Investigating the Mediator Role of the Capital Business Path in the Relationship between Self-Efficacy, Hope and Resiliency with Job Performance

Abolfazl Jabal Ameliyan[1], Mohammadreza Abedi[2*], Parisa Nilforooshan[3], Hamidreza Arizi Samani[4]

1. Ph.D. Student, Career Counseling, University of Isfahan.
2. Faculty Member, Counseling Department, University of Isfahan.
3. Faculty Member, Counseling Department, University of Isfahan.
4. Faculty Member, Psychology Department, University of Isfahan.

Abstract

Purpose: The purpose of this study was to investigate the mediator role of the capital business path in the relationship between hope, resiliency and self-efficacy as the three components of positive organizational behavior and job performance. **Methodology**: The statistical population of the research is all employees in the organizations located in Isfahan city. The sample consisted of 217 people who were randomly selected from the staff in three companies. Five Self-evaluation questionnaires were used for collecting data. **Findings**: The results of statistical analysis showed that three variables of hope, resilience and self-efficacy had a positive and significant effect on the job performance indirectly through capital business path. The results also showed that direct effect of hope on job performance was not significant, but direct effect of self-efficacy and resilience was positive and significant. **Discussion:** These findings indicated the role of the capital business path in directing the common motivational factor of three constructs of positive organizational behavior of hope, resilience and self-efficacy.

* Corresponding Author: Dr.mr.abedi@gmail.com

1.   Introduction

Job performance is a basic structure in psychology. Job performance along with job satisfaction is considered as one of the most important structures in the field of occupational and organizational psychology and human resource management (Judge, Thoresen, Bono & Patton, 2001). Job performance is essential for both the employed person and the organization he is working on. Organizations need to hire the highest-performing people to provide their services and products as best they can. Proper job performance, if approved by organizations, could result in better financial incentives and wages (Capmbell, 1984).

Job performance means all the behaviors that a person is involved with them when working (Jex, 2008). But according to Campbell, McCloy, Oppler, & Sager (1993), the performance is what the organization employs a person for them. Therefore, it is not just behavior, but there is a process of judgment and evaluation in this regard. In addition, measurable actions are classified as the performance (McCloy, Oppler & Sager, 1993).

Job performance is a multi-dimensional concept. At the most basic level, Borman & Motowidlo (1993), have distinguished between the task performance and the contextual performance. Task performance refers to the person's skill with which the person performs activities effective on the technical core of the organization. The contextual performance also refers to those activities that do not play a role in the technical core of the organization, but support the psychological, social and organizational environment of the organization, which enables the organization to move towards its goals.

2.   literature Review

Campbell (1991), argues that job performance is a hierarchical multi-dimensional structure derived from eight dimensions: 1. Job specific task skill: Content or technical tasks that play a fundamental role in the job and are separated from the motivational inclinations; 2. Special non-job specific skill; 3. The skill of verbal and written word communication; 4. Showing effort; 5. Maintaining individual discipline; 6. Facilitate team and colleagues performance; 7. Supervision and supervision; 8. Management and implementation. Each job does not have these eight dimensions, and in addition, each dimension will be different in its lower ranking factors, both in its content and in the manner of occurrence among different occupations.

Campbell (1991), has presented his performance equation as follows: Campbell's Performance Equation: PC+ (performance element) = F (declarative knowledge * procedural knowledge* Motivation).

According to Campbell (1991), declarative knowledge refers to the knowledge in the field of objects and facts, the knowledge of the requirements of an activity, as well as awareness of a task and its essentials. Motivation also refers to the combination of will, effort (direction), the level of effort for expend (or amplitude) and perseverance in spending this effort (or duration) and determines the direct effect. These three determinants together form Campbell's performance equation.

In the last years, along with the development of a positive approach to psychology, which was pioneered by Seligman et al. (Seligman, 1998; Seligman and Sikzent Mihali, 2000), positive organizational behavior form also step by step, which examined the relationship between positive psychological characteristics and organizational behavioral structures. In contrast to the traditional approach to

organizational behavior, the positive approach is rooted in the quest for the quality of life of people working in or affected by the organization (Robertz, 2006).

Positive organizational behavior refers to the study and positive application of human resource capabilities and psychological capacities that can be measured, developed, and managed effectively to improve the performance (Luthans, 2002). In the last years, three self-efficacy, hope and resilience structures have attracted the specialists' attention in the field of positive-behavioral organizational behavior. Avolio, Avey & Norman (2007), conceived these three structures with optimism in a higher-level structure called "psychological capital".

Hope is defined as a positive motivational state, interacting in root form 1. Sense of agency (energy focused on the goals); and 2. Pathway (planning to achieve the goals). Therefore, individuals are encouraged to achieve their goals through sense of agency. This sense of agency strengthens the intent and will to invest the energy needed to achieve the desired goals. Hope is traditionally considered to be a constructive entity (Snyder, Irving, & Anderson, 1991), but recent findings suggest that hope is a constructive situation that can be transformed and changeable (Tran, Schroeder, Pulvers, Adam & Laub, 2000).

Self-efficacy as the second dimension of psychological capital, rooted in the self-efficacy and social recognition theory of Bandura (1997), refers to a person's perception of his ability to stimulate motivation, cognitive resources, and the steps needed to successfully accomplish specific tasks in a particular context (Stajkovic, 1998). Therefore, when individuals have a high self-efficacy, they can engage in challenging tasks and increase their motivation and effort to successfully achieve their goals and endure themselves when confronted with difficulty.

Resilience is defined as the ability to return to the previous state after confronting difficulties and achieve the success (Luthanz &Youssef, 2007). Therefore, resilience creates a distinction between people who can overcome the problems and difficulties and individuals who cannot overcome problems and remain in a state of passivity and helplessness and cannot progress (Block & Kremer, 1996). Some researchers believe that resilience make it even easier for an individual to upgrade beyond the previous performance after experiencing difficulty (Richardson, 2006).

Previous studies all indicate a positive relationship between these three structures with job performance structure. In his research, Lutans et al. (2007), examined the relationship between the four distinct structures of optimism, hope, self-efficacy and resilience, as well as a higher level of psychological capital structure consisting of these four constituents. The results of this study show that, other than optimism, other constructs had a positive and significant relationship with job performance, although the correlation between them was smaller than the correlation between psychological capitals as a higher level structure with job performance.

Findings of the research done by Yousef and Lutans (2007), with two samples show that the two structures of hope and resilience have a positive and significant relationship with the job performance in two modes of self-evaluation and measurement from the organization. In another study, the role of hope in job performance of executives, sales staff and financial sector employees in the United States has been investigated, which shows that hope is significantly related to the job performance of all three groups (Peterson & Byron, 2008).

According to Campbell et al. (1993), incentive does not lead to increasing the performance. Therefore, there should be other structures that justify this improvement in performance. One of the structures that has been taken into consideration, is the mediator role of the capital in the capital business path. The capital business path involves a group of resources and individual relationships that can affect the outcomes associated with the job path (Inkson, & Arthur, 2001). DeFillippi & Arthur (1994), as the pioneers of this concept, have identified three main competencies of the career path or ways of knowing that are essential for the growth of the career path, given the importance of basic skills for each job. These three competencies are: know how, know who, and know why.

The capital business path can potentially be achieved through social communication with people in the labor market (know who); creating a sense of business identity and direction in the career path through know why and also by know how to facilitate the acquisition of skills and the knowledge needed to do business, can increase the performance of the individual. Therefore, business capital has three dimensions: relationship, function, and identity. However, it is assumed that the capital business path only with the motivational force of three positive attributes of resilience, hope and self-efficacy can improve the performance, and the lack of one of these two operating groups does not lead to a significant increase in performance. In fact, the capital business path is facilitating two factors of declarative knowledge and procedural knowledge and three positive psychological features facilitate the motivation dimension of the Campbell Performance Equation (1991). Therefore, according to the above introduction, the present study attempts to investigate the mediating role of the capital business path in the relationship between resilience, hope and self-efficacy, with the job performance.
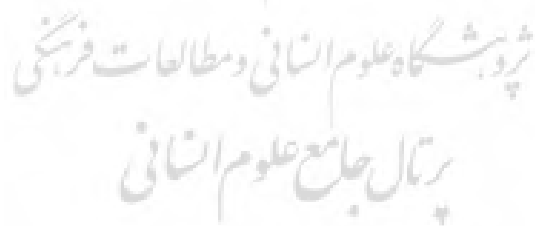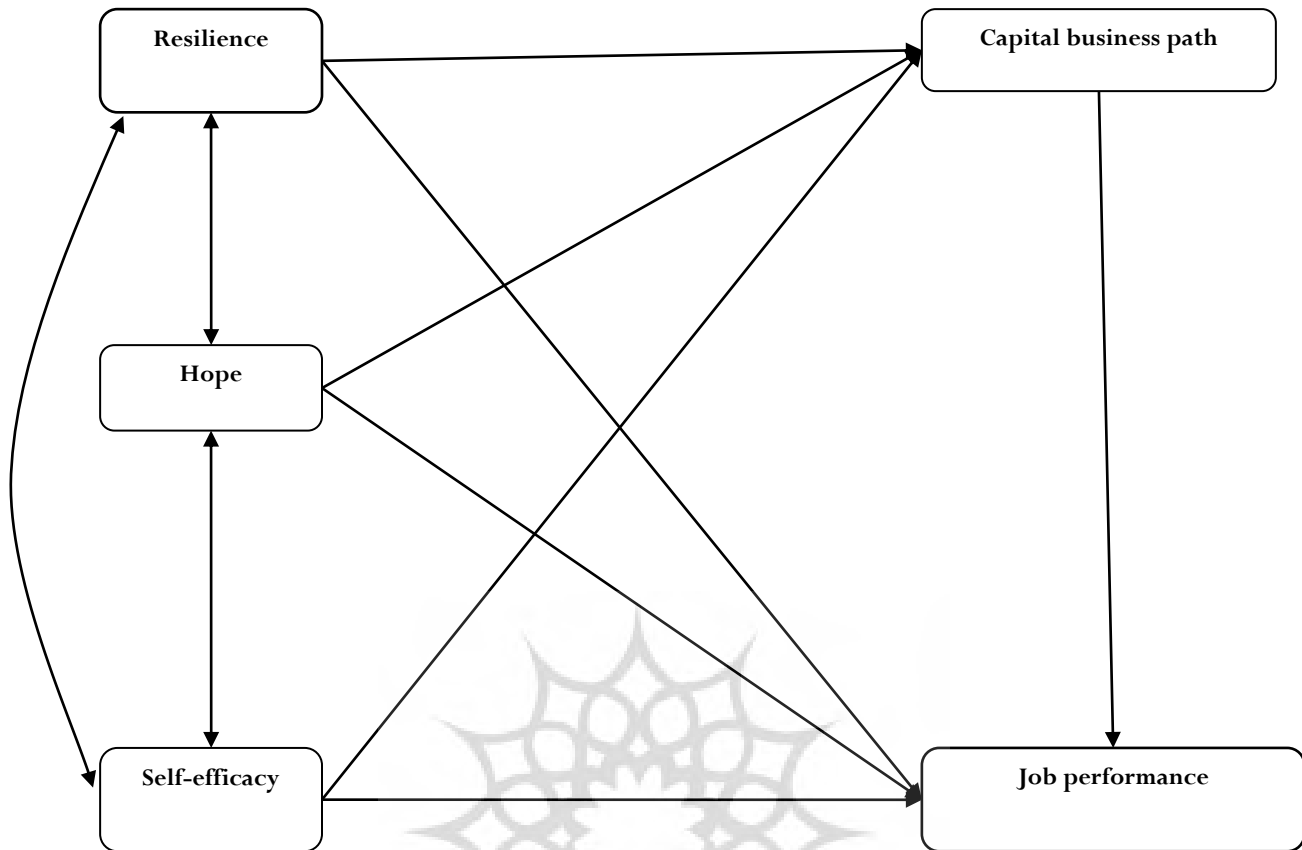
Figure 1. Conceptual model of research

3. **Methodology**

In the present study, which is descriptive and survey type, the research population included all employees of private and public companies in Isfahan City. A public company and two private companies were selected through a sample. According to Schumacker & Lomax (2004), in modeling structural equations and path analysis (regardless of the number of structures and research questions), the size of the sample should be at least 200 ones, so that the research has sufficient internal and external credibility. So, in order to avoid the problem of missing data and reduce the sample size, 300 ones from these three companies were randomly selected and research questionnaires were distributed among them. Among 300 questionnaires, 240 ones were completed and returned to the researchers, of which 23 ones were omitted because of the large number of questions that were not answered. Finally, 217 questionnaires were selected for final analysis. All questionnaires were self-report type.

Job performance: Patterson's (1970) job performance questionnaire, was used to measure the job performance. This self-report questionnaire contains 15 items. Each item of the questionnaire is completed

on a four-degree scale (1 = never; 2 = sometimes; 3 = often; 4 = always). Arshadi, Nisi and Dadars (2012), reported 0.74, Cronbach's alpha of this questionnaire.

Capital Business Path: Fugate & Kinicki employability questionnaire (2008), has been used to measure the capital business path. The questionnaire has 25 questions and 6 aspects of employability (openness to change, work flexibility and job path, work proactivity and job path, job path motivation, work optimism, and job identity). Each phrase is completed on a five-degree scale from 1 (totally opposite) to 5 (I totally agree). Fugate & Kinicki (2008), reported 0.88, the Cronbach's alpha.

Resilience: To measure the resilience, the Lutanz, Yousef and Voliv (2007) psychological capital questionnaire has been used. This subscale consists of 6 items that are completed on a 6-point scale from totally opposite (1) to totally agree (6). Zia, Mobaraki, and Saididoon (2014), reported 0.85 the Cronbach's Alpha. Hope: To measure hope, hope subscale of Lutans, Youssef and Voliv (2007) psychological capital questionnaire has been used. This subscale consists of 6 items that are completed on a 6-point scale from totally opposite (1) to totally agree (6). Zia, Mobaraki, and Saididoon (2014), reported 00.78 the Cronbach's Alpha.

Self-efficiency: To measure self-efficiency, self-efficacy subscale of Lutans, Youssef and Voliv (2007) psychological capital questionnaire has been used. This subscale consists of 6 items that are completed on a 6-point scale from totally opposite (1) to totally agree (6). Zia, Mobaraki, and Saididoon (2014), reported 0.72 the Cronbach's Alpha. The descriptive indices of the model and correlation relations were analyzed using SPSS18 software and for analyzing the relationship between structures and direct and intermediate effects, the path analysis method and AMOS software were used.

4.   Findings

In the present study, with the aim of determining the mediating role of capital business path variable in the relationship between self-efficacy, hope and resiliency with the job performance, 217 people were studied and the most of them in the sample group were 20 to 40 years old. On the other hand, only 1.4% of them were 62 to 82 years old. In terms of education, most of the subjects (52.5%) had the master degree. In terms of gender, 55.3% of subjects were men and 42.4% of them were men. Also, 36.9% of subjects were single and 59.4% of them were married.

Table 1. Descriptive indices and correlation matrix of research variables

variable	M	SD	1	2	3	4	5
Self-efficiency	28/82	3/879	1	-	-	-	-
hope	24/03	5/710	0/536**	1	-	-	-
resilience	25/43	3/694	0/449**	0/530**	1	-	-
Capital business path	94/48	9/476	0/454**	0/592**	0/511**	1	-
Job performance	52/49	4/891	0/405**	0/346**	0/370**	0/408**	1

**P<0/01, *P<0/05

As table (1) presents, the job performance variable has the highest correlation with the variables of capital business path, self-efficacy, resilience, and hope that the ratio is 0/48, 0/405, 0/370, and 0/346 respectively; these relationships are significant at the level 0.01. On the other hand, the capital business

path variable has the highest correlation with hope, resiliency and self-efficacy, respectively, with the ratio of 0/592, 0/511 and 0/454, respectively, which are significant at the level 0/01.

The path analysis method is used in order to investigate the direct and mediating effects; the results are presented in the form of an analytical model and tables of direct and indirect effects.
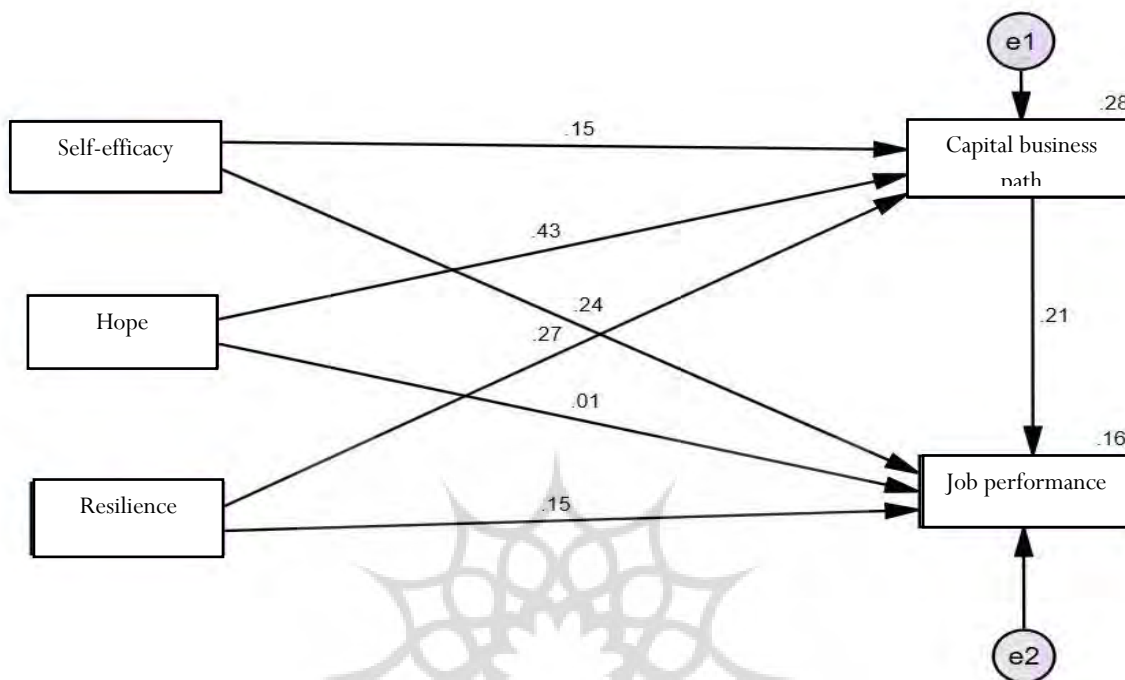

Figure 2. Analytical model of standardized coefficients of research variables

Table (2) also studies the direct relationship between the research variables.

Table 2. Investigating the Direct Relationships of Variables in the Research Model

independent variable	dependent variable	Standardized coefficients	Non-standard coefficients	t	P	The result of the relationship between the independent and dependent variables
Self-efficacy	job performance	0/24	0/29	3/826	0/001	accepted
Hope	job performance	0/01	0/01	0/198	0/843	rejected
Resilience	job performance	0/15	0/19	2/332	0/020	accepted
capital business path	job performance	0/21	0/11	2/801	0/005	accepted
Self-efficacy	capital business path	0/15	0/33	2/572	0/010	accepted
Hope	capital business path	0/43	0/65	7/438	0/001	accepted
Resilience	capital business path	0/27	0/62	4/634	0/001	accepted

Factor loads of more than 0/3 indicate the significant effect of independent variable on the dependent variable, and in cases where t statistics is outside the interval (+1/96 and -1/96), or the significance level is less than 0/05, two variables have a significant relationship with each other. As seen, all the direct paths except the path of hope are significant to the job performance.

The results also indicate a direct effect of self-efficacy on the job performance. Individuals with high self-efficacy actively engage in higher-level goals; welcome the challenge; and do more work to achieve their goals which facilitate the job performance.

Based on the findings, resilience as a third feature of positive organizational behavior has a positive and significant effect on the job performance through capital business path. The main feature of the resilience is the continuation of the effort in the face with the difficulty of career path. Moving towards the goals of a career path is usually not a straight line, and especially when the person is at the beginning of his career or in jobs with many requirements, such as managerial posts and entrepreneurship, these difficulties will be twofold (Jamal, 1977). People with higher resilience when facing with the business difficulties, not only can prevent their performance loss, but can even upgrade their current performance. The results also showed that resilience has a direct impact on job performance. Resilience not only involves evaluating difficult situations in the career path, but also persuades the individual to face with the difficult situations in the workplace that others often avoid them (Egeland, Carlson, & Sroufe, 1993). These situations may be challenging, but overcoming them will equip the individual to deal with the difficult situations of the job. That makes a person more meaningful than his other colleagues, which makes him better than his other employees.

In general, the findings of this study showed that the model presented fitted with the data. Three structures of positive organizational behavior, hope, resilience, and self-efficacy are indirectly related to the capital business path through the job performance.

According to the findings of this research, it is suggested that the organizational resource managers should work in two directions in order to improve the employee's job performance (which itself will be the introduction of increasing the performance of the entire organization). The curriculum can be focused on increasing the capital of the employees' capital business path. This will help employees to have a clearer sense of their job path identity and to set specific goals for their career path. These courses can be focused on promoting the characteristics of positive organizational behavior such as hope, resilience and self-efficacy. Promoting these features through the education can enhance the job motivation in moving their career paths. Staff training in these two directions based on the results of this research, can lead to an increase in their job performance.

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