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Employees Self-Efficacy, Optimism, Hope, Resilience and Demographic variables as the Determinants of Job Performance

Mohammad Saleh Miralam[1] and Nasir Ali[2]
[1]Associate Professor, Department of Business Administration,
College of Business, University of Jeddah, Kingdom of Saudi Arabia.
[2]Associate Professor, Department of Business Administration,
College of Business, University of Jeddah, Kingdom of Saudi Arabia.

(Corresponding author: Nasir Ali)
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ABSTRACT: The present research contemplated ascertaining the relationships between self-efficacy, optimism, hope, resilience, certain demographic variables and job performance among the employees of the sales and marketing department of different pharmaceutical companies. The study designed to find out the predictor (s) of job performance of employees. The study also aimed to predict the effect of self-efficacy, optimism, resilience and hope on performance of managers. It has also been tried to forecast the performance of sales executives as a result of factors studied. The sample comprises 257 managerial and sales executives working in the National Capital Region of Delhi. Standardized tools were used to collect information. To analyze the data stepwise multiple regression was found more suitable statistical method by using the SPSS package. The analyzed results revealed a significant inverse correlation between age and job performance whereas a significant positive correlation appeared between experience and job performance. Moreover, self-efficacy, optimism, hope, and resilience revealed a significant positive correlation with the job performance of employees. However, optimism emerged as the most dominant predictor of employee's job performance followed by self-efficacy and resilience. Optimism and self-efficacy influenced the job performance of managers while optimism alone emerged as the predictor of job performance among non-managerial executives of pharmaceutical companies. Indeed, optimism appeared as the overall determinant of employee performance. Further, the implications and the importance of results discussed in detail with suitable evidences.

Keywords: Self-Efficacy, Optimism, Hope, Resilience, Job Performance.

I. INTRODUCTION

The success and failure of an organization to a great extent depend on employees' skill, ability, efficiency, commitment, satisfaction who rendering their services to pursue and achieve certain specified goals. It is more relevant to say that organizations are formed by the people for the people. In the current business environment, skilled and efficient employees of an organization are a significant source of competitive advantage. To achieve organizational goals effectively and efficiently, an employee's performance plays a decisive role. Hence, it is imperative to understand and analyze the employees' performance and evaluate different factors that may have an impact on the job performance of employees. Job performance becomes the key concern for the researchers of academics in the field of industrial, organizational and management discipline for the last few decades. Job performance is the product of task accomplishment at the workplace. Job performance is concerned with quantity and quality produced after a task is accomplished by an individual employee or group of employees [1]. Job performance is the aggregated financial or non-financial added value by the employees in contribution to the fulfillment both directly and indirectly to the targeted goals of the organization [2]. Moreover, job performance is the outcome of employees' effort at the workplace. Sometimes the goals are objectively defined and easy to quantify, but it is more difficult when the goals are not quantifiable. In today's workplace, it is imperative to measure, developed human resource strength and psychological capacities for the improvement of individual performance [3, 4, 5]. Many researchers identified self-efficacy, optimism, hope and resiliency as a core construct reflecting the human capital and strength which affect the performance of employees.

Self-efficacy can be termed as the individual's self-belief of their capacities and capabilities to perform given assignments in the given time and space. Self-efficacy defined as "one's belief about his or her ability to mobilize the motivation, cognitive resources, and courses of action needed to successfully execute a specific task within a given context" [6]. It was further elaborated and conceptualized by different researchers as "Self-efficacy leads to an upward spiral of confidence and veritable performance" [7, 8, 9]. Hope defined as "self-motivational state which is based on goal-directed energy and strategies to achieve the goals, termed as agency and pathway" [10]. Two components mentioned representing the will power and way power which carry equal additive weightage for self-strength. Further new dimensions were added in subsequent years "as an individual's cognitive and thinking state in which the self-directed determination, energy, and high perception of internalized control identified as a key component of hope", [11]. Optimism represents the individual ability to interpret and analyze things or situations. Optimism refers as an "explanatory style that attributes positive events to personal, permanent, and pervasive causes and, negative events in terms of external, temporary, and situation-specific factors" [12]. A person owns the pessimistic approach towards their thoughts; view the positive events as a result of personal strength, which is

permanent and pervasive in nature, and the negative events as a result of external factors, which is temporary and situational by nature. Optimism defined "as a dispositional personality trait, a general tendency to expect favorable events and positive outcomes to occur in future more frequently than negative ones" [13]. A negative aspect of optimism is also highlighted by some researchers, as optimism is being emotional, shallow, irrational, and unrealistic, and even as a misleading illusion [14]. Resilience refers as "the capacity to rebound or bounce back from adversity, conflict, failure, or even positive events, progress, and increased responsibility" [15]. It represents the person's ability to counter the adverse situations and learning from the experiences resulted in the form of enhanced skills and competencies. Resilience viewed as not only the bouncing back from the adverse situation but also viewed as a positive and challenging event, which enhance the performance beyond the equilibrium point [9]. It has been verified in different studies that an individual has the resilient characteristic are more efficient to work in stressful situations, open for new learning, more dynamic in nature and shows high emotional stability than the others [16]. Though several research evidences showed positive relationship between self-efficacy, hope, resilience and optimism with job performance that enhance the employees motivation, job satisfaction, commitment, engagement ability to overcome stress and reveal positive results. But rarely did we find study to cover the sales executive and managerial staff of pharmaceutical industries. Hence this research is an effort in the direction to find out the effect of self-efficacy, hope, resilience and optimism on job performance of employees working in pharmaceutical companies.

II. REVIEW OF LITERATURE

In the last few decades, many types of research have been conducted to determine the predictors of employee performance working in different sectors. But the availability of plentiful researches in the literature does not mean to shut the door of further researches. Researches in organizational behavior have long been focused on the relationships between the features of organizational structure and employee reactions to their work, but a few studies explained these relationships by employing different conceptual models. The most concise theoretical attempts based on the Meta-analysis explaining the relationship of self-efficacy and job performance [17]. The results based on 274 correlations advocated self-efficacy among the best dispositional predictors of job satisfaction and job performance which has been cited in several articles, researches, and books. A Meta-analysis conducted on 114 studies and observed a strong relationship between self-efficacy and job performance and found self-efficacy emerged as a strong predictor of work-related performance of employees [6]. A study conducted on 120 Pakistani public sector employees and concluded that formalization is positively associated with self-efficacy and enhancement in self-efficacy is partially transformed into performance improvements [18]. A significant positive correlation between self-efficacy, optimism, hope, and resilience, and employee performance and combination of these four constructs termed as psychological capital emerged predictor of performance of employees [19]. Further, a significant positive correlation between intrinsic impoverishment, role overload, unreasonable pressure and performance whereas negative correlations found between esteem need, autonomy and performance of employees [20]. Self-efficacy has a significantly influential role over work performance and observed self-efficacy as a least important factor as the individual differences. While comparing self-efficacy with the other extraneous variable, it was found that some individuals had a stronger association with job performance than self-efficacy. In some cases, self-efficacy partly mediated in between individual differences and job performances [21-23].

It has been observed that in academics and job performance hope played a significant role and revealed positive correlations with several task completion and well-being variables [24]. Several types of research indicated that hope is linked with job performance. Hope is associated with an individual's perceived motivations and ability to accomplish the desired goal. A hopeful behavior of employees provides a wide range of alternative solutions and also has high job performances [25]. Hope enhances and predicts the creativity, positively related with job satisfaction, safety climate, and its impact on job performance mediated the work engagement [26-29]. Hope demonstrates empirically significant positive relationship with performance in various realms at workplace viz, academic and athletic achievement, other desirable positive life and well-being outcomes [30-32]; organizational profitability [33], managerial hope is associated with the performance of employees [34] and entrepreneur's satisfaction with business ownership [35].

Optimism considered a powerful indicator for analyzing organizational outcomes, which has been explained through two different perspectives psychological and social behavior**.** Optimism viewed as an expectancy perspective, where an individual has an expectation of good happening with the significant cognitive and behavioral implications [36]. Employee optimistic behavior explained as the individual's belief of performing work which is directed towards achieving the goals in the form of recognition and rewards [37]. Optimistic employees have positive expectation towards the works and at the same ability to maintain a positive attribution style at the workplace [38]. It was found that optimism is based on positive expectancy which involves the cognition accompanied by the emotional attributes and resulted in the form of motivational implications [39].

Many studies have been steered taking resilience as independent factor and efforts made to see the effect on different work-related behavior of employees. A positive correlation observed between resilience, optimism, and performance of employees [28]. While positive relationship found between resilience and change through acceptance and also motivates them to stay back to withdrawal [40]. It was also observed a significant positive relationship between work performance and the workers' levels of resilience in Chinese manufacturing employees [41].

Job characteristics and variety of skills showed positive relationships with psychological capital. However, self-efficacy, hope and resilience were positively related to task performance among Egyptian employees whereas optimism was not associated to task performance [42]. It is a key construct that study the impact of Psy Cap as a factor of predicting task performance. There was significant correlation between psychological capital construct as self-efficacy, hope, resilience and optimism and employee performance observed and its facets independently influenced the employee's performance [43]. Reviewed the several literature on psychological capital and come to conclusion that self- efficacy,

resilience, hope and optimism used as predictors for a variety of academic related outcome as motivation, commitment, achievement, job performance, employee engagement and attitude[44]. In review of literature we came across large number of studies covered several area of interest viz. industrial, organizational, medical, educational and social sectors covering different professions for example teacher, doctors, nurses, managerial and non—managerial employees. Studies conducted in different parts of the world determined the self-efficacy, hope, resilience and optimism as ability of individual to get success in a challenging and uncertain work environment.

A. Objectives

In pursuance of this piece of research work certain objectives have clearly stated:

– To find out the correlations between Self-Efficacy, Optimism, Hope, Resilience, age, experience and Job Performance among employees of the sales and marketing department of pharmaceutical companies.

– To find out the predictors of job performance within Self-Efficacy, Optimism, Hope, Resilience, age and work experience among employees of the sales and marketing department of pharmaceutical companies.

– To find out the predictors of employees' job performance within Self-Efficacy, Optimism, Hope, Resilience, age and work experience among managers.

– To find out the predictors of employees' job performance within Self-Efficacy, Optimism, Hope and Resilience, age and work experience among sales executive (non-managerial employees).

B. Hypothesis

To verify the objectives following null hypotheses were formulated:

$H0_1$. There will not be significant correlations between Self-Efficacy, Optimism, Hope, Resilience, Age, Experience and Job Performance among employees of the sales and marketing department of pharmaceutical companies.

$H0_2$. There will not be predictors of job performance within Self-Efficacy, Optimism, Hope, Resilience, age and work experience among employees of the sales and marketing department of pharmaceutical companies.

$H0_3$. There will not be predictors of job performance within Self-Efficacy, Optimism, Hope, Resilience, age and work experience among managers.

$H0_4$. There will not be predictors of job performance within Self-Efficacy, Optimism, Hope, Resilience, age and work experience among sales executives (non-managerial employees).

III. METHODOLOGY

A. Sample

The sample of the present study comprises 257 employees of the sales and marketing department, gathered from different pharmaceutical companies working in the National Capital Region of Delhi. All the participants were at the managerial level and sales executive (medical representatives) level. They were contacted directly through the various registered clinic and registered medical stores and distributed the hard copy of the questionnaires set and requested them to read each statement carefully and respond to all questions. They were assured about the ethical consideration of research that their information will always keep confidential.

B. Tools used

(i) Self-Efficacy, Optimism, Hope and Resilience were measured with the help of (PCQ) [41]. Each component measured by 6 items on a 6point Likert-type rating scale ranging from Strongly Disagree to Strongly Agree with a weighted score of 1-6 and reverse scoring done in the case of negatively loaded statements with weighted score of 6-1 and range of scores vary from 6 to 36. The reliability and validity of the tools were statistically determined.

(ii) Employee Performance scale [45] used to measure the performance. The scale comprises of 9 items and each item rated on a5 point Likert type rating scale from strongly agree to strongly disagree with a weighted score of 5 to 1 and summated range of scores vary from 9 to 45. The reliability and validity of the scale were established.

(iii) Biographical information such as age, experience, designation, salary, marital status was also collected.

C. Design of the research

In the current research correlational design has been used to explore relationships between job performance and age, experience, self-efficacy, hope, optimism & resilience and find out the predictor variables that accounted for variations in the dependent variable.

D. Statistics

The data may be analyzed with other statistical methods, but Stepwise Multiple Regression Analysis was found suitable to probe the objectives and verify the hypothesis of the present study.

IV. ANALYSIS OF RESULTS

Table 1 depicts the overall results of studied variables on sales and marketing employees of pharmaceutical companies get the output as mean, sd. and correlations. The results revealed inverse significant relationship between employees' age and performance ($r = -0.262$, $p < 0.01$) whereas experience produced significant positive correlation ($r = 0.131$, $p < 0.05$). Self-efficacy and performance yield a significant positive correlation ($r = 0.536$, $p < 0.01$) appeared as one of the important factors that positively influenced the performance of sales and marketing employees of pharmaceutical companies [43].

Table 1: Mean, SD and Correlations between age, experience, self-efficacy, hope, resilience, optimism and job performance of sales and marketing employees of pharmaceutical companies (N = 257).

Variables	Mean	Sd.	1	2	3	4	5	6	7
1. Age	33.147	7.530	—						
2. Experience	9.612	3.030	-0.079	—					
3. Self – efficacy	26.820	5.317	-0.186**	0.151**	—				
4. Hope	27.414	4.594	-0.181**	0.235**	0.668**	—			
5. Resilience	24.986	3.741	-0.239**	0.110	0.545**	0.757**	—		
6. Optimism	24.327	4.045	-0.239**	0.147*	.660**	0.579**	0.532**	—	
7. Performance	28.212	5.631	-0.262**	0.131*	.536**	0.299**	0.183**	0.599**	—

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Indeed self-efficacy is the ability of an individual to activate motivation, cognitive resources and exploit the resources to achieve the specific goals successfully within the stipulated period [6]. However, many studies [7-9] confirmed that self-efficacy enhances the performance for both leaders and followers. A significant positive correlation between emotional intelligence and occupational self-efficacy observed among Indian managers [46]. Though there is a significant positive correlation observed between hope and performance among employees ($r = 0.297$, $p < 0.01$). Hope is one of the factors of psychological capital that influence the performance of job incumbents. A significant relationship between hope and performance appeared as a result of interactive motivational force directed towards achievement of stated goals with planning enhanced performance [8, 10]. Resilience and performance showed a positive significant correlation ($r = 0.183$, $P< 0.01$) indicates that resilient individuals work constantly in a changing environment and work with more emotional stability in an adverse condition with increased responsibilities. They develop skills to adjust and bounce back to enhance performance to new experiences to a changing demand [16, 47]. Optimism and performance revealed a significant positive correlation among sales and marketing employees of pharmaceutical companies ($r = 0.599$, $P < 0.01$) indicates that employees adopt new and creative approaches towards problem-solving [48, 49], suggested that optimism leading performance. The overall result revealed significant positive correlations between these four constructs and the performance of employees [19].

Table 2: Summary of Regression analysis on job performance of sales and marketing employees of pharmaceutical companies (N=257).

Model	R	R Square	Adjusted R Square	Change Statistics		
				R Square Change	F Change	Sig. F Change
1. Optimism	0.628[a]	0.395	0.392	0.395	168.302	0.000
2. Optimism, Self- Efficacy	0.660[b]	0.435	0.431	0.041	18.469	0.000
3. Optimism, Self -Efficacy, Resilience	0.694[c]	0.481	0.475	0.046	22.491	0.000

a. Predictors: (Constant), Optimism
b. Predictors: (Constant), Optimism, Self- Efficacy
c. Predictors: (Constant), Optimism, Self -Efficacy, Resilience

Model summary of regression analysis presented in Table 2 for the overall sample indicates that optimism seems to be the most dominant factor that appears as the predictor of job performance among sales and marketing employees of pharmaceutical companies. The first model coefficient of correlation between optimism and performance observed $R = 0.628$ regressed the performance and the coefficient of determination found $R^2 = 0.395$ which accounted for 39.5% variation in the dependent variable. A significant positive correlation found between performance and job satisfaction and observed optimism emerged as a predictor of performance and job satisfaction of employees [38]. The result suggested that optimism influenced the performance of employees. Indeed, the result interpreted that optimistic employees enjoy both cognitive and emotional implications and being able to take credit for their success at workplace and to control their destinies [9]. They are also able to develop relevant skills and abilities and express their gratitude to significant others. Optimism can lead to a self-fulfilling prediction [50] and it can be both motivating and motivated to achieve long term success [51]. The F change ($F= 168.302$, $p< 0.01$) in the job performance of the total sample of sales and marketing employees of pharmaceutical companies rejects the proposed null hypothesis. In the second model observed $R = 0.660$, coefficient of correlation between optimism, self-efficacy and performance regressed the performance and the coefficient of determination $R^2 = 0.435$ that accounted for 43.5% variation and alone self-efficacy accounted for 4.10% variation in the performance of employees [42]. The value of F change ($F= 18.469$) appeared significant beyond 0.01 levels of significance on the job performance. In the third model resilience along with optimism and self-efficacy appeared as the predictor of performance for the total sample. The coefficient of correlation between performance and Resilience along with Optimism and Self –Efficacy found $R = 0.694$ with a coefficient of determination $R^2 = 0.481$ that accounted for 4.6% variation alone in the dependent variable. It was assumed that there is no predictor within the studied variables. The observed significant value of F Change ($F = 22.491$, $p< 0.01$) suggested that the proposed null hypothesis rejected.

Table 3 is showing the coefficient of regression for the job performance of sales and marketing employees of pharmaceutical companies. In the first model performance made constant at $B = 7.833$, unstandardized $B = .834$, standard error 0.114 for optimism with employees' performance in the regression equation. Optimism appeared as the most dominant predictor of performance among sales and marketing employees of pharmaceutical companies. Standard errors are showing the variations in sample scores on performance. The standardized coefficient Beta for optimism was found 0.595 which explains all variables in standardized (z-score) form with t-value ($t = 2.792$, $p < .01$) showing linear relationship. In the second model, self-efficacy emerged as a predictor of employee performance along with optimism, unstandardized $B = .294$ and standard error 0.112 for self-efficacy in the regression equation. Beta coefficient calculated 0.269 with $t = 2.631$ for self-efficacy in the standardized score. In the third model, resilience becomes the predictor of performance with unstandardized and standardized Beta score -0.425 and -0.277 respectively. The calculated t- value ($t = -3.005$, $p< 0.01$) found significant.

Table 3: Coefficient of Regression on job performance of sales and marketing employees of pharmaceutical companies (N= 257).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.	(Constant)	7.833	2.805	—	2.792	0.006
	Optimism	0.834	0.114	0.595	7.333	0.000
2.	(Constant)	5.791	2.833	—	2.044	0.044
	Optimism	0.593	0.143	0.423	4.138	0.000
	Self- efficacy	0.294	.112	.269	2.631	0.010
3.	(Constant)	10.877	3.205	—	3.393	0.001
	Optimism	0.719	0.144	0.513	4.991	0.000
	Self- efficacy	0.387	0.112	0.354	3.461	0.001
	Resilience	-0.425	0.141	-.277	-3.005	0.003

a. Dependent Variable: Job Performance

Table 4: Summary of Regression analysis on job performance of managers of pharmaceutical companies (N= 63).

Model	R	R Square	Adjusted R Square	Change Statistics		
				R Square Change	F Change	Sig. F Change
1. Optimism	0.684[a]	0.468	0.459	0.468	57.957	0.000
2. Optimism, Self -Efficacy	0.707[b]	0.500	0.485	0.033	4.238	0.044

a. Predictors: (constant), Optimism
b. Predictors: (constant), Optimism, Self -Efficacy

The results are showing the summary of regression analysis in Table 4 for a managerial group of executives. The results indicated that optimism emerged as the most dominant factors that appear as the predictor of job performance among managers representing different pharmaceutical companies. In the first step coefficient of correlation between optimism and performance, R = 0.684 and the coefficient of determination R^2 = 0.468 explained 46.8% variation in the dependent variable. The F change = 57.957, found significant beyond 0.01 levels. The result interpreted that dispositional personality characteristics influenced performance of managers; the perceived positive outcomes are consequence of their effort, enduring and negative events are temporary and situational factor influenced job performance [12, 13, 38].

However, in recent times self- efficacy observed in various spheres of life such as leadership efficacy, career decision making efficacy, moral/ethical test-taking efficacy, etc. on performance of managers [41]. In the second step, self-efficacy transpired a predictor of the performance of managers. Coefficient of correlation between self-efficacy along with optimism and performance observed R = 0.707 and the coefficient of determination found R^2 = 0.50 that accounted for 50.0% variations and alone and self-efficacy explained 3.30% variations in the performance of sales managers [17] intern this construct suggests that self-efficacy appeared as the predictor of performance. The value of F change appeared F= 4.238, p< 0.05 in the job performance. The observed significant F Change suggests the null hypothesis was not accepted.

Table 5: Coefficient of Regression on job performance for managers of pharmaceutical companies (N=63).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.	(Constant)	1.906	3.478		0.548	0.586
	Optimism	1.096	0.144	0.684	7.613	0.000
2.	(Constant)	0.433	3.471		0.125	0.901
	Optimism	0.805	0.199	0.503	4.043	0.000
	Self- efficacy	0.312	0.152	0.256	2.059	0.044

a. Dependent variable: Performance Parameter

Table 5 is showing the coefficient of regression for the job performance of managers in pharmaceutical companies. In the first step, it made constant at B =1.906, unstandardized B = 1.096, the standard error for optimism observed 0.144 on job performance parameter in the regression equation. Optimism appeared as a predictor for the job performance of managers working in pharmaceutical companies. Standard errors are displaying the variations in sample scores on job performance.

The Beta coefficient for independent variable calculated 0.684 which described all variables in standardized (z-score) form with t = 7.613 found significant beyond 0.01 levels. In the second model, self-efficacy emerged as the dominant factor along with optimism influenced the job performance of managers. The unstandardized coefficient B = 0.312 and standard error 0.152 described the variations in the sample scores. The Beta coefficient for self-efficacy found 0.256 explained the variables in the z-score form with t = 2.059 significant at 0.05 levels, rejected the proposed null hypothesis.

Table 6: Summary of Regression analysis on job performance of sales executives of pharmaceutical companies (N=194).

Model	R	R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
1.	0.355[a]	0.126	3.42712	0.126	4.331	0.046

a. Predictors: (Constant), Optimism

Table 7: Coefficient of Regression on job performance for sales executives of pharmaceutical companies (N=194).

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1.	(Constant)	20.088	4.013		5.006	0.000
	Optimism	0.325	0.156	0.355	2.081	0.046

a. Dependent Variable: Performance Parameter

The result is showing in Table 6 describing the model summary of multiple regression analysis and revealed the predictor of job performance among sales executives of pharmaceutical companies. In stepwise multiple regression analysis, all variables entered but optimism emerged as a predictor of job performance among sales executives. Optimism is positively associated with the performance of sales executives. The correlation coefficient between optimism and performance R= 0.355 showed that performance was influenced by optimism. A significant correlation between optimism and performance confirms the linear relationship between optimism and performance. The calculated value of R^2 = 0.126 explained the variations in performance. It accounted for 12.6% variation in the job performance of sales executives of pharmaceutical companies. The F Change was found significant at 0.05 levels.

The result shown in Table 7 describing the coefficient of regression on job performance for sales executives suggests that performance made constant at B = 20.088, unstandardized B = 0.325 and standard error = 0.156 found for optimism for job performance in the regression equation and standard error explained the variations in the sample scores. The Beta coefficient for optimism calculated 0.355 which expressed all variables in standardized (z-score) form and calculated t-value observed significant at 0.05 levels rejected the proposed null hypothesis.

V. CONCLUSION

To achieve organizational goals effectively and efficiently, an employee's performance plays a decisive role. Job performance is the product of task accomplishment at workplace. "Job performance is concerned with quantity and quality produced after a task is accomplished by an individual employee or group of employees", [1]. Moreover, job performance is the outcome of employees' effort at the workplace. In today's workplace, it is imperative to measure, developed human resource strength and psychological capacities for the improvement of individual performance [3, 4, 5]. Many researchers identified self-efficacy, optimism, hope and resilience as a core construct reflecting the human capital and strength which affect the performance of employees. The present research contemplated ascertaining the relationships between self-efficacy, optimism, hope, resilience, certain demographic variables and job performance among the employees of the sales and marketing department of different pharmaceutical companies. The study also designed to find out the predictor (s) of job performance.

The analyzed results revealed a significant inverse correlation between age and job performance whereas a significant positive correlation appeared between experience and job performance. Moreover, self-efficacy, optimism, hope, and resilience revealed a significant positive correlation with the job performance of employees. However, optimism emerged as the most dominant predictor among employee's job performance followed by self-efficacy and resilience. Indeed, optimism appeared as the overall determinant of employee performance.

VI. SCOPE FOR FURTHER RESEARCH

Based on results obtained it is a clear direction for further researches to assimilate individual differences with efficacy, skill, ability, hope, optimism, resilience and performance to achieve specified goals. Moreover, we need to conduct comparative studies comparing different groups of employees and even different companies to strengthen the effect of self-efficacy, hope, optimism, and resilience on job performance. Furthermore, it is also suggested that demographic factors such as gender, marital status, educational qualification, region, income, religion, nationality, etc. taken into consideration and see its effect on job performance. Also, it needs to conduct a study with leadership initiations along with other personality factors that may have its effect on performance.

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