

**INVESTIGATING THE INFLUENCE OF OCCUPATIONAL  
SELF-EFFICACY, WORK MEANINGFULNESS AND JOB CRAFTING  
ON JOB PERFORMANCE: A STUDY WITH SPECIFIC REFERENCE  
TO THE ENGINEERING INDUSTRY EMPLOYEES IN  
COIMBATORE DISTRICT**

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for the award of the Degree of

**DOCTOR OF PHILOSOPHY IN MANAGEMENT**

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# *Chapter V*

## *Findings, Suggestions and Conclusion*

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## CHAPTER V

### FINDINGS SUGGESTIONS AND CONCLUSION

After processing the data, obtaining and interpreting the results in previous chapter, the findings have been discussed in the present chapter and suggestions have been given. Limitations of the study and Conclusion of the study are also presented.

#### 5.1 Findings of the Study

##### 5.1.1 Demographic profile of the respondents

The results reveal that among the 414 respondents considered for the study. Majority (55.6%) of the respondents are in the age group between 26-35 years. 80.4% of the respondents are male employees and 19.6% of the respondents are female employees. Around 56.5% of the respondents are married. 51.7% of the respondents are Engineering graduates and 16.2% of the respondent's have completed Arts and Science programmes where they are recruited for the junior level position. 80.2% of the respondents are in the designation of technical level. Around 33.1% of the respondents are having experience between 6- 10 years and only 3.9% of the respondents have above 21 years of experience.

##### 5.1.2 Findings from Descriptive Statistics

Highest mean value is for the variable Job Performance followed by Occupational self-efficacy and Work Meaningfulness. Among the Job Demand dimensions, Work Pressure followed by Cognitive demand has the highest mean value when compared to the other dimensions Role conflict, Hassles and emotional demands. The mean value of all Job Resource Dimensions is above 3, coaching followed by Opportunities for development, Feedback, Autonomy and Social Support. The mean value of all Job crafting Dimensions is above 3, task crafting (M=3.3509) followed by cognitive crafting (M=3.2454) and relational crafting (M=3.0997). All the variables have a mean value of above 3 on a scale of 1 to 5 where **5** stands for: **Very Often; 4: Often; 3: Regularly; 2: Sometimes; 1: Never**. This indicates that employees are mobilizing resources and challenging job demands helps in enhancing the occupational self-efficacy of employees, employees who perceive their work as more meaningful and involve in job crafting which is likely to lead to enhance their job performance.

### 5.1.3 Findings from Correlation Analysis

Two Correlation analyses are carried out to find the association among the variables influencing Job demand and Job resource dimensions and Occupational self-efficacy and Job demand, Job resource, Occupational self-efficacy and Job Performance.

- The result reveals that significant positive correlation with occupational self-efficacy exists among all the 5 Job demand dimensions namely; Hassles ( $r=0.141$ ), Role conflict ( $r=0.260$ ) Work pressure ( $r=0.278$ ), Cognitive Demand ( $r=0.307$ ) and Emotional demand ( $r=0.306$ ). The effect sizes of these associations were in the small to medium range (Cohen, 1988). In Job Resource dimension, Coaching ( $r=0.578$ ), Opportunities for Development ( $r=0.438$ ), Feedback ( $r=0.432$ ) and Autonomy ( $r=0.423$ ) has positive and high correlation with Occupational self-efficacy. It can be understood that there exists a high correlation among the variables according to Cohen's (1988). Social support ( $r=0.299$ ) has positive and low correlation with Occupational self-efficacy. It could be inferred that all the dimensions of job demand and job resources have significant correlation with Occupational self-efficacy. This indicates that resources become most salient under demanding conditions. In other words, there is a need for a challenge (i.e. a demanding condition) in order for job resources to be translated to enhance self-efficacy and performance. This is in line with Hobfoll (2002) who has argued that resource gain in itself has only a modest effect, but instead acquires its saliency in the context of resource loss. This implies that job resources gain their motivational potential particularly when employees are confronted with high job demands. Under stressful conditions individuals will be more likely to use resources (skill utilization, learning opportunities, autonomy, colleague support, etc.) as a coping mechanism to deal with difficult events.
- The result reveals that significant positive correlation with Job Performance exists among Occupational self-efficacy ( $r=0.600$ ), Job resources ( $r=0.519$ ) and Job Demands ( $r=0.416$ ). It can be understood that there exists a high correlation among the variables according to Cohen's (1988). The next highest and positive correlation exists between Job Resources and Occupational Self Efficacy ( $r=0.566$   $p<0.000$ )

followed by Job Demands and Job Resources ( $r=0.448$   $p<0.000$ ) and Job Demands and Occupational Self Efficacy ( $r=0.337$   $p<0.000$ ). It could be inferred that self-efficacy beliefs of the employees was relatively high, which shows that they have a capability and confidence about their abilities to perform work roles effectively. The study of Srivastava, Bartol, and Locke (2006) report that empowering leaderships is not directly linked to performance but operates through knowledge sharing and perceived team efficacy. Since, organizations can grow collectively and not individually and especially when there is strong competition. Hence team efficacy is one of the most effective tools an organization has to develop and execute innovative ideas into the market and organization, which helps in enhancing the performance of the organization.

#### **5.1.4 Findings from Regression analysis**

Two Regression analyses are performed, Items of Job Demands and Job Resources as independent variables and Occupational self-efficacy as dependent variable and Items of Occupational Self-efficacy as independent variables and Job Performance as dependent variable.

- Adjusted  $R^2$  value of **0.604** implies that 60.4% variability in the dependent variable i.e. Occupational self-efficacy is being predicted by the Independent variables work pressure, cognitive demands, emotional demand, Role conflict, opportunities for development, coaching and social support and the regression model is significant ( $F= 5.851$ ,  $p<0.016$ ). Hence, it could be inferred that among the Job Demand dimensions out of 4 items of Work Pressure WP1-‘Do you have to work at speed?’ ( $\beta=0.168$  positive,  $t=4.149$  positive,  $p<0.000$ ) has the highest influence on Occupational Self-efficacy ( $\beta=0.168$ ). The reason could be employees in engineering industry quickly adjust to new pressures and challenges resulting from rapidly evolving technologies, managing to work with tighter conditions which leads into enhancing their occupational self-efficacy. In Job Resource dimensions out of 5 items of Coaching CG3-‘I feel valued by my supervisor’ ( $\beta=0.263$  positive,  $t=6.228$  positive,  $p<0.000$ ) and Item CG5-‘My supervisor is friendly and open to me’ ( $\beta=0.248$  positive,  $t=6.290$  positive,  $p<0.000$ ); has the highest influence on

Occupational Self-efficacy ( $\beta=0.263$ ). This implies that being open with them, helps build and maintain effective employee and supervisory relationships to gain necessary skills.

- Adjusted  $R^2$  value of **0.37** implies that 37% variability in the dependent variable i.e. job Performance is being predicted by the Independent variable Occupational Self-Efficacy and the regression model is significant ( $F=12.199$ ;  $p<0.000$ ). Among the six Occupational Self-Efficacy items, OSE6 'I feel prepared for meeting the demands in my job' ( $\beta=0.515$  positive,  $t=12.199$  positive,  $p<0.000$ ) is the major predictor of job Performance. Getting prepared for meeting the demands in the job has the highest influence of employee's job performance. A highly self-efficacious employee will take up new challenges in the organization and are likely to exhibit better job Performance.

### **5.1.5 Findings from Model validation**

WarpPLS a Partial Least Squares regression procedure is used to examine the influence of Influence of Job Demand, Job Resources on Occupational Self-Efficacy and the influence of Occupational Self-Efficacy on job Performance. The important findings are

- The path coefficient between Job Demands and Occupational self-efficacy is found to be 0.167, which indicates a positive relationship ( $\beta = 0.167$ ;  $p<0.007$ ), which is significant thus proving Hypothesis 1 and therefore, it is inferred that Job Demands has a positive and significant influence on Occupational self-efficacy.
- The path coefficient between Job Resources and Occupational self-efficacy is found to be 0.524, which indicates a positive relationship ( $\beta = 0.524$ ;  $p<0.001$ ), which is significant thus proving Hypothesis 2 and therefore, it is inferred that Job Resources has a positive and significant influence on Occupational self-efficacy.
- The path coefficient between Occupational self-efficacy and Job Performance is found to be 0.498, which indicates a positive relationship ( $\beta = 0.498$ ;  $p<0.001$ ), which is significant thus proving Hypothesis 3 and therefore, it is inferred that Occupational self-efficacy has a positive and significant influence on Job Performance.

- The path coefficient between Occupational self-efficacy and Job crafting is found to be 0.443, which indicates a positive relationship ( $\beta = 0.443$ ;  $p < 0.001$ ), which is significant thus proving Hypothesis 4 and therefore, it is inferred that Occupational self-efficacy has a positive and significant influence on Job Crafting.
- The path coefficient between Job crafting and Job Performance is found to be 0.225, which indicates a positive relationship ( $\beta = 0.225$ ;  $p < 0.001$ ), which is significant thus proving Hypothesis 5 and therefore, it is inferred that Job crafting has a positive and significant influence on Job Performance.
- The path coefficient of the moderating effects has a value of 0.201 and the p value is  $< 0.001$  ( $\beta = 0.201$ ;  $p < 0.001$ ). since it is a positive path coefficient of an effect that moderates a positive direct relationship, the relationship between Occupational self-efficacy and Job crafting will go up in value as Work Meaningfulness increases, the effect of Occupational self-efficacy on Job crafting will decrease with increase in Work Meaningfulness. Hence Hypothesis 6 is accepted and therefore, it is inferred that Work Meaningfulness has a positive and significant influence on Job Crafting.

PLS SEM analysis reveals that 37.4% variability in Occupational Self-Efficacy is explained by the independent variables job demands and job resources; 23.1% variability in job crafting is predicted by the direct effect of the independent variable Occupational Self-Efficacy and indirect effect of the variables job demands and job resources and 40.4% variability in job Performance is explained by the indirect effect of the variables job demands and job resources and the direct effect of the variables Occupational Self-Efficacy and job crafting. Model reveals that the mediation effect of job crafting between Occupational Self-Efficacy and job Performance is partially and statistically significant and moderation effect of Work Meaningfulness between Occupational Self-Efficacy and job crafting is also statistically significant. These results will help the organization to concentrate more on these variables to bring better job Performance from their employees.

#### **5.1.6 Findings from Discriminant Analysis**

Discriminant analysis is carried out to identify the item that discriminate employees with high job Performance from those with low job Performance,

- Among the seventy independent items, 4 items of Occupational self-efficacy, 4 items of Work Meaningfulness, 2 items of emotional demand sub-dimension and 1 item of task crafting sub-dimension are identified to be discriminating the two groups of employees. Discriminant loading value higher than the value 0.3 is taken as the reference to group employees with high job Performance and low job Performance. The variables that highly discriminate employees with high job Performance from those with low job Performance are;
  - Among the 6 items in Occupational self-efficacy, OSE2 – ‘When I am confronted with a problem in my job, I can usually find several solutions’, OSE4 – ‘My past experiences in my job have prepared me well for my occupational future’, OSE6 – ‘I feel prepared for most of the demands in my job’ and OSE5 – ‘I meet the goals that I set for myself in my job’ items helps in discriminating employees with high Job Performance from those with low Job Performance. The outcomes of employees largely depend on their beliefs of how well they can perform in given situations. Organization should support the individuals to utilize the opportunity to engage in challenging and autonomous jobs, since all these leads to increase in self-efficacy which in turn enhances job performance.
  - Among the 6 items in Work Meaningfulness, WM2 – ‘I have a meaningful job’, WM4 – ‘What I do at work makes a difference in the world’, WM5 – ‘The work that I do is meaningful’ and WM3 – ‘The work that I do makes the world a better place’ items helps in discriminating employees with high Job Performance from those with low Job Performance. Managers who challenge their employees with high standards and who simulate and encourage behaviors of creativity and innovation in employees can create a worthy environment where feelings of meaning in work are enhanced. In an environment, where employees experience work as meaningful, they will feel that the work is important, significant, and valuable and satisfying their basic human needs, which subsequently enhances their Job Performance.
  - Among the Job demand dimension, emotional demand sub-dimension has 6 items of which ED2 – ‘In your work, are you confronted with things that personally touch you?’ and ED3 – ‘Do you face emotionally charged situations in your work?’ items



helps in discriminating employees with high Job Performance from those with low Job Performance.

- Among the Job crafting dimension, task crafting sub-dimension has 7 items of which TC6 – ‘Change the way you do your job to make it more enjoyable for yourself’ item helps in discriminating employees with high Job Performance from those with low Job Performance. Task crafting is very important for the engineering job (technical), where employees initiate new tasks that better suit one’s skills to attain their goals.

### **5.1.7 Findings from ANOVA and t-test**

Analysis of variance is done to identify the significant difference in the perception of respondents of varied demographic profile namely Age and Education qualification with respect to the study variables namely Occupational Self-efficacy, Work Meaningfulness and Job Performance. Among the job demand dimensions namely Work Pressure, Cognitive Demands, Emotional demands, Role Conflict and Hassles and in job resources namely autonomy, social support, feedback, Opportunities for Development and Coaching. Among the Job Crafting dimensions, Task Crafting, Cognitive crafting and Relational Crafting. T-test is performed for the demographic profile gender, marital status and nature of job and study variables. Both ANOVA and t test are tested at 5% level of significance.

**Based on Age:** The study categorized respondents into five age groups namely, below 25 years, 25-35 years, 35-45 years, 46- 55 years and above 55 years.

Among the job demand dimensions namely Work Pressure, Cognitive Demands, Emotional demands, Role Conflict and Hassles and in job resources namely feedback, Opportunities for Development and Coaching have significant difference across respondents of varied age group. Among the Job Crafting dimensions, Task Crafting, Cognitive Crafting and Relational Crafting have a significant difference across respondents of varied age group. It is also inferred that significant difference across respondents of varied age group for the variables namely Occupational Self-efficacy, Work Meaningfulness and Job Performance. Hence post hoc analysis is carried out to find out which age group of respondents differs in their perception from the others.

The post hoc analysis result reveals that the variables namely work pressure, cognitive demand, hassles, opportunities for development, task crafting, cognitive crafting and relational crafting of the respondents who are in the age group of 46-55 years perceive more different than below 25 years, 25-35 years, 35-45 years, 46- 55 years and above 55 years respondents.

**Based on Educational Qualification:** The study categorized the educational qualification of the respondents into three groups namely ITI/diploma, Engineering and Arts & Science.

Respondents of varied educational qualification differ in their mean perception with regard to job demand dimension namely Work Pressure and in job resource dimensions namely Social support, Opportunities for Development and Coaching. Among the Job Crafting dimensions, Task Crafting and Relational Crafting have a significant difference across respondents of varied educational qualifications. It is also inferred that significant difference exists in the perception of respondents of varied educational qualifications for the variables namely Occupational Self-efficacy, Work Meaningfulness and Job Performance. Hence, to find out differences in the perception of respondents of varied education background with regard to study variables, post hoc analysis is carried out.

The post hoc analysis result reveals that the variables namely coaching, task crafting, relational crafting, Occupational self-efficacy, Work meaningfulness and Job performance educational qualification of Arts and Science respondents perceive more different than ITI/Diploma and engineering respondents.

### **Findings from t-test**

**Nature of Job:** Testing at 5% level of significance, there is a significant difference exists in the perception of technical and managerial respondents with regard to job demand dimension namely cognitive demand, Role conflict and Hassles sub-dimension and in job resource dimensions namely Feedback and Coaching. It is also inferred that significant difference exists in the perception of technical and managerial respondents for the variable namely Job Performance. The reason could be by nature technical respondents are more task oriented and directly involved in production process but managerial respondents have skill variety to exhibit better job performance. There is no significant difference in the perception of technical and managerial respondents with regard to job demand dimension

namely Work Pressure and emotional demand and in job resource dimensions namely autonomy, social support and opportunities for development. It is also inferred that there is no significant difference in the perception of technical and managerial respondents for the variables namely Task Crafting, Relational Crafting and cognitive crafting, Occupational Self-efficacy, and Work Meaningfulness. Hence it is inferred that technical and managerial respondents have similar perception towards the above variables. Technical respondents extracted high score for majority of the study variables compared to managerial respondents.

**Marital status:** Testing at 5% level of significance, there is a significant difference in the perception of married and unmarried respondents with regard to job demand dimensions namely work pressure, emotional demand and role conflict sub-dimension. Further, there is also a significant difference in the perception of the variable namely job performance in which married employees have scored high mean value and job performance dimension. The reason could be by nature married employees have maturity to balance both work and family pressure, more experienced and personally competent compared to unmarried respondents. There is no significant difference in the perception of married and unmarried employees for the variables namely in job demand dimension – cognitive demand and hassles. In job resource dimension namely autonomy, social support, feedback, opportunities for development and coaching. Further, there is no significant difference in the perception of the variables namely occupational self-efficacy and Work meaningfulness. Married respondents extracted high score for majority of the study variables compared to unmarried respondents.

**Gender wise:** Testing at 5% level of significance, there is a significant difference in the perception of male and female respondents with regard to job demand dimension namely Role conflict sub-dimension. The reason could be by nature approach, attitude, way of thinking, feelings and thoughts are different for male and female respondents. There is no significant difference in the perception of male and female respondents among the job demand dimensions namely Work pressure , Cognitive demand, Emotional demand and Hassles and in job resource dimensions namely Autonomy, Social Support , Feedback , Opportunities for development and Coaching. Among the Job Crafting dimensions, Task Crafting, Cognitive Crafting and Relational Crafting does not have a significant difference

in the perception of respondents of varied gender. It is also inferred that there is no significant difference in the perception of male and female respondents for the variables namely Occupational Self-efficacy, Work Meaningfulness and Job Performance. Female respondents extracted high score for majority of the study variables compared to male respondents.

## **5.2 Suggestions**

The finding of the study reveals practical implications for management as well as employees of the organization. Management must gain insight about the importance of occupational self-efficacy, job crafting and work meaningfulness of their employees in order to provide motivation and opportunities to ensure enriched performance. Employees should understand and realize the importance of these positive paradigms and make use of opportunities provided by the management for their personal and career growth. Based on the findings from the study, the following suggestions are proposed.

- Findings from descriptive statistics revealed that employees place high mean value for the variables namely opportunities for development (M= 3.4689), coaching (M= 3.4986), feedback (M= 3.2882), Task crafting (M= 3.3509), occupational self-efficacy (M= 3.4879) and work meaningfulness (M= 3.4401). Organization could provide Opportunities for growth and development through education courses and skills training provided in-house or through outside training centers. Career development or counseling services will help employees expand their knowledge, skills and abilities, and apply them to new situations. Providing employees with opportunities to develop their skills and abilities may increase their performance because they can personally grow at work and can take on new challenging tasks and also improve the quality of their employees' work experience and realize the benefits of developing workers to their full potential. Organization could also facilitate personalized career path for employees to provide a clear road map to career growth and development. Career development initiatives such as career counseling, coaching and mentoring, and learning and development programmes can be offered to help the employees to enhance self-efficacy and consequently the performance.

- Organization could promote Hands-On Learning as an effective coaching method for employees to feel a greater sense of understanding of what is required of them in their jobs, support and the advice of an experienced employee. Hands-on learning is the most effective coaching process of *learning by doing*. Hands-on training allows employees to master skills by watching an instructor perform a task, and also providing opportunities for all types of employees to observe as well as perform prior to working in real-world environments. Hands-on training keeps learners engaged and also retain for a longer period after the training program. Organization should incorporate hands-on activities in the training programs. Hands-On Learning is an effective method since the live classroom environment makes it easy for employees to benefit from the interaction with the instructor and peers and immediately implement the feedback to improve. Since engineering industries are technically oriented organizations could facilitate Virtual Training Lab to provide real-world scenarios for technical training and also soft skills development.
- Coaching could be adopted as a management developmental activity for improving performance, developing skills and capability, facilitating leadership development, as well as managing career. Organization could facilitate a Coaching atmosphere that empowers employees and organization to produce results and also contribute to the individual's personal growth and development. Coaching encourages employees to organize individual's thinking process more clearly and more structural. Coaching facilitates learning and development, experiential learning and self-directed learning, all these aids in increasing the performance as well as promote self-awareness and personal growth.
- Providing routine feedback to the employees regarding their performance can enhance employee's self-efficacy beliefs at work. *Feedback is* important in maintaining a sense of efficacy by knowing that he or she has value and also to overcome self-doubt. It helps to handle a situation, and also succeed in performing a task. It also provides guidance for employees to work efficiently and also optimize communication between supervisors and employees, which ultimately builds the self-confidence among employees.

- Organization could focus in adopting Job crafting intervention to increase the awareness about how to craft a job to experience more pleasure, engagement and meaning in doing their work. The intervention could include three steps: (1) a job crafting workshop to introduce the concept of job crafting and the underlying theory, (2) a weekly job crafting logbook and (3) a reflection meeting. The intervention could include training and experimentation with job crafting goals that helps to engage the employees to view their work environment as an arrangement of demands and resources that can be altered using job crafting behavior. Since employees cannot individually perform job crafting activities without manager's knowledge first, during the intervention, employees can get support/feedback from supervisors to increase resources. Meeting with their supervisor as an opportunity to obtain feedback and to discuss goals/needs also sends a positive signal that the employee is willing to take responsibility for their job performance. Secondly, job crafting actions are expressed in more proactive behavior, which can lead to increased performance. Organization should suggest Job crafting intervention to develop proactive and motivated employees; hence the intervention can be implemented at the team-level. Through the action of crafting, employees have an opportunity to use their strengths efficiently through experimentation, boundary formation and also leads to increased work commitment, satisfaction, and attachment to the job and facilitates mobility into new roles thus encouraging overall performance.
- In order to elicit better performance, knowledge and technology must be accorded high priority and employed properly as an essential ingredient for organizational progress and survival especially in current turbulent operating environment. Organizational leaders can help to increase the potential for employees to experience the meaningfulness of their work. By providing Job autonomy, organization could allow their employees to find their work more significant and valuable. Autonomous approach in the workplace could encourage employees to take control and learn the skills they need and when they need them and also gives them the opportunity to change minor things by themselves. Since autonomy is a powerful tool for improving employee performance and increasing satisfaction at work and also enables the employees to act more professionally and help them to perform better.

- The study found that Occupational self-efficacy plays a major role in their job performance; hence in Organizations Human Resource Managers could focus in providing training programmes to enhance the personality, interpersonal skills, leadership skills, communication skills and negotiation skills. These programmes are likely to help the employees to build their confidence. The training programmes can be scheduled on alternate months. Organizations should provide constant acknowledgement of exemplary performance to enhance self-efficacy. The superiors can make the employees gain awareness of their potential and capabilities.
- Organization should cultivate Self-efficacy through empowering leaderships. Organization should encourage employees to engage in supportive leadership activities. Managers should identify and pick top performers and promote them to leadership positions since this leads to enhance the quality and quantity of positive role models within the team in order to enhance self-efficacy of the individuals and team.
- Creating high-performance workforce has become increasingly important. The various HR practices like selection and staffing, training and development and performance management, enable firms to create a workforce that possesses all the competencies necessary to utilize new technologies and new ways of working effectively. Employee competencies and their effective use can lead to higher organizational performance. HRM practices could contribute to create value by increasing intellectual capital within the firm.

### **5.3 Limitations of the Study**

Any study will be restricted in scope by certain inheritance limitations that are shared by choice of research design, sampling procedure, etc...like all survey; the research study has certain limitations they can be stated as follows

- The study is limited to the employees of engineering industries in Coimbatore. Hence, generalization of the results in relation to employees of other cities despite the similarity in the nature of the industry in other location but due to the regional differences in culture, lifestyle, cost of living etc. may influence the findings.

- This investigation is primarily limited to the geographical location of Coimbatore. Most of the insights collected from this study are confined only to Engineering industries located in Coimbatore city, particularly registered with SIEMA. Hence, the results cannot be generalized to other industries.
- Since the data was collected from a few production sectors located in Coimbatore District, which may not know the generalizability of the findings. The study depends entirely on the response of the employees. There is a possibility of personal bias with regard to their opinion of employees while answering to the question is yet another limitation.

#### **5.4 Conclusion**

This research helps in identifying the variables that has an influence of occupational self-efficacy, work meaningfulness and job crafting on job performance among the engineering industry employees in Coimbatore District. The study chooses highly competitive industry in the market namely engineering industry and the respondents as technical and managerial employees of engineering industry in Coimbatore city. This study considered 5 major variables namely Job Demands, Job Resources, Occupational Self-Efficacy, Work Meaningfulness and Job Crafting that influences the Job Performance of employees. Based on the literature reviews, a theoretical framework is proposed and hypothesis is framed.

The research adopts quantitative approach and responses for the dimensions of the study are collected using 5 point Likert's scale with ends 5: Strongly Agree; 4: Agree; 3: Neutral; 2: Strongly Disagree; 1: Disagree. The questionnaire used for the study is validated and reliability of the construct satisfies the guidelines. The research adopted convenience sampling for the selection of organizations. Convenience sampling or purposive sampling was a non probabilistic sampling technique which implore data from those respondents who are easily available and ready to participate on their will. The respondents for the research comprise the employees occupying the Technical and Managerial level employees in the organizations. Data was collected through a questionnaire. From each organization 10% of the employees were selected at random and the questionnaire was distributed to them. The sample size for the study is 414 respondents



with a response rate of 82.8%. SPSS 21 and Warp PLS is used to analyze the collected data. The statistical tools used for the study are, Percentage analysis, Descriptive Statistics, Correlation, Regression, Structural Equation Modeling, ANOVA and t- test.

The results of the study reveal that the variables namely Occupational Self-Efficacy, Work Meaningfulness and Job Crafting have a positive influence on Job Performance of employees. The study found that Job Demand dimensions namely work pressure, cognitive demand, emotional demand, role conflict and hassles and in Job Resources dimensions namely autonomy, social support, opportunities for development, feedback and coaching has a significant influence on occupational self-efficacy. Specifically the study found that Occupational Self-Efficacy is a major variable which highly influences Job Performance of employees. Self-Efficacy refers to the extent to which people feel confident in the ability to exert control over one's own motivation, behavior, and social environment and they are able to carry out a broader and more proactive role. Hence organizations should concentrate more on developing the self-efficacy of the employees which in turn influence the job crafting of the employees. Highly self-efficacious employees possess the qualities of self-belief in their capabilities to perform the job better and involve in bringing about necessary changes in their job duties and having an open mindset to learn and network with people to obtain and enhance their knowledge and skills and hence their performance is likely to be higher than those who don't involve in such activities.

The study also establishes that job crafting positively and partially mediates the relationship between Occupational Self-Efficacy and Job Performance of the employees. By bringing a job crafting perspective, from which employees can alter the content of their jobs and move from a “one-size-fits-all” job description and also customized to meet the particular needs, motives, and preferences of individual employees in ways that cultivate a positive sense of meaning and identity in their work and also expected to have a positive impact on the Job Performance of employees. Thus, by allowing employees to craft their own jobs results in them, exhibiting higher levels of Occupational Self-Efficacy which in turn leads to better job performance. Since Employee Job Performance is the key determining factor of the organization's growth and effectiveness.

The research also supported the role of Work Meaningfulness moderating the relationship between Occupational Self-Efficacy and Job Crafting. Work meaningfulness is featured by autonomy, learning and individual development opportunities, moral correctness, quality of relationships and recognition and allow them to develop their skills, improve themselves and fulfillment in their work. When employees realize that their work is meaningful and valuable they will consider the importance of job design, and try to create tasks, and it is expected to have a positive impact on the Job Performance of employees. Job crafting enables employees to leverage the unique knowledge to craft their jobs in ways that create more meaningfulness. Occupational self-efficacy affects job crafting directly and indirectly by simulating meaning in employees work. Specifically results showed that employees who score high on occupational self-efficacy are likely to have increased feelings of work meaningfulness and this indirectly influences their attributes of job crafting.

To conclude, the results of the study enable the Engineering Industry of Coimbatore city to develop and maintain a workforce with the high-level technical, cognitive and interpersonal skills through employee professional development programs that are assumed to be necessary if organizations have to deal with rapidly changing demands. To attract and retain talent, organizations could focus in enhancing the skills of the employee and enable them realize the significance of the job, thus contributing to enhancing their Occupational self-efficacy and consequently the performance. Industries have to create an atmosphere that is challenging, engaging, and offers opportunities for advancement. The uncertain economic environment created an even stronger sense of urgency among employers to address talent issues quickly and effectively. Organizations need to make talent management and employee development a shared business and HR responsibility. Technology can be used at every step in the talent management process to meet a business's strategic objectives. It will facilitate companies to reduce inventories, create more efficient supply chains, customize products, and reduce R&D costs and time to market. Innovation is an important engine of organisations growth—for new product development, improved processes, and new business models and supply chains. Innovation requires investments in technology and people, especially in the manufacturing and research and development arenas. Companies could help employees to develop and

maintain needed skills through continuous training programs and it is important in an age of rapid technological change. In addition to formal training, manufacturers should consider internship and apprenticeship programs which serves to bring in new people, train them for particular skills or in specific jobs, and also introduce them to the company culture. These programs which help the industries to evaluate “soft skills,” such as the ability to communicate and work collaboratively.

Human capital are of critical importance for the growth of knowledge and technology, value addition, and improvement of competitiveness in manufacturing through processes of continuous improvement. In fact, the human resource is the only ‘appreciating resource’ in a manufacturing system. It is the only resource that has the motivation and ability to increase its value if suitable conditions are provided, whereas all other resources—machines, building, materials, etc—depreciate in value with time. Organizations could view their people as major asset and the source of their competitive advantage. The study provides certain suggestions which can be implemented or considered by those organizations which will enable them to increase self-efficacy, commitment and satisfaction of employees. It also enables them to build overall self-confidence and creating positive dynamics in all areas of employee motivation, performance, and team effectiveness.

### **5.5 Scope for Future Study**

- Further studies can also focus on describing more on the type of personal resources such as self-esteem, hope, resilience, etc... which will enhance the Job Performance.
- Similar studies can be extended to other industries like Information Technology, Education Institution, Hospitality and Health care etc...
- Studies can be carried out to examine the Role of Meaningful Work in Transformational Leadership, Innovative Behavior, and Task Performance.
- The study was limited to Coimbatore city; further research can be done to other cities of India as well, where engineering industries are located.
- Specific studies for Occupational self-efficacy, Work meaningfulness and Job crafting can be taken up for the research to gain in-depth knowledge on the subject matter.