

## **THE EFFECT OF PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE ENGAGEMENT WITH THE MEDIATION OF EMPLOYEE RESILIENCE.**

**Dr. Ajay Kumar Dogra,**

University Institute of Applied Management Studies, Panjab University, Chandigarh, India.

Drajaydogra23@gmail.com

**Dr. Pooja Dogra,**

Chitkara School of Health Sciences, Chitkara University, Punjab, India.

pooja.dogra@chitkara.edu.in

**Dr. Aman Khera,**

University Institute of Applied Management Studies, Panjab University, Chandigarh, India.

Aman.uiams@gmail.com

### **Abstract:**

Globalization has brought about enormous change in the organisations. Psychological wellbeing impacts the efficiency of employees; hence this is one of a very important criteria for organisations to consider. Along with this the employee engagement and resilience affect the performance. Primary objective of the study is to examine the correlation between psychological empowerment, employee resilience and employee engagement. The research also examines the mediating role resilience in relationship between empowerment and engagement. Given the highly competitive and dangerously stressful nature of hospital employment, hospitals must devise a strategy to keep a motivated workforce that can adapt to a changing environment. Empowering employees psychologically and making them resilient have a modest effect on how engaged employees are. An important factor in understanding a lot of the differences in employee resilience is psychological empowerment. For the purpose of present study, a cross-sectional approach has been used. The study hypotheses were analysed using SEM-PLS technique. The study reveals that there is a strong link between psychological empowerment and employee resilience. Both employee resilience and psychological empowerment have a small effect on employee involvement. Research suggests that prioritising psychological empowerment is important for fostering a sense of belongingness and concern in workers' thoughts, which in turn can enhance their motivation and focus on improving performance. Psychological empowerment, when combined with employee resilience as a mediator, can enhance employee engagement and create a favourable atmosphere for increased productivity.

Keywords: psychological empowerment, employee engagement, well-being ,reduced inequalities

## 1. INTRODUCTION

Contemporary organisations are experiencing changes as a result of industrialization and globalisation. In today's increasingly globalised and fiercely competitive world, organisations are now actively searching for essential insights to effectively harness, cultivate, leverage, and oversee the vast reservoir of knowledge possessed by their employees. This is crucial for their ability to achieve excellence in cutting-edge innovation. HR professionals must now prioritise the development of novel and inventive management strategies and concepts to effectively engage employees, ensuring their motivation, satisfaction, and consistent availability to contribute their utmost efforts towards accomplishing organisational goals and objectives. Staff engagement is a nascent concept aimed at tackling several challenges faced by organisations, including high staff attrition, loyalty, satisfaction and overall company productivity. (Gallup, 2013; Aon Hewitt, 2012). Psychological Empowerment is significant in affecting the organisation and individual consequences (Aggarwal et.al,2020).It also addresses employee-related factors such as absenteeism, individual performance, and resilience (Bhuvanaiah and Raya, 2014). Employers recognise that by prioritising employee engagement, they can cultivate a staff that is more effective and productive. The success of any management-led development efforts relies on the active and voluntary participation and engagement of employees. Hence, a substantial amount of research influenced by positive psychology (Luthans, 2002) indicates that employee resilience, facilitated by HRM, could be a viable approach for organisations to efficiently handle and assist their people in overcoming modern workplace obstacles.

### 1.1 Psychological Empowerment

Conger and Kanungo (1988) were the pioneers in introducing a psychological viewpoint on empowerment. According to Bandura's (1977) concept of “self-efficacy serves as the foundation for psychological empowerment”. It specifically pertains to employees' cognitive states and feelings of empowerment. Conger and Kanungo (1988) initiated an examination of psychological empowerment, proposing it as a mechanism by which employees' self-efficacy is enhanced through the identification and elimination of factors that contribute to feelings of helplessness. This is achieved by eliminating the official organisational practices and informal approaches that hinder people from feeling competent in their job positions. (Thomas and Velthouse, 1990) expanded on their work and identified four characteristics - meaningfulness, competence, choice, and effect - that enhance intrinsic motivation among employees in performing their tasks.

Spreitzer (1995) expanded on the notion, defining empowerment as a psychological state or process that is characterised by four cognitive elements: meaning, competence, self-determination, and impact. The definition provided by Spreitzer is currently the most widely recognised and commonly utilised definition. According to Spreitzer (1995), what is important is

how workers interpret and perceive their realities, rather than the efforts made by management. Spreitzer derived four elements of psychological empowerment based on the research conducted by Thomas and Velthouse in 1990.

Meaning, in this context, pertains to the degree of congruence between the requirements of an individual's job and their personal views, values, and standards (Hackman & Oldham, 1980). The term "work value" refers to the significance of a person's job, objective, and intention in connection to their personal mission and expectations, as viewed by the individual. This concept has been discussed by Spreitzer (1995) and Hackman and Oldham (1980). Competence is the belief in one's capacity to effectively accomplish work tasks (Bandura, 1989). Competence refers to the level of skill and ability a person possesses when attempting to complete task tasks (Thomas and Velthouse, 1990). Competence refers to an individual's capacity to effectively and successfully complete a task (Spreitzer, 1995). Self-determination refers to the independence and freedom to carry out one's job, as well as the ability to make choices regarding one's behaviour in different work-related situations. It involves the option to choose meaningful duties and to conduct them in a manner that aligns with one's personal judgement. Impact refers to the degree to which an individual may exert influence on events inside an organisation and the resulting work outcomes. It also encompasses the individual's belief in their ability to impact the strategic output, management, and operations in the workplace (Spreitzer, 1995).

## **1.2 Employee Resilience:**

The term "Resilience" holds many connotations for different individuals, nevertheless, we have confidence in our capacity to acquire knowledge, adapt, and overcome challenging circumstances in both our professional and personal lives. Employees in diverse organisational settings, regardless of their size, type, level, and location, successfully adjust to changes by acquiring enhanced skills to meet environmental demands. Similarly, organisations also undergo changes such as downsizing, merging, and acquisitions in order to ensure their survival (De Meuse et al., 2011). According to Wagnild & Young (1990), resilience refers to the varying capacity of individuals to recover and persevere after experiencing setbacks or failures at some point in their lives. Emmy Werner (1970) was among the pioneering scientists who introduced the term Resilience. She conducted a study on a group of children from Kauai, Hawaii. Werner noted that among the children that were raised in adverse circumstances, approximately two-thirds had detrimental tendencies during their adolescence. However, one-third of these children did not exhibit such behaviours. Werner referred to this latter group as "resilient." (Luthans, 2002) acknowledges that resilience in the workplace is manifested through psychological capital and positive organisational scholarship.

Over the past thirty years, numerous scholars have put forth multiple ideas on resilience. The most prevalent theories have approached resilience from different angles, including a focus on traits or personality, a consideration of its developmental nature, and an examination of the underlying processes involved. According to Wagnild and Young (1993), resilience is a trait of

one's personality that helps to mitigate the harmful impacts of stress and facilitates the process of adapting to difficult circumstances. The majority of theories posit that resilience is a dynamic process that evolves over time. Luthans (2002) defines resilience as a capacity that can be developed, rather than a fixed personality trait. Therefore, organisations should take the initiative to cultivate individual resilience, which in turn improves the well-being of both employees and the organisation.

### **1.3 Employee engagement**

The concept of employee engagement emerged in management theory during the 1990s and gained popularity in management practice during the 2000s. Kahn (1990) initially introduced the idea of employee engagement as the process of employees fully investing themselves in their job responsibilities, expressing their self-employment and self-expression both physically, cognitively, and emotionally in their professional life. Saks (2006) provides a more robust theoretical basis for elucidating employee engagement through the lens of social exchange theory (SET). According to Robinson et al. (2004), engagement is defined as a reciprocal relationship between the employer and employee. Individuals can repay their organisation by actively engaging in their work.

According to Macey & Schneider (2008), engagement is defined as a disposition, which refers to a person's inherent predisposition or orientation to perceive and interact with the world from a specific perspective. Trait engagement is manifested in the level of involvement in one's psychological state, which is considered a precursor to behavioural engagement. Behavioural engagement, in turn, is described as the extent of voluntary effort exerted. In 2006, Saks was the first academic researcher to propose that employee engagement arises from a social exchange model. He identified two distinct forms of engagement: job engagement and organisational engagement.

For the purpose of present study the objectives were framed as follows:

1. To examine the correlation among psychological empowerment, worker resilience and engagement.
2. Analysing the mediating role of resilience in relationship between empowerment and engagement.

## **2. REVIEW OF LITERATURE**

### **2.1 Psychological Empowerment and Employee Engagement**

As per Thomas and Velthouse (1990), meaning, which is one aspect of empowerment, refers to the significance of a work goal or purpose, evaluated in connection to an individual's personal values or standards. Meyerson and Kline (2008) found that empowerment is linked to individuals' perception of their competence in an empowered work setting. Individuals with a heightened perception of their own competence in effectively carrying out their job tasks

typically encounter higher levels of job satisfaction, exhibit stronger emotional dedication to their organisation, possess reduced intentions to resign, and display more favourable work performance. The current study centres around the four cognitive aspects of empowerment, which are considered potential factors that can enhance employee engagement, based on research findings.

Self-determination encompasses the capacity to autonomously establish and maintain behaviour (Spreitzer, 1995). As per the JDR model, engagement of employees is initiated by job assets, which include autonomy, that promote an inspirational process (Bakker & Demerouti, 2008). Impact refers to the level of organisational engagement and indicates if individuals perceive that they are having a meaningful influence on their organisation (Spreitzer et al., 1997). Employee engagement is fostered by a perception of advancing towards a certain objective and the conviction that one's efforts are impactful within their organisation (Stander and Rothmann, 2010).

From the above discussion first hypothesis was framed as:

*H<sub>1</sub>: Psychological empowerment has a significant impact on the employee engagement.*

## **2.2 Employee resilience and Employee engagement**

Kahn (1990) argues that work characteristics, perceived organisational and supervisor support, as well as rewards and recognition (Maslach & Leiter, 2008) are factors that come before employee management. Resilience has the potential to be a precursor of the idea being investigated, particularly in terms of its augmentation or level of strength (figure 3.1). For instance, the presence of positive emotional aspects might result in heightened commitment to work and a decrease in psychological or physical stress (Fredrickson, 2009), particularly when individuals experience this state for an extended duration. Meanwhile, the aspect of perseverance, which is a component of resilience, can impact engagement by increasing the sense of duty to complete a task (Markman et al., 2005), as well as the motivation to commit. Moreover, the dedication to expand and generate the desire to acquire knowledge and enhance oneself (Blatt, 2009), can lead to mental fatigue and potential physical depletion.

*H<sub>2</sub>: A significant correlation exists between the employee resilience and employee engagement.*

## **2.3 Psychological empowerment and employee resilience**

Positive psychology suggests that employees who are resilient have a belief that their skills and independence may assist them in finding other solutions, which in turn helps them effectively deal with new circumstances. They possess the assurance to effectively adjust to alterations and return to normal functioning (Youssef & Luthans, 2007). These empowered personnel possess a strong sense of their own worth to the business, motivating them to take

proactive measures to create significant effects on organisational outcomes even in difficult circumstances.

The essential components necessary for developing resilience can be observed in individuals who possess psychological empowerment (Spreitzer, 1995). The ability to bounce back from adversity is enhanced with empowerment (Bardoel et al., 2014). Simultaneously, psychological empowerment fosters self-discretion and self-efficacy, enhancing employees' confidence in navigating obstacles and adversities. This, in turn, enables them to rebound from setbacks with greater effectiveness (Wang et al., 2021). This protection shields individuals from experiencing psychological breakdowns when faced with external pressures (Fredrickson, 2001). The third hypothesis was postulated as:

*H<sub>3</sub>: Psychological empowerment has a significant correlation with employee resilience.*

## **2.4 Psychological empowerment, Employee resilience and Employee engagement**

Prior studies have indicated that psychological empowerment might elucidate the relationship between certain work environment elements, which share similar characteristics with structural empowerment, and employee engagement. Albrecht and Andreetta (2011) demonstrated through empirical evidence that psychological empowerment completely mediates among the favourable correlation of empowering leadership and employee engagement among health sector professionals. In their study on Chinese employees, Aryee and Chen (2006) discovered that psychological empowerment fully mediated the relationship between leader and member exchange and enhanced containment, reduced retreat behaviour, and improved task performance. Avolio et al (2004) found that empowerment mediates transformative leadership and organisational commitment among healthcare industry of Singapore. Employee engagement positively affects the organisational commitment and it has a negative effect on employees turnovers intention (Aggarwal et.al 2022).

Albrecht and Andreetta (2011) noted that the relationship between two factors, empowerment of employees and worker's engagement has not been extensively studied. Employee resilience is crucial for effectively dealing with both negative setbacks and positive occurrences that may be overwhelming. These events can include increased work duties. Resilient personnel, despite facing the same number of risks as others in a VUCA environment, are more capable of restoring balance from changes that involve stressful and emotionally intense situations. As a result, they are able to sustain sufficient levels of production and efficiency (Rutter, 1987). The discussion led to fourth hypothesis as:

*H<sub>4</sub>: Employee resilience mediates the relationship between psychological empowerment and employee engagement.*

## **3. Research Methodology**

### 3.1. Sampling and Data Collection

For the purpose of present study, a cross-sectional approach has been used to investigate the correlation between worker engagement, psychological empowerment, and resilience of workers. Given the highly competitive and dangerously stressful nature of hospital employment, hospitals must devise a strategy to keep a motivated workforce that can adapt to a changing environment. Psychological empowerment and resilience play a crucial role in fostering employee engagement and enhancing the performance of hospitals. The hospital staff were chosen for the present investigation with this issue in consideration. A survey was conducted among 300 staff working in three distinct multi-speciality hospitals located in Chandigarh tricity, India. The participants comprised of nurses, paramedical personnel, and mid-level managers. A total of 240 complete and valid responses were selected out of 300 for analysis. The researchers employed the snowball sampling technique, as recommended by Sekaran and Bougie (2016).

### 3.2. Measurement and Scales

Employee engagement was assessed using a 17-item scale having three dimensions, which was adapted from the scale for work engagement by Schaufeli and Bakker (2003). Similarly, Psychological empowerment was measured using a three dimensional, 12-item scale from study of Spreitzer (1995). A 35 item scale was employed to analyse employee resilience spread over 7 dimensions from Resilience assessment questionnaire from Mowbray (2018). A 5 pointlikert scale was employed by the researchers ranging from 1 to 5, where 1 represented strongly agree and strongly disagree was represented by 5.

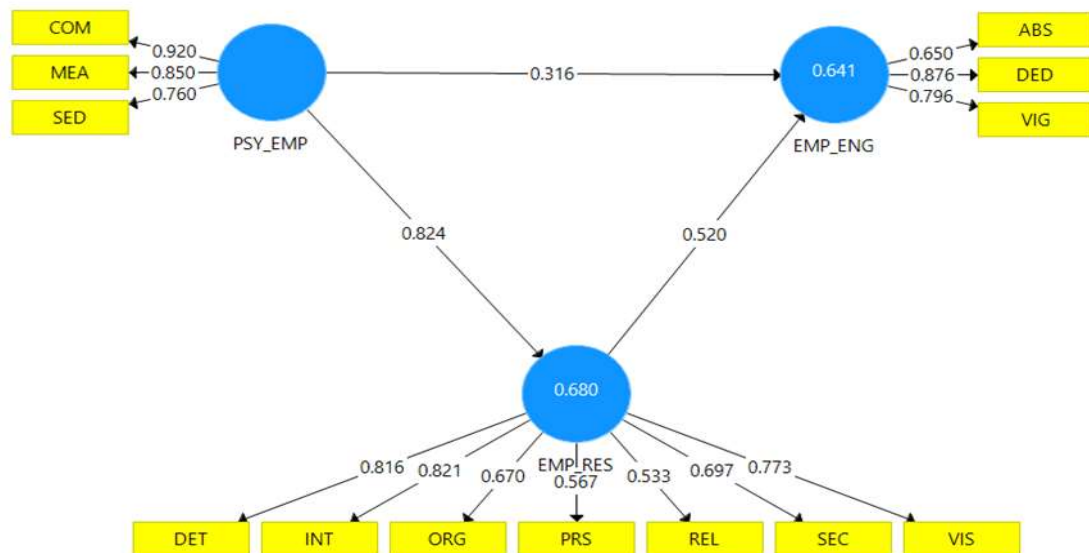
### 3.3. Data Analysis

The study's hypotheses were analysed using Smart PLS 3 (Ringle et al., 2015). The study utilised the SEM technique employing a two-stage analysis, as suggested by Hair et al. (2011). The PLS approach of path modelling has gained significant recognition for its ability to accurately forecast and effectively perform various analytical operations (Rigdon, 2012). This technique addresses the evaluation of both the measurement model and the structural model.

## 4. STRUCTURAL MODEL AND ANALYSIS

### 4.1 Target endogenous variable variance

**Figure 1: THE STRUCTURAL MODEL**



The structural model consists of independent variable psychological empowerment (PSY\_EMP) which is being measured by indicators, Meaning (MEA), Competence (COM) and Self Determination (SED). The seven indicators measuring mediating variable, Employee Resilience (EMP-RES) are, Vision (VIS), Determination (DET), Relationships (REL), Problem-solving (PRS), Organisation (ORG), Self-confidence (SEC), employee resilience is both an endogenous and exogeneous variable. Employee engagement (EMP\_ENG) is the dependent variable and is being measured by three indicators, Vigor (VIG), Dedication (DED) and Absorption (ABS).

According to the respondents, out of 3 indicators reflecting the PSY\_EMP indicator “Meaning” is most important determinant of psychological empowerment. The primary factor



that employees identify as the most influential in employee engagement is "dedication". The optimal way to foster employee engagement is by drawing a sense of importance from one's work and experiencing a sense of pride in one's employment. The indicator "interaction" is the most accurate representation of employee resilience among the total of 7 indicators.

**Table 1: PATH COFFICENTS**

	EMP_ENG	EMP_RES	PSY_EMP
EMP_ENG			
EMP_RES	0.520		
PSY_EMP	0.316	0.824	

From the figure 1 and table 1 we can find that the for the Employee engagement (EMP\_ENG) which is an endogenous latent variable, the determination coefficient comes out to be 0.641(R squared). This means that psychological empowerment (PSY\_EMP) and employee resilience (EMP\_RES) moderately explain 64.1% of the variance in employee engagement. According to Wong (2010), R squared of 0.75 is considered to be substantial, at a value of 0.50 it is moderate and value of 0.25 is considered as weak. 68% of the variance among employee resilience is being explained by the psychological empowerment. Employee resilience is strongly predicted by psychological empowerment. Employee resilience and psychological empowerment are both moderate predictors of employee engagement

**4.2 Reliability and Validity**

**TABLE 2: CONSTRUCT RELIABILITY AND VALIDITY**

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
EMP_ENG	0.680	0.730	0.821	0.608
EMP_RES	0.830	0.857	0.871	0.497
PSY_EMP	0.797	0.803	0.882	0.715

**TABLE 3: HTMT**

	EMP_ENG	EMP_RES	PSY_EMP	
EMP_ENG				
EMP_RES	0.760			
PSY_EMP	0.771	0.814		

**Internal consistency reliability:** The table shows that composite reliability values for the model are shown to be more than 0.7, and values above 0.7 demonstrate internal consistency reliability (Bagozzi and Yi, 1988). For composite reliability to be there the rho\_A value must be more than 0.7 (Dijkstra and Henseler, 2015a).

**Convergent Reliability:** In order to assess convergent validity, the average variance extracted (AVE) of each latent variable is computed. From table 2 we can conclude that AVE Values for all latent variables are more than or almost equal to the threshold value of 0.5, hence convergent reliability for the model is established.

**Discriminant Validity:** Assessment of discriminant validity can be done by using Heterotrait-Monotrait Ratio of correlations (HTMT). The table 3 shows that maximum value 0.814 is below the 0.85 threshold, we say that discriminant validity is established

#### 4.3 Goodness of Fit

**TABLE 4: MODEL FIT**

	Saturated Model	Estimated Model	
SRMR	0.789	0.793	
d_ ULS	0.663	0.665	
d_ G	0.432	0.438	
Chi-Square	300.869	300.869	
NFI	0.732	0.733	

According to Hensler et al. (2016), approximation fit criterion is the first one to be analysed, specifically the SRMR, standardised root mean squared residual. Lower is the value of SRMR, better will be the match. A value equal to or less than 0.08 is considered acceptable. In order to assess the precise fit threshold, the unweighted least square discrepancy (d\_ ULS) and the geodesic discrepancy (d\_ G) are examined. A desirable fit is indicated by low values for both discrepancies.. From table 4 we can depict that all values are falling within the acceptable limits, hence the model passes the goodness of fit test.

#### 4.4 Testing of Hypothesis

**TABLE 5: R SQUARED**

	R Square	R Square Adjusted	
EMP_ENG	0.641	0.634	
EMP_RES	0.680	0.676	

The overall effect of independent variable on independent variable could be determined by R<sup>2</sup> value. According to table 5, value of R squared on employee engagement is 0.641 which indicate that psychological empowerment contributes 64.1% of the emp. eng. and remaining 55.9% is influenced by other variables. As, R<sup>squared</sup> value on employee resilience is 0.680, it

reflects that 68% change in employee resilience is being explained by psychological empowerment and remaining 32% by other factors.

**TABLE 6: F SQUARED**

	EMP_ENG	EMP_RES	PSY_EMP	
EMP_ENG				
EMP_RES	0.241			
PSY_EMP	0.189	2.121		

The F squared effect size quantifies the extent of the correlation among the latent variables in question. Hair et al. (2012), mentioned that a high effect is expected if effect size is 0.35 and an effect size of 0.02 is modest, whereas at 0.15 medium effect is there. The table above demonstrates that resilience has a moderate impact on worker engagement, whereas emotional empowerment has a significant impact on employee resilience. Psychological empowerment has a moderate impact on employee engagement.

**TABLE 7: BOOTSTRAPPING**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
EMP_RES - > EMP_ENG	0.520	0.527	0.141	3.685	0.000
PSY_EMP - > EMP_ENG	0.316	0.317	0.140	2.258	0.024
PSY_EMP - > EMP_RES	0.824	0.829	0.041	20.228	0.000

**TABLE 8: RESULTS**

Number	Hypotheses	Original Sample	T statistics	p-value	Result
H <sub>1</sub>	PSY_EMP -> EMP_ENG	0.316	2.256	0.024	Accepted
H <sub>2</sub>	EMP_RES -> EMP_ENG	0.520	3.685	0.000	Accepted
H <sub>3</sub>	PSY_EMP -> EMP_RES	0.824	2.897	0.000	Accepted
H <sub>4</sub>	PSY_EMP -> EMP_RES -> EMP_ENG	0.428	3.942	0.000	Accepted

Table 7, reflects the t-values and p values for the various paths and table 8 gives the results of hypothesis testing. All the t values are more than 1.96 and the p- values are less than 0.05, hence all the alternative hypothesis are accepted. The PSY\_EMP has a significant impact on the EMP\_ENG. EMP\_RES and EMP\_ENG have a significant strong relationship, whereas the PSY\_EMP has as strong positive impact on EMP\_RES. The EMP\_RES significantly mediates the relationship between PSY\_EMP and EMP\_ENG.

## 5. DISCUSSION AND IMPLICATIONS

The main goal of the study was to look into the role of staff resilience in the relationship between the mental empowerment and staff involvement. According to the SEM-PLS study, employee resilience was a full mediator in the link between psychological empowerment and employee involvement. Empowering employees psychologically and making them resilient have a modest effect on how engaged employees are. An important factor in understanding a lot of the differences in employee resilience is psychological empowerment. There is a strong link between psychological empowerment and employee resilience. Both employee resilience and psychological empowerment have a small effect on employee involvement.

The study has various ramifications for both theory and practice. The study has validated the significance for psychological empowerment for forecasting staff engagement and enhancing corporate performance. The study further substantiated the role of employee resilience in mediating the connection among employee mental empowerment and worker engagement. Furthermore, the study has validated the importance of employee resilience as a crucial aspect and its effectiveness for organisations to enhance employee engagement. Essentially, the findings have significant significance for executives, owners, and regulators in terms of enhancing business performance.

First, in a managerial context the psychological empowerment shows a great potential to contribute towards innovation and effectiveness in a complex and ambiguous environment by enhancing the employee engagement. According to this, research suggests that prioritising psychological empowerment is important for fostering a sense of belonging and concern in workers' thoughts, which in turn can enhance their motivation and focus on improving performance. In order to address this, lawmakers must reassess how to create and implement efficient procedures that enable employees to voice their opinions on job-related problems, ensuring their input is taken into consideration. Furthermore, the study suggests that employee resilience plays a crucial role in enhancing employee engagement. Resilient and engaged employees are those who receive assistance and motivation, making them better equipped to overcome problems.

As, hypothesized the resilience was significantly and directly mediating the linkage between engagement and psychological empowerment. Prior research has demonstrated a significant correlation between an employee's capacity to recover from a difficult event and their

level of engagement. Healthcare organisations should foster individuals' personal resilience, allowing them to maintain optimism, perseverance, and strength throughout challenging times. Utilising these traits in conjunction with psychological empowerment will enhance employee engagement. This shall promote empower and promote social and economic inclusion of all employees which will reduce the inequality. The study suggests that hospitals could benefit from increasing employee resilience and psychological empowerment in the current context, as it may help to develop and encourage engaged healthcare personnel. Psychological empowerment, when combined with employee resilience as a mediator, can enhance employee engagement and create a favourable atmosphere for increased productivity.

## REFERENCES:

Aida Khakimova, Oleg Zolotarev & Igor Zatsman. (2022) Principles of Forming a Strategy for Reducing the Psychological Tension of Social Network Users. *The Open Public Health Journal* 15:1.

Aggarwal, A., Chand, P. A., Jhamb, D., & Mittal, A. (2020). Leader-member exchange, work engagement and psychological withdrawal behaviour: The mediating role of psychological empowerment. *Frontiers in Psychology*, 11, 1–17.

Aggarwal, A., Jaisinghani, D. and Nobi, K. (2022), Effect of organizational justice and support on organizational commitment and employee turnover intentions: the mediating role of employee engagement, *International Journal of Quality and Service Sciences*, Vol. 14 No. 4, pp. 525-554

Albrecht, Simon & Andretta, Manuela. (2011). The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. *Leadership in Health Services*. 24. 228-237.

Aon Hewitt Report (2013). Global Trends in Employee Engagement. [www.aon.com](http://www.aon.com)

Aryee, Samuel & Chen, Zhen. (2006). Leader-Member Exchange in a Chinese Context: Antecedents, the Mediating Role of Psychological Empowerment and Outcomes. *Journal of Business Research*. 59. 793-801. 10.1016/j.jbusres.2005.03.003.

Bagozzi, R. P., & Youjae Yi. (1988). On the Evaluation of Structural Equation Models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.

Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological review*, 84 2, 191-215 .

Bardoel, E. & Pettit, Trisha & De Cieri, Helen & McMillan, Lindsay. (2014). Employee resilience: An emerging challenge for HRM. *Asia Pacific Journal of Human Resources*. 52.

- Bhuvanaiah, Tejaswi & Raya, Rampalli. (2016). Predicting Employee Work Engagement Levels, Determinants and Performance Outcome: Empirical Validation in the Context of an Information Technology Organization. *Global Business Review*. 17.
- Blatt, Ruth. (2009). Resilience in Entrepreneurial Teams: Developing the Capacity to Pull Through. *Frontiers of Entrepreneurship Research*. 29.
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: Integrating theory and practice. *The Academy of Management Review*, 13(3), 471–482.
- De Meuse, K. P., Dai, G., Swisher, V. V., Eichinger, R. W., & Lombardo, M. M. (2012). Leadership development: Exploring, clarifying, and expanding our understanding of learning agility. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 280 – 286
- Dijkstra, T. K., & Henseler, J. (2015). Consistent Partial Least Squares Path Modeling. *MIS Quarterly*, 39(2), 297–316.
- Frank, F.D., Finnegan, R.F. and Taylor, C.F. (2004) The Race for Talent: Retaining and Engaging Workers in the 21st Century. *Human Resource Planning*, 27, 12-25
- Fredrickson BL. The role of positive emotions in positive psychology. The broaden-and-build theory of positive emotions. *Am Psychol*. 2001 Mar;56(3):218-26.
- Fredrickson, B. L. (2009). *Positivity: Groundbreaking research reveals how to embrace the hidden strength of positive emotions, overcome negativity, and thrive*. New York: Crown Archetype.
- Gist, M. E. (1987). Self-Efficacy: Implications for Organizational Behavior and Human Resource Management. *The Academy of Management Review*, 12(3), 472–485.
- Hackman JR, Oldham GR. 1976. Motivation through the design of work: test of a theory. *Organ. Behav. Hum. Perform.* 16:250–79
- Hackman, J. R. (1980). Work redesign and motivation. *Professional Psychology*, 11(3), 445–455.
- Hair, J., Ringle, C. and Sarstedt, M. (2011) PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, 19, 139-151.
- I-Lun Chen Wang Yao-Sheng, Wen-Hsin Cheng & Hsin-Chun Huang. (2022) Maternal psychological distress in the early postpartum period during COVID-19 pandemic: a pilot study. *BMC Pregnancy and Childbirth* 22:1.
- Kahn, W.A. (1990) 'Psychological conditions of personal engagement and disengagement at work', *Academy of Management Journal*, Vol 33, pp692-724.

- Kahn, W.A. (1992), To be full there: psychological presence at work, *Human Relations*, Vol. 45,
- Kowalski, B. (2003), The engagement gap, *Training*, Vol. 40 No. 4, p. 62.
- Luthans, F. (2002). The need for and meaning of positive organization behavior. *Journal of Organizational Behavior*, 23(6), 695–706. <https://doi.org/10.1002/job.165>
- Luthans, Fred & Avolio, Bruce & Avey, James & Norman, Steven. (2007). Positive Psychological Capital: Measurement and Relationship with Performance and Satisfaction. *Personnel Psychology*. 60. 541 - 572.
- Macey, William & Schneider, Benjamin. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*. 1. 3-30.
- Markman, Gideon & Baron, Robert & Balkin, David. (2005). Are Perseverance and Self-Efficacy Costless? Assessing Entrepreneurs' Regretful Thinking. *Journal of Organizational Behavior*. 26. 1 - 19.
- Maslach C, Schaufeli WB, Leiter MP. Job burnout. *Annu Rev Psychol*. 2001;52:397-422.
- May, Douglas & Gilson, Richard & Harter, Lynn. (2004). The Psychological Conditions of Meaningfulness, Safety and Availability and the Engagement of the Human Spirit at Work. *Journal of Occupational and Organizational Psychology*. 77. 11 - 37.
- Mayrowetz, David & Murphy, Joseph & Louis, Karen & Smylie, Mark. (2007). Distributed Leadership as Work Redesign: Retrofitting the Job Characteristics Model. *Leadership and Policy in Schools*. 6. 69-101.
- [Meyerson, S.L.](#) and [Kline, T.J.B.](#) (2008), Psychological and environmental empowerment: antecedents and consequences, [Leadership & Organization Development Journal](#), Vol. 29 No. 5, pp. 444-460.
- Organizational Psychology: Perspectives on Science and Practice*, 5, 280 –286
- Rigdon, Edward. (2012). Rethinking Partial Least Squares Path Modeling: In Praise of Simple Methods. *Long Range Planning*. 45. 341–358.
- [Ringle, C.M.](#) and [Sarstedt, M.](#) (2016), Gain more insight from your PLS-SEM results: The importance-performance map analysis, [Industrial Management & Data Systems](#), Vol. 116 No. 9, pp. 1865-1886.
- Robinson, D., Perryman, S. and Hayday, S. (2004), *The Drivers of Employee Engagement*, Institute for Employment Studies, Brighton.
- Rutter M. Psychosocial resilience and protective mechanisms. *Am J Orthopsychiatry*. 1987 Jul;57(3):316-331. doi: 10.1111/j.1939-0025.1987.tb03541.x. PMID: 3303954.

Sekaran, U. and Bougie, R. (2016) *Research Methods for Business: A Skill-Building Approach*. 7th Edition, Wiley & Sons, West Sussex

Spreitzer, G. M. (1995). Psychological Empowerment in the Workplace: Dimensions, Measurement, and Validation. *The Academy of Management Journal*, 38(5), 1442–1465.

Stander, Marius & Rothmann, Sebastiaan. (2010). Psychological empowerment, job insecurity and employee engagement. *South African Journal of Industrial Psychology*. 36.

The Gallup Organization (2013) *How Employee Engagement Drives Growth*. <https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>

Thomas, K. W., & Velthouse, B. A. (1990). Cognitive elements of empowerment: An interpretive model of intrinsic task motivation. *The Academy of Management Review*, 15(4), 666–681. Vol. 48 No. 5, pp. 26-36

Wagnild, G., & Young, H. M. (1990). Resilience among older women. *Journal of Nursing Scholarship*, 22(4), 252–255.

*Werner, E. E. (1970). Overcoming the Odds: High Risk Children from Birth to Adulthood. Cornell University Press.*

Wong NT, Zimmerman MA, Parker EA (2010). A typology of youth participation and empowerment for child and adolescent health promotion. *Am J Community Psychol*. 46(1-2):100-14.

Zhiyu Ye, Wentian Li & Ruizi Zhu. (2022) Online psychosocial interventions for improving mental health in people during the COVID-19 pandemic: A systematic review and meta-analysis. *Journal of Affective Disorders* 316, pages 120-131.