance) compares the average scores between the three groups to determine if there is a significant difference in scores

between them. The results of the ANOVA show that there is a statistically significant difference in the average scores between the three groups ($F(2,111) = 5.447$, $p = .006$). This means that the differences in average scores between the groups are not likely due to chance. The results of the ANOVA showed that there was a significant difference in the average employee engagement scores between the three groups. This means that there was a real difference in employee engagement levels between the groups, and that it was not just due to chance. The significant F-value of 5.447 and a p-value of .006 indicate that the average scores among the three groups are statistically different.

Hence, the null hypothesis stating that: There is no significant difference in the level of engagement of Senior, Middle and Junior is rejected.

4.3 Discussion

Self-Efficacy and Employee Engagement

The study found a positive correlation between self-efficacy and employee engagement, indicating that workers who believe in their capacity to do the job are more committed and engaged. The regression analysis also revealed that self-efficacy has a significant impact on employee engagement, implying that companies can enhance engagement by implementing self-efficacy-building interventions. These could include coaching and mentoring programs, training and development opportunities, and clear expectations. Research also suggests that employees with higher levels of self-efficacy are more motivated, set challenging goals, and persevere in the face of difficulties, while being less stressed and burnt out, leading to higher levels of engagement and job satisfaction.

Resilience and Employee Engagement

The study reveals that employees with greater resilience are more likely to be engaged at work as they can better handle work stressors and challenges, leading to greater dedication and interest in their profession. Resilience has a significant impact on employee engagement, and organizations should focus on fostering and enhancing their employees' resilience to improve engagement and overall performance while reducing turnover. Employers can promote resilience by offering development opportunities, encouraging work-life balance, providing mental health support, and cultivating a supportive workplace. By investing in their employees' resilience, organizations can enhance engagement, performance, and wellbeing.

Engagement level of Male and Female Employees

The study found that the levels of employee engagement were similar between male and female employees, with males having a slightly higher mean score. However, the difference was not statistically significant, indicating that it could be due to chance. Thus, gender-specific issues related to employee engagement may not be a major concern. Nevertheless, organizations should strive to promote inclusivity and equity by eliminating potential biases and barriers, providing equal opportunities for development and advancement, ensuring fair compensation and benefits, and fostering a culture of respect and diversity. These measures can help to create a more equitable and supportive workplace for all employees.

Autonomy and Employee Engagement

The study found a positive relationship between autonomy and employee engagement, with higher levels of autonomy leading to increased engagement. Autonomy was found to account for 31.4% of the variation in employee engagement. This suggests that organizations can promote engagement by providing employees with more control over their work. However, it's important to integrate autonomy with other factors such as effective leadership, company culture, and opportunities for growth and learning, and ensure it aligns with the business's goals and objectives. These findings have significant implications for businesses, including increased productivity, staff retention, and organizational commitment.

Role Clarity and Employee Engagement

The study found a positive correlation between Role Clarity and Employee Engagement, suggesting that employees who have a clear understanding of their job responsibilities are more engaged. Role Clarity significantly affects Employee Engagement, indicating that it is a critical factor in employee satisfaction and commitment. To enhance Role Clarity and Employee Engagement, companies can provide clear job descriptions and performance standards, conduct regular feedback and performance reviews, and promote an open and honest workplace culture that fosters communication and teamwork. Establishing a sense of accountability and responsibility can improve trust and communication between employees and their superiors, leading to increased engagement. This has implications for companies, including improved productivity, employee retention, and organizational success.

Autonomy level of Male and Female Employees

The study aimed to compare the level of autonomy between male and female participants. According to the statistical research, there is no discernible difference between the autonomy levels of men and women. Although the average score for the female participants was somewhat higher, the range of results in the female group was broader, which would indicate that the difference in the average score was merely a matter of chance. Since there was no apparent disparity in the level of autonomy between the two groups according to the statistical tests, the difference in average score can be attributed to random fluctuation.

Level of Engagement of senior, middle and junior level employees

The study found significant differences in employee involvement levels among three groups, indicating actual disparities in engagement levels. Organizations can use this information to develop targeted interventions and strategies to improve employee engagement by understanding the factors that contribute to higher levels of engagement. Understanding these differences can help organizations develop more effective engagement initiatives and promote a more engaged and productive workforce. In summary, identifying and addressing disparities in engagement levels among different groups can lead to more effective employee engagement initiatives and better overall organizational performance. This can benefit both employees and employers alike.

5. LIMITATIONS, RECOMMENDATIONS AND DIRECTION

5.1 Limitations

The size of the sample was 114 because of which the statistical tests would have not been able to identify the significant relationships between the parameters which further reduces the scope of the study. A bigger sample size sets out an opportunity for a more accurate data.

- i. Different measures of Self-Efficacy, Resilience, Autonomy and Role Clarity can be used.
- ii. The study was limited to factors like Self – Efficacy, Resilience, Role Clarity and Autonomy

Research on self-efficacy, resilience, role clarity and autonomy may not account for other elements that could affect employee engagement, such as leadership style,

corporate culture, or job happiness. This can make it more difficult to determine how resilience, self-efficacy, role clarity, autonomy and employee engagement are related.

Sometimes the respondents don't give accurate responses to the data. This element may affect the data gathered and the ultimate outcome. Another flaw in this study is the researcher's inexperience, which may have resulted in the omission of several crucial components that could have enhanced the study's overall impact.

5.2 Recommendations and Future Scope of Research

While the study on the relationship between self-efficacy, resilience, role clarity, autonomy and employee engagement offers some insightful information, there are significant shortcomings and room for improvement. The relatively small sample size of 114 responders is one of the major drawbacks. Insights into the effects of self-efficacy, resilience, role clarity and autonomy on employee engagement may be improved with a bigger sample size and more representative demographic section.

However, the study only looked at four values—self-efficacy, resilience, role clarity and autonomy—and neglected to include other elements that can influence employee engagement, such as management style, workplace culture, or job satisfaction. These elements may have a substantial impact on employee behaviour and attitudes, therefore further study into how they affect employee engagement is possible. More insights into how various elements interact to affect employee engagement in firms may come from examining the nature of the link between various demographic parameters, such as age and experience level.

6. CONCLUSION

Employee engagement is a crucial factor in today's competitive business environment. Engaged employees are more committed, productive, and satisfied with their jobs, leading to improved business outcomes. Self-efficacy, Resilience, Role Clarity and Autonomy are essential elements in employee engagement, as employees who possess these qualities are more motivated, productive, and satisfied with their work. Gender may not be a factor that needs to be addressed when promoting employee engagement, as there is no significant difference in engagement levels between male and female employees. Organizations can promote self-efficacy and resilience through coaching and mentoring programs, training, and the establishment of clear expectations. Investing in these areas can increase engagement, performance, and well-being, while reducing turnover and burnout rates. For autonomy and role clarity

Organizations should implement it in a strategic manner, as well as address disparities in employee engagement levels among different employee groups. Providing employees with autonomy and role clarity can have positive effects on the organization, including better staff retention, productivity, and a stronger sense of organizational commitment. Organizations should prioritize providing employees with a sufficient level of autonomy and role clarity to promote engagement. This can be achieved by giving employees the freedom to make decisions, encouraging open communication, providing clear job descriptions, and offering training and development opportunities to enhance employees' skills and knowledge. Furthermore, organizations should recognize that autonomy and role clarity are not one-time actions but an ongoing process. Employees' roles and responsibilities may change over time, and it is essential to provide continuous feedback and support to ensure employees have a clear understanding of their role within the organization.

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ANNEXURES

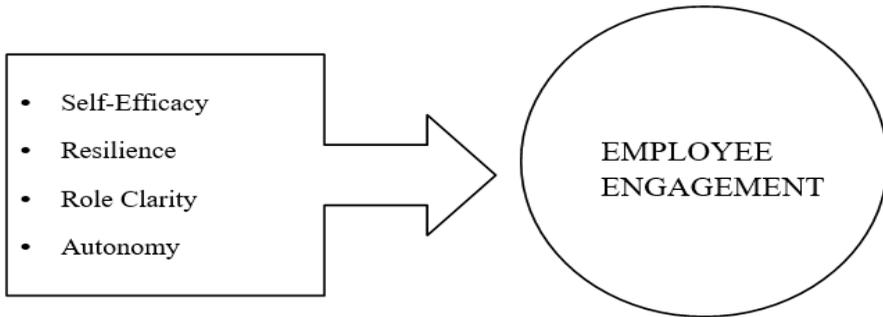


Figure 1: Employee Engagement – Conceptual Framework

Table 1: Demographic Profile of Respondents.

Sr. No	Demographic Factors					
1	Age	18 - 25	26 - 41	42 - 57	Above 57	
		43	40	29	2	
2	Gender	Male			Female	
		63			51	
3	Level	Senior Level	Middle Level	Junior Level		
		27	52	35		
4	Total Work Experience	< 1 Year	1- 5 Years	5- 10 Years	10-15 Years	>15 Years
		25	24	12	12	41

Table 2: Descriptive Statistics

	N	Mean	Std. Deviation	Variance
OVERALL EE Avg Score	114	4.02	.691	.478
SE Avg Score	114	4.04	.547	.300
RESILIENCE Avg Score	114	4.04	.547	.300
INDIVIDUAL FACTORS Overall Avg	114	4.05	.593	.351

Table 3: Reliability Statistics

Cronbach's Alpha	N of Items
939	46

Table 4: Correlations (Employee Engagement, Resilience, Self-Efficacy)

Correlations				
	OVERALL EE Avg Score	SE Avg Score	RESILIENCE Avg Score	INDIVIDUAL FACTORS Overall Avg
OVERALL EE Avg Score	1	.513**	.490**	.560**
	114	114	114	114
SE Avg Score	.513**	1	.557**	.867**
	114	114	114	114
RESILIENCE Avg Score	.490**	.557**	1	.731**
	114	114	114	114
INDIVIDUAL FACTORS Overall Avg	.560**	.867**	.731**	1
	114	114	114	114

** . Correlation is significant at the 0.01 level (2-tailed).

Table 5: Regression Analysis for Self-Efficacy

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.513 ^a	0.263	0.257	0.596

a. Predictors: (Constant), SE Avg Score

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.203	1	14.203	40.007	.000 ^b
	Residual	39.762	112	0.355		
	Total	53.965	113			

a. Dependent Variable: EE Avg Score

b. Predictors: (Constant), SE Avg Score

Coefficients ^a						
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1.404	0.417		3.368	0.001
	SE Avg Score	0.648	0.102	0.513	6.325	0

a. Dependent Variable: EE Avg Score

Table 6: Regression Analysis for Resilience

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.490 ^a	0.24	0.233	0.605
a. Predictors: (Constant), RESILIENCE Avg Score				

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.937	1	12.937	35.318	.000 ^b
	Residual	41.027	112	0.366		
	Total	53.965	113			
a. Dependent Variable: EE Avg Score						
b. Predictors: (Constant), RESILIENCE Avg Score						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.523	0.424		3.597	0
	RESILIENCE Avg Score	0.618	0.104	0.49	5.943	0
a. Dependent Variable: EE Avg Score						

Table 7: T-test for Gender and Employee Engagement analysis

Group Statistics					
Gender Code		N	Mean	Std. Deviation	Std. Error Mean
EE Avg Score	0	51	4.04	0.631	0.088
	1	63	4	0.741	0.093
SE Avg Score	0	51	3.92	0.483	0.068
	1	63	4.13	0.582	0.073
RESILIENCE Avg Score	0	51	3.88	0.475	0.067
	1	63	4.16	0.574	0.072

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
EE Avg Score	Equal variances assumed	0.422	0.517	0.3	112	0.765	0.039	0.131	-0.22	0.298
	Equal variances not assumed			0.305	111.681	0.761	0.039	0.129	-0.215	0.294
SE Avg Score	Equal variances assumed	1.631	0.204	-2.019	112	0.046	-0.205	0.102	-0.407	-0.004
	Equal variances not assumed			-2.059	111.912	0.042	-0.205	0.1	-0.403	-0.008
RESILIEN CE Avg Score	Equal variances assumed	2.779	0.098	-2.758	112	0.007	-0.276	0.1	-0.475	-0.078
	Equal variances not assumed			-2.813	111.931	0.006	-0.276	0.098	-0.471	-0.082

Table 8: Correlations (Employee Engagement, Role Clarity, Autonomy)

Correlations				
		AUTONOMY	ROLE CLARITY	EMPLOYEE ENGAGEMENT
AUTONOMY	Pearson Correlation	1	.222*	.560**
	Sig. (2-tailed)		0.018	0
	N	114	114	114
ROLE CLARITY	Pearson Correlation	.222*	1	.338**
	Sig. (2-tailed)	0.018		0
	N	114	114	114
OVERALL EE	Pearson Correlation	.560**	.338**	1
	Sig. (2-tailed)	0	0	
	N	114	114	114
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 9: Regression Analysis for Autonomy

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 ^a	0.314	0.308	0.575
a. Predictors: (Constant), AUTONOMY Avg Score				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.949	1	16.949	51.284	.000 ^b
	Residual	37.016	112	0.33		
	Total	53.965	113			
a. Dependent Variable: EE Avg Score						
b. Predictors: (Constant), AUTONOMY Avg Score						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.989	0.288		6.899	0
	AUTONOMY Avg Score	0.525	0.073	0.56	7.161	0
a. Dependent Variable: EE Avg Score						

Table 10: Regression Analysis for Role Clarity

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.338 ^a	0.114	0.107	0.653
a. Predictors: (Constant), ROLE CLARITY Avg Score				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.176	1	6.176	14.474	.000 ^b
	Residual	47.789	112	0.427		
	Total	53.965	113			
a. Dependent Variable: EE Avg Score						
b. Predictors: (Constant), ROLE CLARITY Avg Score						

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.062	0.518		3.984	0
	ROLE CLARITY Avg Score	0.504	0.133	0.338	3.804	0

a. Dependent Variable: EE Avg Score

Table 11: T-test for Gender and Autonomy analysis

Group Statistics					
Gender Code	N		Mean	Std. Deviation	Std. Error Mean
AUTONOMY	0	51	3.95425	0.58602	0.08206
	1	63	3.78836	0.83773	0.10554

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AUTONOMY	Equal variances assumed	4.272	0.041	1.196	112	0.234	0.165889	0.13865	-0.1088285	0.4406057
	Equal variances not assumed			1.241	109.842	0.217	0.165889	0.1336914	-0.0990606	0.4308377

Table 12: One Way ANOVA test

Descriptive						
OVERALL EE Avg Score						
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	
1	35	3.74	0.741	0.125	3.49	
2	52	4.06	0.608	0.084	3.89	
3	27	4.3	0.669	0.129	4.03	
Total	114	4.02	0.691	0.065	3.89	

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
AUTONOMY	Equal variances assumed	4.27	0.04	1.2	112	0.234	0.1658886	0.13865	-0.108829	0.440606
	Equal variances not assumed			1.24	109.84	0.217	0.1658886	0.1336914	-0.099061	0.430838