

## THE EFFECT OF PSYCHOLOGICAL RESOURCES ON EMPLOYEE ENGAGEMENT WITH THE MEDIATING ROLE OF EGO-RESILIENCE

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### INTRODUCTION

In the modern workplace, employee engagement has become a critical factor for organizational success and productivity. Telecommunication companies, as part of the rapidly evolving digital landscape, face unique challenges in maintaining high levels of employee engagement (EE). Employee engagement leads employees to be motivated, committed, and productive, resulting in improved customer satisfaction and overall business performance. Therefore, understanding the factors that influence employee engagement is so critical. Psychological resources (PR) and ego resilience (ER) are two important constructs that have been identified as potential determinants of employee engagement. This research aims to investigate the effect of psychological resources on employee engagement, with the mediating role of ego resilience in the telecommunication industry (Golden, 2015). Apart from the external factors such as higher salary, flexible breaks, or more days off that frequently continue to play a positive part in this conversation, there are certain internal variables that might drive workers towards greater individual commitment but receive comparatively little attention (Khan et al., 2022).

PR incorporates psychological assets, such as feeling in control over one's life. It can be further defined as the degree to which people feel in charge of their life might impact how individuals recognize, react, and resolve issues (Bookwala & Fekete, 2009). Personal attributes and characteristics that enable individuals to cope with and adapt to various work-related challenges are also related to PR. These resources include self-efficacy, optimism, perceived social support, and psychological capital (PsyCap). High levels of PR are associated with increased well-being, job satisfaction, and positive work attitudes (Luu, 2022). The second opinion that organizational members have of themselves that has a big impact on the organization is self-efficacy. Self-efficacy is the conviction that one will be more likely to perform future actions, complete a task, or achieve a goal. Employees who have high self-efficacy believe that they will likely succeed in performing most of their job obligations and responsibilities (Gardner & Pierce, 1998).

Although a substantial amount of research has examined the importance of PR on many groups, including telecommunications workers, little is known about how these resources affect how engaged a person is under very demanding circumstances. It justifies the significance of researching a mechanism that connects PR to workers' participation in a new setting. This research aims to investigate the effect of PR on EE, with a specific focus on the mediating role of ER in the telecommunication industry (Luu, 2022).

There isn't yet a single, commonly accepted definition of what constitutes job engagement. This is evident from the definitions of the term provided by three renowned human resources research organizations, let alone by individual researchers. Perrin's Global Workforce Study from 2003 uses the phrase "employees' willingness and aptitude to help their organization thrive, usually via contributing discretionary effort on a consistent basis." The Gallup

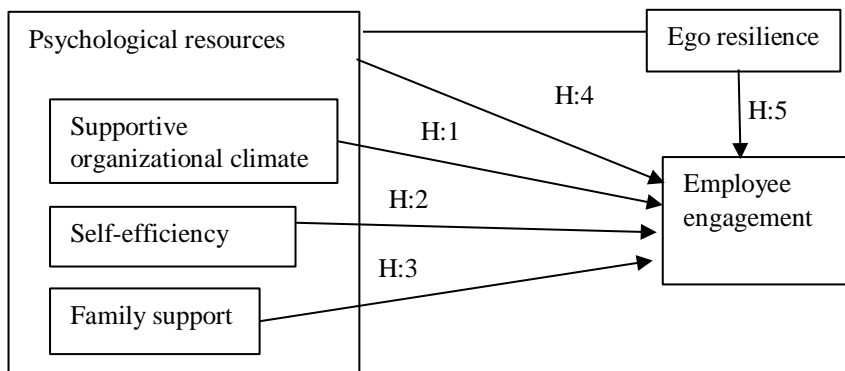
organization defines work engagement as interest in and enthusiasm for a job (Macey & Schneider, 2008). The study discovered that several factors, including the complete work experience and both the emotional and intellectual components of employment, had an influence on engagement.

ER is an element that reduces stress. The term "ego resilience" describes a person's ability to adapt their level of control in response to the demanding qualities of specific circumstances. Ego-resilient employees are characterized by their capacity to remain flexible, persistent, and emotionally stable in facing challenging circumstances. It affects a person's capacity for adjustment or homeostasis despite the stress, uncertainty, conflict, or an unbalanced environment (Kim & Lee, 2021). Higher levels of ego resilience are thought to be more advantageous for stress management because they allow for more flexible coping with internal or external stresses (Omori & Yoshioka, 2016).

## CONCEPTUAL FRAMEWORK

**Figure 1**

*Conceptual Framework*



*H<sub>1</sub>*: There is a significant positive influence of a supportive organizational climate on employee engagement.

*H<sub>2</sub>*: There is a significant positive influence of self-efficiency on employee engagement.

*H<sub>3</sub>*: There is a significant positive influence of family support on employee engagement.

*H<sub>4</sub>*: There is a significant positive influence of psychological resources on the employee engagement.

*H<sub>5</sub>*: Ego resilience mediates the relationship between psychological resources and employee engagement.

## METHODOLOGY

This study followed the positivism research philosophy and was deductive and quantitative where survey method and mono method was applied. The Population of the study was 3099 selected from the telecommunication companies in the telecommunication industry in Central province in Sri Lanka. According to the Morgan table, the sample size of this research was 341 employees (Krejcie & Morgan, 1970), and it was selected based on random sampling technique. The Data were collected through a structured questionnaire, having 15, 05, and 05 question items to measure PR, EE and ER.

## RESULTS AND DISCUSSION

The Data were analyzed using Statistical Package for Social Sciences (SPSS) and deployed demographic analysis, reliability test, descriptive analysis, multiple regression analysis. The Mediation analysis was operated by plugging Hayes PROCESS Macro application to the SPSS. The Study hypotheses were tested by deploying Multiple Regression Analysis (table 1) and Barron and Kenny Mediation analysis (Table 2).

**Table 1**  
*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.122	.072		-1.694	.091
Psychological Resources	.020	.059	-.020	-.292	.020
Supportive Organizational Climate	.332	.094	.317	3.514	.001
Family Support	.117	.056	.113	2.074	.039
Self-efficiency	.575	.041	.570	14.106	.000

a. Dependent Variable: Employee Engagement

As per Table 1, unstandardized beta coefficients of PR, Supportive Organizational Climate, Family Support and Self-efficiency were .020 ( $p < 0.05$ ), .332 ( $p < 0.05$ ), .117 ( $p < 0.05$ ) and .575 ( $p < 0.01$ ) respectively which meant that PR, supportive organization climate, family Support, and self-efficiency had a positive impact on EE.

**Table 2**  
*Mediation Summary Analysis*

Relationship	Total Effect	Direct Effect	Indirect Effect
Psychological resources->Ego	0.274	0.255	0.018
resilience-> Employee Engagement	(0.000)	(0.000)	

As per the Table 2, total effect of PR on EE in the presence of ER was 0.274 ( $p < 0.05$ ), direct effect of PR on EE was 0.255 ( $p < 0.05$ ), indirect effect of ego resilience was 0.018 hence it can be concluded that ego resilience partially mediates the relationship between PR and EE.

## CONCLUSION AND IMPLICATIONS

The following conclusions were made: There was a significant positive impact of PR on EE and partial mediation of ego resilience of employees in telecommunication industry. Correspondingly, recommendations can be drawn to strengthen the actions, policies and to encourage and control PR of employees in order to improve EE in telecommunication industry while strengthening resilient behaviors.

**Keywords:** Employee engagement, ego resilience, family support, psychological resources, self-efficiency, supportive organization climate.

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