Exploration Of Occupational Self-Efficacy, Emotional Intelligence and Employee Resilience in Male and Female Work-From-Home IT Employees

Debanjana Basu
Assistant Professor, Department of Psychology, Bethune College, University of Calcutta, Kolkata

Abstract: The present study was conducted to assess the significance of relationship among occupational self-efficacy, emotional intelligence and employee resilience in work-from-home IT employees. Taking into consideration the purpose of the study, 90 work-from-home IT employees (64 male employees and 26 female employees) working in different IT companies in India were selected randomly as a sample. The age range of the selected sample was 25 to 38 years. Occupational Self Efficacy (OSES) scale by Sanjyot Pethe, Sushama Chaudhari, and Upinder Dhar, was used to measure occupational self-efficacy. Schutte Emotional Intelligence Scale (SEIS), by Schutte et al. (1998) measured the emotional intelligence of the participants. Data collection of employee resilience was done by administering the Employee Resilience Scale (EmpRes). Results showed that there is a significant positive correlation between occupational self-efficacy and emotional intelligence, emotional intelligence and employee resilience and occupational self-efficacy and employee resilience. This research could aid employers in identifying employees who are self-efficient, emotionally intelligent, and resilient. Future research on these variables in the post-pandemic situation will provide a more in-depth understanding of the differences between remote and traditional in-office work.

Keywords: occupational self-efficacy, emotional intelligence, employee resilience, IT industry

Introduction
The novel coronavirus outbreak has changed the working landscape of the world. Both the private and public sector had to reflect on their learning about employees working remotely and their arrangements. The organizations have given more liberty to the employees so that they can adjust their working schedules to suit their wellbeing. Not only the employees, as individuals, but the whole world had to adjust to the new situation. People are getting used to the work from home culture. This implies that their work schedule slowly comes closer to being twenty-four hours engagement on average rather than the usual eight hours of man working hour.

A study on Workforce Digital Transformation during COVID19 by Dobrica Savic states that the worldwide COVID-19 epidemic prompted companies to respond by innovating and making changes to their operational procedures. Workforce digital transformation and the development of the work environment are being propelled by a rapid increase in work-from-home needs. With the rise of the virus, corporate adoption of telecommuting has become a critical shift. This article focuses on the recent upsurge in coronavirus activity and the resulting rise in the demand for telecommuting jobs, which led to the implementation of digital transformation in the workforce.

Working from home has become more popular as an alternative to traditional working hours for public and private organizations.

Researchers analyzed five papers published in the year 2000 and five papers published in recent years in order to investigate factors influencing productivity in those who work from home, and to learn if these factors have a positive or negative impact. They discovered that the influence of these factors has either remained the same or has shifted in the 2000s (2019 and 2020). The findings show that working from home has an effect on workers' productivity. The gap between the publishing dates was set between 1990 and 2020 such that the greatest number of papers were published during that time period. Using extensive data from the most up-to-date survey of working people, Alexander Bick, Adam Blandin, and Karel Mertens estimated that 35.2% of the workforce was working completely from home in May of 2020, up from 8.2% in February of the same year. Employers were significantly more likely to transition to remote work and stay employed after the viral epidemic among highly educated, affluent, and white people.

Occupational self-efficacy
Numerous studies on self-efficacy have been performed since the 1970s. Self-efficacy has been demonstrated in organizational studies to be closely related to work satisfaction (Judge & Bono, 2001) and performance (cf. Judge & Bono, 2001; Stajkovic& Luthans, 1998). Occupational self-efficacy is a domain-specific evaluation of self-efficacy that refers to a person's confidence in his or her ability to do the tasks associated with his or her job (Rigotti, Schyns, & Mohr, 2008).

Occupational self-efficacy, is mostly established within an open and supportive human resource development environment (Indian Institute of Technology Department of Management Studies). Intrinsic value of the Individual, team, and organizational performance is enhanced through employee engagement. This study is aimed at exploring the relationships between occupational self-efficacy and HRD environment and employee engagement in the workplace for executives at a chosen group of Indian corporations. Occupational self-efficacy was shown to partly moderate the link between work engagement and the HRD environment. Correlatively, HRD environment and self-efficacy may influence job engagement by affecting their consequences (directly and indirectly). The study's aim was to learn more about the connection between leadership-relevant characteristics and management students' occupational self-efficacy. It seemed reasonable to infer that important leadership qualities are in some way connected to higher self-efficacy views.
Emotional intelligence

According to Goleman's study, the conventional IQ test accounts for just 20% of someone's success in life. That is how much of the remaining 80% is unaccounted for. Emotional Intelligence is said to account for about a quarter of the missing variables. Being conscious of our own emotions allows us to have greater control over them, while feeling empathetic to others gives us an increased level of emotional intelligence. When it comes to using their abilities to manage stress, rage, envy, and other unpleasant emotions, they can postpone gratification and finish tasks because of the connections they make and the work they do.

Pressures at work, stress, worry, agitation, irritation, and sadness are all facets of emotional intelligence that are linked to all aspects of EI. Any of these emotional indicators may negatively impact the ability of workers to work. Everything workers do is affected by their emotions. This may either improve or deteriorate the workers' morale, which will favourably or adversely affect their performance. This concept paper helps to illuminate the definition and measurement of emotional intelligence, as well as many aspects of emotional intelligence, and the way emotional intelligence influences the job performance of workers.

Employee resilience

Resilience can be demanded only when we need it (Danielle D. King, Alexander Newman, and Fred Luthans: The University of Michigan, Ann Arbor, MI, U.S.A). Organizations and workers must have a good level of workplace resilience in order to overcome any hardships and move forward.

Understanding employee resilience and occupational self-efficacy in workplace setting and research on links between employee resilience and occupational self-efficacy:

Companies that foster positive relationships among workers have an edge over competitors. An important study sought to examine the connection between self-efficacy and resilience to benefit workplace well-being by drawing on recent positive organizational behaviour studies. Findings suggest positive relationship between self-efficacy and workplace well-being (Pradhan, Panigraphya, Jena, 2021) Contract employees' workplace anxiety is related to self-efficacy and retention (Fatwa, Desvinia Rosanandy).

Self-efficacy not only has a significant impact on human well-being in very stressful circumstances, but it also helps to cultivate motivation and to visualize impressive objectives in life. The application of the impact continuum is seen in everyday life since it affects decisions throughout one's lifetime (Betz & Klein, 1996; Markman, Balkin, & Baron, 2002). Cope adaptively with traumatic stresses are more associated with resilience. Because of this, it is strongly connected to problems that must be overcome. Resilient people can withstand extreme stress without breaking, and they bounce back rapidly after a negative event, reflecting “ordinary” human adaptive mechanisms. Resilience, a complex construct that incorporates many other human resources, including self-esteem, optimism, coping techniques, and strong social connections, also encompasses several other concepts, including value systems, core beliefs, and the way we define ourselves (Condly, 2006) The idea of resilience may be summarized as recovering to one's normal functionality after being exposed to stress. There is no stressor, therefore there is no way to be robust. Even if a stressor hasn't occurred yet or will not occur, such as thinking about and planning one's future, self-efficacy may be present (Berry & West, 1993). Thus, even when particular stresses are absent, strong self-efficacy beliefs may have a beneficial effect on motivational processes. However, being self-efficacious may also assist demonstrate your ability to keep going even in the face of hardship. The correlation between self-efficacy and other components of resilience is very strong, as may be empirically shown (Hinz, Schumacher, Albani, Schmid, and Brähler, 2006). Resilience and self-efficacy are therefore objectively correlated.

Research on the underlying relationship between employee resilience and emotional intelligence in organizational setup:

People with awareness of their emotions have the ability to recover from adverse life events (Andrew R. Armstrong, Roselyn F. Galligan, Christine R. Critchley). The goal of this research was to learn how various aspects of emotional intelligence (EI) impact people's ability to recover from different kinds of life stress. individuals differ greatly in their relationships between life events and distress. Using the discriminant function analysis, it was discovered that there are four different EI dimensions, and higher EI scores lead to greater class inclusion. Psychological resilience was positively associated with emotional self-awareness, emotional expression, emotional self-control, and especially emotional self-management among the 414 individuals Much of the research in this area indicates that those with greater EI also tend to have higher levels of resilience. Specifically, Schneider et al. (2013) showed that EI helps people to better cope with stress. Not only did the four EI skills lead to robust stress responses, such as positive and negative affect, challenge appraisals, and challenge physiology, but they also facilitated these resilient responses.

EI was also linked to psychological resilience in the study done by Armstrong et al. (2011). Having high EI is adaptive under stressful conditions, according to these scholars. They were also able to "accurately detect and evaluate their emotions, recognize when and how to communicate their sentiments, and control their mood states."

Luthans, Avolio, Walumbwa, and Li (2005) found that the workers in a Chinese firm undergoing a dramatic transformation and change were also likely to be resilient; Maddi (1987) found that while downsizing greatly affected the workers in a business, their well-being, job satisfaction, and productivity were not compromised; Larson and Luthans (2006) discovered that workers' level of resiliency was linked to their overall job satisfaction; and Yousef and Luthans (2007) found that the resiliency employees had displayed was related to their overall satisfaction, job commitment, and happiness.

Studies linking emotional intelligence and occupational self-efficacy in employees:

Neerpal Rathi and Renu Rastogi conducted a study on the relationship between emotional intelligence, occupational self-efficacy, and organizational commitment. The goal of this relationship is to see how Emotional Intelligence (EI), occupational self-efficacy, and organizational commitment are linked. Data was gathered from 120 employees in India who worked for a variety of companies.

EI and occupational self-efficacy have a positive and significant correlation (p> 0.01), but EI and organizational commitment have a positive but non-significant relationship. Furthermore, there is a strong positive link between occupational self-efficacy and organizational commitment. According to the findings, EI and occupational self-efficacy are linked to a number of beneficial organizational outcomes. As a result, knowing the levels of EI and occupational self-efficacy will aid in taking appropriate steps (such as organizing training programmes) to improve these skills among employees.

Samuel O. Salami did a study on the links between Emotional Intelligence and Self-Efficacy and Work Attitudes among Secondary
School Teachers in Southwestern Nigeria. A sample of 475 secondary school teachers (230 males and 245 females) were chosen at random from southwestern Nigeria. Emotional intelligence and self-efficacy have substantial links with work attitudes according to the study's findings.

Reviewing the literature available on the variables undertaken for the present study, it may be said that these variables are yet to be adequately covered by researchers for remote workers especially in the IT firms. A dearth of research is seen in the relationship between occupational self-efficacy and emotional intelligence too. Emotional intelligence is an area that needs greater attention on part of the employers in these times to help employees face cut throat competition in the market and juggle home chores at the same time. Therefore, more research with WFH workers is needed so that businesses can distinguish between regular workplace employees and employees doing work from home. This might prove helpful in rethinking employee policies and working practices for the facilitation of business profits.

Methodology:

i. Objective:
   a. To assess the relationship among occupational self-efficacy, emotional intelligence and employee resilience of work-from-home employees working in the IT industry in India.

ii. Hypothesis

H1: There exists a significant relationship between occupational self-efficacy and emotional intelligence among work-from-home IT employees.

H2: There exists a significant relationship between occupational self-efficacy and employee resilience among work-from-home IT employees.

H3: There exists a significant relationship between emotional intelligence and employee resilience among work-from-home IT employees.

iii. Sample:

Initially, data was collected from 98 IT employees residing in India who were working from home. 8.16% of them were excluded as they did not meet the inclusion criteria, which were-

1) IT employee residing in India
2) currently working from home
3) age range between 25-40 years.
4) minimum 5 years of job experience.

The study was finally conducted on 90 work-from-home IT employees, of whom 64 were male and 26 were female, serving in different information technology offices situated in India, like Tata Consultancy Service, Infosys, HCL Technologies, IBM, Wipro Limited, Tech Mahindra Ltd, Larsen and Toubro Infotech Ltd, Tadip Technologies Pvt. Ltd., Hyperlink InfoSystem, Mindtree, Accenture, Capgemini India Pvt. These companies are situated in various cities across India, like Hyderabad, Mumbai, Chennai, Mysore, Bangalore, Kolkata, Delhi, Pune, etc. The employees were originally posted in different regions, but due to the COVID-19 situation, they are working from home at present. The participants were selected using stratified random sampling technique. The population is divided into subgroups (called strata) based on the relevant attributes to apply this sampling approach. Age range, job field, geographic location, and employment experience, for example, were subgroups in this study.

Data were collected from all those IT employees who were willing to serve as participants for the investigation. Data were collected from each participant individually with the help of google forms.

iv. Tools used:

A general information schedule, Occupational Self-efficacy scale, the Schutte Emotional Intelligence Scale and Employee Resilience Scale was used to collect the data.

i. Occupational Self-efficacy Scale:

This scale has been constructed by SanjyotPethe, Sushama Chaudhary and Upinder Dhar in the year 2005. The scale was given to 220 people, and the results were submitted to factor analysis, yielding six components. Confidence, command, flexibility, personal efficiency, a good attitude, and uniqueness are among these qualities. The reliability coefficient of the scale is = .98. The scale has excellent content validity, in addition to face validity. The reliability index was determined to validate the coefficient of dependability (garrett, 1981). Because it is 99, the latter shows a high level of validity.

ii. Schutte Emotional intelligence Scale

Schutte et al. (1998) developed the SEIS. The SEIS consists of 33 self-referencing statements, and requires subjects to rate the extent to which they agree or disagree with each statement on a five-point scale (1 = strongly disagree, 5 = strongly agree) (Ciarrochi et al., 2000). This scale measures six factors. The factors were called the Positive Affect Factor, Emotion- Others Factor, Happy Emotions, Emotions-Own, Non-verbal emotions and Emotional management. Schutte et al. (1998) reported a two-week test-retest reliability of .78 for total scale scores, internal consistency (Cronbach’s alpha 0.87)

iii. Employee Resilience Scale:

The scale was developed in 2013 by Morgana Hodcliffe, University of Canterbury, Dr Katharina Näswall, University of Canterbury, and Dr Joana Kuntz. There are 14 items in the EmpRes. Likert-type responses were received from all participants, and the summated scores were computed as follows: the most positive answer was assigned a value of 7, and the most negative response was assigned a value of 1. The Cronbach’s values (89 and 85) indicate that the items assess the same concept consistently. The convergent validity of the EmpRes Scale is supported by both studies, showing that it correlates with organizational and work-related variables in the predicted direction.
Considering the correlation values, it was seen that there is a significant relationship between the three variables, namely, occupational self-efficacy, emotional intelligence, and employee resilience. Thus, it indicates that the variables are linked to each other. The correlation coefficient between occupational self-efficacy and emotional intelligence was 0.58. The value is greater than the critical values against df (89) at both the level of significance (0.01=0.283 and 0.05=0.217), (0.01=1.66 and 0.05=1.99). Thus null hypothesis was rejected and research hypothesis (H1) is accepted. In the case of occupational self-efficacy and employee resilience, the obtained coefficient was 0.59. The value is greater than critical values against df (89) at both levels of significance (0.01=1.66 and 0.05=1.99). Thus, the null hypothesis was rejected and the research hypothesis (H2) was accepted. For emotional intelligence and employee resilience, the obtained coefficient was 0.44. The value is greater than critical values against df (89) at both levels of significance (0.01=1.66 and 0.05=1.99). Thus, the null hypothesis was rejected and the research hypothesis (H3) was accepted.

When comparing the variables of self-efficacy, emotional intelligence, and employee resilience, it is seen that there is a significant relationship between these variables. According to the results obtained, an employee’s emotional intelligence and resilience are linked and consistent with previous results. Armstrong, Galligan, and Critchley’s work clearly demonstrates that EI may be directly linked to resilience, with emotionally intelligent behaviour in stressful conditions being adaptive (2011). People with higher EI, according to Salovey, Bedell, Detweiler, and Mayer (1999), are less stressed because they are better able to notice and appraise their emotions, know when and how to convey their feelings, and can successfully regulate their moods. Apart from this, resilient people intentionally cultivate their positive emotions by adopting humour, relaxation techniques, and hopeful thinking (Werner & Smith, 1992, Kumpfer, 1999). Employees who can control their emotions, understand others’ verbal and nonverbal emotions, and have a positive outlook on life are deemed to have strong employee resilience and can confront adversity with confidence. As a result, people with high emotional quotients may face professional obstacles and workplace upheavals.

Employee resilience and occupational self-efficacy also have a positive correlation. As evidenced by empirical research (Hinz, Schumacher, Albani, Schmid, and Brähler, 2006), there is a strong link between self-efficacy and other components of resilience. As a result, resilience and self-efficacy are objectively linked Individuals with resilience are able to bounce back when faced with employment insecurity. Individuals who are resilient are more likely to work at their best regardless of what is going on around them and are better at dealing with difficult situations by managing change in a good way.

Occupational self-efficacy serves as an internal resource that fosters personal feelings in order to keep their jobs. Self-efficacy is a psychological resource that can be developed or increased depending on the amount of stress a person is under. Because it is closely tied to how people act and think in the workplace, self-efficacy has important ramifications for business. Employees who have high levels of self-efficacy report feeling more positive emotions at work, especially when confronted with stressful conditions like job instability. Positive emotions will aid individuals in navigating stressful situations in their workplaces through self-efficacy. Even though individuals will be able to rise again by applying alternative solutions (Fatwa Tentama, Rosandy), self-efficacy can boost individual abilities to build numerous ways to deal with job insecure scenarios and conditions. As a result, resilient employees have a high level of occupational self-efficacy. They can confront any setback or obstacle in the workplace because they trust their ability to accomplish their job and are confident in their skills and knowledge in their sector of work. Self-efficacy is a major factor that contributes to resilience (Southwick, Litz, Charny, & Freidman, 2011). Finally, evidence reveals that self-efficacy and resilience have a strong association, according to a study on resilience and self-efficacy as protective variables by Middle Tennessee State University's Stacey M. Stremic, Macie Mussleman, Aneeqa Thiele, Alexander T. Jackson, and Mark Frame.

When occupational self-efficacy and emotional intelligence are analyzed, the results show a positive relationship. As a result, self-efficacy and emotional intelligence are interdependent. Employees with a high emotional quotient have confidence in their ability to perform well and contribute to the company’s goals, and vice versa. Emotional intelligence is positively associated with self-efficacy, according to research by Ameneh Gharetepeh, Yahy Safari, and Kajbaf, and both of these characteristics can predict each

TABLE 1: Table showing obtained Pearson’s r values for work-from-home IT employees on Occupational Self-efficacy, Emotional Intelligence and Employee Resilience at 0.01 and 0.05 levels of significance (n=90).

<table>
<thead>
<tr>
<th>Variable</th>
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<th>Pearson’s r</th>
<th>df</th>
<th>Critical values</th>
<th>Comments</th>
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<tr>
<td>Occupational self</td>
<td>Emotional</td>
<td>0.57</td>
<td>89</td>
<td>0.05-0.21</td>
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<td>efficacy</td>
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other. People who doubt their capabilities are prone to being dissatisfied when confronted with precarious environments and are less likely to work well. As a result of their aversion to dealing with difficult topics, their performance suffers, leading to increased feelings of inadequacy. Emotional intelligence (EI) refers to a person's ability to comprehend, perceive, and regulate their own and others' emotions in an adaptive manner (Salovey and Mayer, 1990; Nightingale et al., 2018).

EI has been linked to a positive emotional state and strong self-esteem in several researches (Carvalho et al., 2018). The association between EI and self-esteem, positivity, and optimism which increase self-concept by efficiently managing stressful situations, has also been investigated (Mäkikangas et al., 2004); adequate coping strategies and conflict resolution the ability to be aware of one's own thoughts and feelings self-regulation. Emotions can affect self-efficacy mental processes, according to Gundlach, Marinko, and Douglas (2003), since "emotions left unchecked might interfere with the cognitive processing of information that can be crucial to task performance." It is reasonable to assume that someone with a low EI and poor self-efficacy will struggle to keep order in his or her daily chores. According to Ream (2010), individuals can improve their self-efficacy beliefs if they can control their emotions, make accurate attributions about past workplace events, and objectively understand how their emotions and attributions influence their feelings, thoughts, and expectancies about future workplace events. When employees of an organization are unable to regulate their emotions and make objective cause attributions, they are more likely to underestimate their skills and their self-efficacy judgments will decrease (Gundlach et al., 2003). Emotional intelligence has a positive association with occupational self-efficacy, according to the study.

Employees who are optimistic have the confidence that they can face any professional challenge with their skills and knowledge. Thus, occupational self-efficacy, emotional intelligence, and employee resilience are positively related.

Conclusion

Based on this research, it may be concluded that there is significant relationship between occupational self-efficacy, emotional intelligence and employee resilience. However owing to a small sample size generalized conclusion cannot be drawn. Organizations are working hard nowadays to increase their employees' motivation and their associated knowledge, skills and abilities to improve job performance. Among many other factors, self-efficacy has played an important part in the execution of work. Highly self-efficient employees are frequently characterized by their tenacity and resolve, motivated by their confidence in achievement for the future. Empirical studies have combined occupational self-efficacy with a broad variety of attitudes, behaviors, and work performance. With well-established links between occupational self-efficacy, work attitudes and behavior it is reasonable to conclude that self-efficacy is a valuable personal resource with significant implications for employee well-being and engagement. Emotional intelligence is generally regarded as a useful expertise that contributes to improved communication, management, problem-solving, and working relationships. It is also a skill that researchers think training and practice may enhance.

A 2011 study revealed that individuals who trained in important emotional skills had persistent emotional intelligence gains. They also have improved physical and emotional well-being, stronger social connections and lower levels of cortisol (stress hormone). The COVID-19 epidemic and accompanying control efforts had a major economic, commercial, and working life effect. As organizations changed their methods of working, especially in IT industry employees had to negotiate new modes of workinglike working-from-home and adjust to shifting personal lives. In fact, COVID Working Lives study of summer 2020 showed a significant increase in the likelihood of IT employees leaving their jobs, especially those who were burdened with them. The capacity of IT employees to deal with hardship and show resilience is important in such difficult circumstances. Employees that are 'resilient' are generally considered to be better equipped to deal with stress, organizational changes and negative occurrences. It is thus anticipated that these IT employees will not only perform better, but they will also be more dedicated, satisfied and healthier. Two major variables which most significantly influence resilience are i) Self-efficacy that may be viewed as a task-specific self-esteem version: Efficiency itself may be achieved via excellent management – such as establishing goals, professional growth, and coaching – or through the success of others, verbal persuasion, or emotional management. ii) In their emotions and make objective cause attributions, they are more likely to underestimate their skills and their self-efficacy judgments will decrease (Gundlach et al., 2003). Emotional intelligence has a positive association with occupational self-efficacy, according to the study.

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References

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**Appendix**

![Graphical representation of mean and standard deviation values of Occupational Self-efficacy Scale, Schutte’s Emotional Intelligence Scale and Employee Resilience Scale of IT employees](image-url)

Figure 1 - graphical representation of mean and standard deviation values of Occupational Self-efficacy Scale, Schutte’s Emotional Intelligence Scale and Employee Resilience Scale of IT employees
Figure 2 - scatter diagram representing correlation between occupational self efficacy (X) and emotional intelligence (Y)

Figure 3 - scatter diagram representing correlation between occupational self efficacy (X) and emotional resilience (Y)

Figure 4 - scatter diagram representing correlation between employee resilience (X) and emotional intelligence (Y)