

CHAPTER 5

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The discussion, research limitation, recommendation, and summary play their part as the four key sections of this chapter. In the discussion, it comprises a well-explained explanation of the results, as well as an idea or theory related to past research. This study was carried out to answer the following research questions:

- i) The effect of of PsyCap (hope, optimism, resilience and self-efficacy) on job performance of the assistant registrars in Malaysia Public University.
- ii) The effect of PsyCap (hope, optimism, resilience and self-efficacy) on work engagement of the assistant registrars in Malaysia Public University.
- iii) The effect of work engagement on job performance of the assistant registrars in Malaysia Public University

- iv) The mediating effect of work engagement in the relationship between PsyCap and job performance among the assistant registrars in Malaysia Public University

The term "research limitation" refers to limitations that have surfaced throughout the research process. The recommendations are then categorized into: recommendations from linked parties and recommendations for future study. In the conclusion, the findings and implications of the study are examined in detail in this chapter.

5.2 Limitation of the Study

5.2.1 Limitation in a sample size and location

This study was limited to the Assistant registrars in public universities; namely Assistant Registrar, Administration Officer, Assistants Administration Officer or Executive Officer (different titles by organization) with the salary scheme of N41 currently employed in seven (7) public universities located in Klang Valley, Malaysia namely Universiti Teknologi Mara (Shah Alam), Universiti Kebangsaan Malaysia, Universiti Putra Malaysia, Universiti Malaya, Universiti Teknologi Malaysia (Kuala Lumpur), Universiti Pertahanan Nasional Malaysia and Universiti Islam Antarabangsa (Gombak).

5.2.2 Limitation in methodology

This study investigated the integration of PsyCap, work engagement, job performance elements and officers' perceptions based only on the structured likert-scale questionnaires developed from the variables suggested.

5.2.3 Limitation of resources: time, facilities and funding

This study employs a cross-sectional research approach to investigate the implementation and integration of PsyCap and work engagement towards job performance capabilities. Hence, the constraints of resources as timing, facilities and funding suggest that the researcher needs high quality respondents for the study to ensure that all the resources are relevant, affordable and balanced with the quality of answers needed. The constraint of resources again forced the researcher to limit the number of officer respondents in the study

5.3 Discussion

The discussion surrounding the psychological capital elements adaptation into employees work engagement and job performance has been identified in general. The researcher has been able to outline the significant effects of all the variables; PsyCap, work engagement and job performance capabilities. The literature establishes that the area of discussion and research regarding these three (3) variables have been in the discussion through time; however, the topic of discussion especially regarding psychological acceptance and knowledge has not gained much attention in the Malaysian context. Most of the research have scrutinized the level of job performance and how the workers are into their work, without identifying the psychological matters. The discussion below will spur the focus of enhancing and elaborating the elements of psychology into the workers' acceptance and morale in handling their work.

5.3.1 Discussion on RO 1

The effect of PsyCap (hope, optimism, resilience and self-efficacy) on job performance of the assistant registrars in Malaysia Public University.

Job performance is a key determining factor for an organization's success. Understanding how to keep personnel happy and motivated is very important so that extraordinary results can be produced. Customers will be satisfied when they are served by satisfied personnel who perform well, which later contributes to organizational success and increased financial success. Employee satisfaction is not only a booster to productivity, but it also leverages the work quality. A firm should be able to understand what its employees feel, think, and want, and how it should act towards improving employee loyalty and commitment. Employee happiness has a link with service quality, which is further deemed relevant to business profitability. Employee and employer satisfaction cannot be achieved if the service quality is poor. It is also worth mentioning that business profitability has a non-recursive positive impact on employee happiness. Employee happiness is vital, for it can increase the business profitability and boost organizational operational performance also the quality of goods and services. Employee satisfaction is without a doubt, important for achieving quality and profitability in the service business. Through the satisfaction-quality-profit loop, employee contentment leaves a great effect on industry quality. Employee happiness is an agenda in the service sector because quality and profitability can be attained, and the service industry cannot deny its importance (Rachel et al., 2018). Human resource management has the responsibility to give an appropriate job scope to ensure that employees can occupy the position suitably.

Human resources refer to the persons that do the hiring and selecting qualified individuals to take on certain job roles.

There are several things that influence the performance and power of a firm or an organization. As shown in the previous literature, job performance is one of the key factors that contribute to the organization's success. It is defined as the execution or accomplishment of labour, acts, and responsibilities. As an employee, they must work in the way that their employer is proud of them and where the latter can show their gratitude. As employees, having been acknowledged and having received the gratitude from managers is one of the most powerful and meaningful motivators for them so that they will automatically want to make more effort to achieve the organization's objective and vision. It is interesting that the majority of the respondents in this survey agreed with the statement. To look at it in a different way, job performance could be boost through psychological capital which promotes employee's innovativeness and improve their performance as they carry out their tasks (Lee & Kim, 2012). It is a general understanding that every organization will rely strongly on the employee performance so that its objectives can be reached, and a competitive advantage can be gained. This is because there is a high level of competition among businesses, all of which fight to demonstrate how much power they have or how capable they are. Thus, individuals with great ambition and motivation are the most pursued to achieve the company's objectives. Thus, it can be stated that employee performance is a critical factor in determining an organization's success as they are the forerunners in the organization's development.

In the organization from the public sector or a private sector, job performance is strongly emphasized to ensure that the organization will further be competitive and resilient. In this study, job performance among assistant registrars in Malaysian public

universities is given the limelight. Therefore, it is important for the organization to go for employee that can serve the organization well, who is motivated enough to give excellent services and increase the organization profit and reputation. With the excellent services provided, the job performance among assistant registrars in Malaysian public universities can be improved.

According to the finding in Chapter 4, most respondents mentioned that the job performance among respondents could be evaluated as they are very approachable especially when they are needed for support. From the four (4) elements of PsyCap, the results seem striking except for two namely i) Job performance – Hope, ii) Job performance- resilience. As mentioned by Rose (2014); hope is as a positive state in which our feelings, goal-oriented determination, and pathways (proactively planning to achieve those goals) interact. It is very important to see employee's perception of their job. Because hope is the cognitive power that motivates the inner thinking of employees, the result from this research highlights that the respondents tend to lack hope regarding their job although their job performance is very good. The lack of hope can be obtained from the loss of interest, lack of empowerment, lack of rewards and unpromising job ladder. To add, the insignificant responses towards job performance and resilience factors are also interconnected. Resilience is the mental and emotional ability to deal with work crisis and how fast they can adapt to the pre-crisis method and return to their own state of mind.

The low response illustrates that they respondents felt that they have not been given sufficient resources, that they had been involved in poor relationships at work and emotional support to help them resolve their stress, conflict, crisis, and failure at the workplace. Wu et. al. (2020) explain that resilience can be the beginning of lower anxiety and depression symptoms level. The person not usually known to have

resilience, has a problem in dealing with their trauma, problems and does not always feel safe about their job. If we can see the respondents' background, their job scope has a lot do with university governance, communicating between top level management and lower-level management and dealing with different departments and it also involves a work schedule that is very critical. Perhaps, this justifies why their perceptiveness towards resilience was low.

5.3.2 Discussion on RO 2

The effect of PsyCap (hope, optimism, resilience and self-efficacy) on work engagement of the assistant registrars in Malaysia Public University.

Positive psychological states are found to be a significant predictor of employee job performance (Luthans & Youssef-Morgan, 2017; Luthans et al., 2018). The self-efficacy, optimism, hope, and resilience are collectively referred to as psychological capital, as we refer to the study by Luthans and Youssef (2014). Psychological capital has been connected to positive work outcomes according to research (Anjum, Ahmad & Karim, 2014; Luthans & Youssef-Morgan, 2017; Luthans et al., 2018; Avey, Wernsing & Luthans, 2018). This current work shows that the relationship between psychological capital and job performance with mediating effect of work engagement has been evaluated. Assistant registrars are responsible in handling registration and students' records as common in any education centre. Besides that, they are also responsible for maintaining the integrity and confidentiality of students' personal information and academic records. To make sure that they could shoulder the respective responsibilities, high level of psychological capital is necessary to ensure they could perform well. Assistant registrars must be self-

confident in tending to and settling difficult tasks, have a constantly positive expectation of succeeding (optimism), persevere toward a goal and, when necessary, redirect their effort to attain success (hope), and, when confronted with problems and adversities, have the ability to endure them and be resilient. Employees with high level of self-efficacy are more likely to exert more effort, work smarter, and become more inclined to succeed (Okhakhu et al., 2016). It is critical to enhance the performance of educational institutions, particularly public universities, that have become the centre for the human capital development.

There are four sorts of positive psychological capital among employees, according to Luthans, Avolio, Avey, and Norman (2017): hope, optimism, resilience, and self-efficacy. Self-efficacy is measured when one is able to mobilise the motivation, cognitive resources, and action plans needed to meet the expectations. Organizations should make the task into smaller, more manageable, so that employee efficacy can be increased faster, and the disappointment of a probable task failure can be avoided before a significant amount of time and effort is invested. Self-efficacious employees perceive challenging jobs not as burdens, helping them to embrace their roles better. Those known as optimistic and hopeful look at the positive side of the issue, so they will become cognitively and physically attached to their careers.

Similarly, several studies affirmed the positive link between work engagement and job performance (Harter et al., 2012, Schaufeli & Bakker, 2014). De Lange, De Witte, and Notelaers (2018) also looked into the notion that work engagement mediates the link between job performance and psychological capital. Work engagement was proven to be a predictor of poor performance as the psychological capital might be lacking. According to a study by Avey, Luthans and Jensen. (2019), psychological capital shows a negative and substantial link with job performance.

Their research was based on 420 employees, and they claimed that mentally capable people had a favorable view of their workplace. Even if things fail to be on schedule, hope and optimism have a beneficial impact on their engagement with the organization. Despite them believing that their organization is expecting more work from them and is evaluating them as below average, their resiliency factor makes them rise to the challenge of these daunting and pressing situations.

Another study, conducted in the context of several businesses in Pakistan by Abbas, Raja, Darr, and Buckingham (2014), concluded that positive thoughts can be achieved when one performs well in the workplace. They did not, however, find the aforementioned unfavorable association to be prominent. The previous study's conflicting findings suggest that the relationship between psychological capital and job performance has a moderating influence. Also, job performance has been seen as a function of job satisfaction and future employment expectations (Mobley, Griffeth, Hand & Meglino, 2019). To date, the outcomes of previous studies have provided significant proof that there is a positive association between PsyCap and job performance (Luthans et al., 2016). Given the positive association between psychological capital and job performance, it is easy to contend that PsyCap is a negative rather than a positive predictor of job performance, especially in today's highly competitive and dynamic labour market. Yet, PsyCap has a good influence on work engagement, as found in previous studies.

It has mentioned earlier that high PsyCap personnel are self-assured, optimistic, and resilient, and as a result, they are productive, engaged, and engrossed in their work (Luthans et al., 2016). They are very excited about their job situations and remain committed to completing their projects and getting the work done. They are very positive about their chances of success and very happy with their job. In effect,

they are likely to be highly committed to the organization (Avey, Wernsing & Luthans, 2018; Avey, Luthans, Smit & Palmer, 2010). Employees who show enthusiasm about their jobs and are actively involved in them will project themselves as achievers more than losers (De Lange et al., 2018; Sweetman & Luthans, 2018). As a result, employees with high psychological capital might be highly engaged in their work and more involved in the organization. It may be linked to PsyCap's ability to sustain the employees' optimism, confidence, and work attachment.

5.3.3 Discussion on RO 3

The effect of work engagement on job performance of the assistant registrars in Malaysia Public University

Job performance would normally take the centre stage among management scholars. Scholars have maintained that behavioural intentions are the best predictor of actual performance, such as, Egan, Yang, and Bartlett (2014), who highlight performance attainment as a vital aspect in the modelling of employee behaviours. All in all, the strongest predictor of performance is a person's intention to behave in a certain way. According to Van Schalkwyk et al., (2010), work effectiveness is not only linked to employees' engagement in the organization but also the organization's members. Some academics also saw current-organization experience as a significant criterion when it comes to evaluating work engagement. It could be linked to a study undertaken by Harter et al., (2012) and Schaufeli et al., (2012), which only collected replies from employees who had worked for their present company for at least one year. It was thought to be the best thing to do as such personnel would have gone through at least one cycle of evaluation, which could have influenced their job perceptions.

Employees with more work engagement are more likely to enhance their job performance because their self-motivation is better, and they can make the most of their position (Youssef & Luthans, 2017). Employees who are characteristically positive, optimistic, and resilient are more contented with their jobs, according to Youssef and Luthans (2007) and Cetin (2011). The process of learning from the experiences of other employees or by seeing others perform a task similar to the one assigned to the observer is an experience deemed vicarious. When employees with low self-efficacy see other people's accomplishments, they may believe mistakenly that a challenging goal is practicable. The process of others validating an employee's own abilities is termed verbal-persuasion. Employees are now realizing their own strengths as a result of this programme. The response of an employee's own physiological state, such as reduced anxiety, is known as physiological feedback. Employee optimism refers to their belief and conviction that they can succeed now and in the future. Hope is all about having a long-term positive attitude on reaching goals and taking or changing pathways to achieve those goals. Employee resiliency refers to their ability to overcome difficulties and demonstrate their ability to deal with a task. Resilient employees are capable of brainstorming new ideas and adapting to change, resulting in outstanding job performance (Cetin & Basim, 2012). They are able to adjust to multiple settings with greater ease. As a result, work engagement serves as a significant link between psychological capital and employee pleasure.

5.3.4 Discussion on RO 4

The mediating effect of work engagement in the relationship between PsyCap and job performance among the assistant registrars in Malaysia Public University

In this present study, all the components of psychological capital have a significant relationship with employee engagement. There is evidence that the higher

level of work engagement can be found when the hope is accompanied by the level of self-efficacy and optimism of the employees and the ability that they have favorable responses to setbacks. In terms of PsyCap, the majority of the respondents stated that they feel confident by contributing to the discussions on the organization's strategy. The contribution of ideas is one of the effective measures to enhance the performance and engagement among the employees towards the organization. Also, the respondents also stated that they could think of various efficient ways to attain their work goals of the many efforts carried out towards the goals are needed to ensure that it is achievable.

PsyCap and work engagement have a direct and strong association with work engagement, as stated in a study (Bakker, Albrecht & Leiter, 2011). PsyCap is a personal psychological resource that, according to Bakker and Demerouti (2018), makes an employee positive and leads to both emotional and cognitive levels of his or her engagement in the workplace, despite the work problems and job demands. Employees who believe in themselves and are confident in their talents (high on PsyCap) will not mind exerting their efforts to meet workplace expectations and will also be willing to immerse and engross themselves in their work (Xanthopoulou et al. 2017). Employees that work diligently are able to maintain vitality and are thoroughly immersed in their professional tasks. Employees adopt resiliency to bounce back, and this capacity allows them to use all their cognitive, physical, and emotional resources in their work to the maximum level.

5.4 Research Limitation

There are several limitations to this study that the researcher must address. There is the issue of time-constraint to conduct the research on the mediating effects of work engagement on the link between PsyCap elements and job performance

capability among assistant registrars in Malaysian public universities. Another issue is that the survey was limited assistant registrars as respondent at Malaysian public universities. This research can also be expanded by comparing assistant registrars at private universities and colleges in the assessment and also can expanded to academician, administrator, and technical staff for respondent. of the mediating effects of work engagement on the connection between PsyCap factors and job performance capabilities. Following the sufficient information and data, this study can be addressed in further detail. Data is crucial to collect the actual output and to examine the research if the study is significant toward the entire study for the research adopting this technique.

5.5 Implication

The findings of this study are seen to have implications on several aspects. In this study, there are 3 major impacts on the aspects of theoretical, practical and methodological implication to the organization and human resource practitioners.

5.5.1 Theoretical Implication

Several theoretical implications emerging from the findings of this study are proven as follows:

- a. The findings of this study contributed to the acceptance of the change in the literature from the perspective of organization performance oriented only to the application of taking mental health and psychological well-being of the employees to creating higher job performance and stronger work engagement.

- b. Despite the terms PsyCap that was widely tested in western countries and that has gained recognition, it is believed that the Asian cultures shall embrace PsyCap into their organization especially in public organizations as it appears to be treated as the non-traditional approach to the concept of organization.
- c. This study integrated the Psychological Capital Theories as the main supporting theories and complemented it with Theory of Conservation and Job-Demand Resource Model. All these theories were merged together to investigate the impact of the PsyCap elements towards work engagement and job performance capabilities among the assistant registrars in public universities in the Malaysian context.
- d. The investigation offers a better perspective on the factors that affect the PsyCap elements and contribution of the elements on the better performance and engagement of public sector servant. In addition, work engagement served as a mediator between dependent and independent variables.
- e. The primary contribution of this study is the development of theoretical framework. The design of the framework improves the knowledge on the determinants of job performance capabilities among the public sector servants and the mediating role or work engagement in the Malaysian public organization context.
- f. The findings from this study represents an expansion of the conceptualization of theories, positing that the elaborated PsyCap elements are related to job performance and the capabilities of an employee. Hence, this conceptualisation owes it to a comprehensive

understanding of the relationship between the antecedents and how all the elements involved, whether in PsyCap, work engagement or job performance were practised in the public organization.

- g. It is fascinating that although a lot of studies have highlighted the successful and high rating of PsyCap elements as discussed in western organization (Avey et.al, 2006; Luthans et.al.2005), in the present study, hope and resilience appear to be insignificant with the respondent's opinion. It is crucial for all the staff to understand and accept the concept of PsyCap in their daily life and routine and, other than the fact that it is interesting to know the difference of opinion, it is also an eye-opening to know how the organization can connect all the elements to obtain a better understanding.

5.5.2 Implication of Practical

This study generally contributes to the field of organization behavior and the connection with psychological need responses. As mental health issues are becoming one of the popular topics during this Covid -19 pandemic era, the implication of this study proves to be very relevant to the current situation. Therefore, it is very important for the Malaysian public sector organization to raise awareness and nurture the attitude towards better psychological acceptance concept, subjective norms, and social influence to heighten the impact of psychological traits in organizations. Several practical implications towards organizations that have been found are elaborated below:

- a. Human resource managers, also the experts in the sector, value both work engagement and job performance. In this study, the relationship between assistant registrars in Malaysian public universities is highlighted. The

knowledge gained is based on research of currently serving assistant registrars in Malaysian public universities. The significant theoretical evidence for experience-based moderating of work engagement and job performance could not help the fact that the findings of this study are intertwined.

- b. To increase the vibrancy of their organization in order to keep their employees engaged for numerous years, managers who function as employers must take effective actions. Implementing vibrancy-related actions to tend to employee needs, such as increased job autonomy and monetary incentives, could maximize employees' job performance.
- c. The findings of the study point to the importance of work engagement in leveraging job performance. Managers may want to create some mechanisms to assess job engagement of at least their key employees regularly to reduce the cost of hiring a new candidate and losing an experienced employee. We believe that this assessment will assist firms in determining the present level of employee engagement, but also in taking corrective actions that are very important.
- d. Another important implication is that, because overall psychological capital has such a significant impact on work engagement, organizations are encouraged to improve their work culture by thinking of actions to initiate to create a challenging environment, nurture a competitive spirit among employees, and carry out regular and apt performance feedback systems, so that employees can learn about their performance. Organizations may prefer individuals with great psychological capital in the past in the recruitment phase. Because the components of psychological capitals have been shown to

have a favorable impact on job performance, assistant registrars may be determined to incorporate these skills in their work engagement.

- e. Training treatments, particularly vicarious modelling, where individuals can see and imitate relevant others, may be helpful in improving self-efficacy (Luthans et al., 2014). Seeing others succeed through hard work will motivate participants that they too can succeed. Respondents in this scenario must continue their education so that their competence, knowledge, skills, and talents can keep on improving. Their self-efficacy would be improved, and the same goes with their performance.
- f. Furthermore, the use of social persuasion by recognized and competent individuals was discovered to be effective in increasing respondents' self-efficacy, particularly among those in the service industry. Luthans et al. (2014) have proposed that setting clear and difficult goals, developing contingency plans to fulfil goals, and redefining goals as necessary so that false hope can be avoided. A positive work environment with educational assistance and group cohesion (Gillespie et al., 2017) may also lead to respondents' elevated sense of optimism. Optimism can be pushed through via mentoring and training programs, according to Luthans et al. (2018), where participants learn to: (1) reflect, diagnose, and identify self-defeating beliefs when they have to confront difficulties, (2) reflect and evaluate the beliefs they have, and (3) change those beliefs with more constructive ones.
- g. While resilience had no positive effect on performance in this study, bearing in mind the difficulties that assistant registrars face, resilience is undeniably equally important for them. Establishing a supportive professional network (Jackson et al., 2017) is a way to nurture resilience, as it can provide guidance

and social support when necessary. Another technique advised by Hodges et al. (2015) is for leaders to recognize and celebrate success in the accomplishments of assistant registrars, as this can foster emotions of pride, and further help them develop a sense of resilience.

- h. The study of positive psychology in the workplace aided by this research is a contribution to employees' positive resource capacities. The research adds to the body of knowledge about PsyCap and its link to organizational outcomes that also include work engagement and job performance. It highlights the significance of optimism and hope as a PsyCap sub-dimension with regard to its impact on work engagement and job performance.

5.5.3 Methodological Implication

This study chose the application of methods that can produce expected findings out from the study outcomes and can simultaneously measure the direct or indirect effect of the variables on each other. In a more specific light, the direct effect of PsyCap on work engagement and job performance capabilities and indirect effect of PsyCap on the job performance through work engagement were measured. As shown in the model, the independent variable illustrated is PsyCap, the dependant variable is job performance, and the mediator is work engagement.

A model was constructed in this study to examine the relationship among all the variables involved. Technically, SPSS v. 23.0 and AMOS v. 23.0 were used as technical software. The former helped ascertain the data reliability and validity and so with the respondents' demographics. It was also used when executing the descriptive and exploratory data analysis, and in the data screening and data cleaning. As for the

AMOS implementation, it was applied in hypotheses testing and in producing the scores of each variable.

The direct and indirect effect of the independent variables on the dependent variable can be ascertained aided by the mediation test, and in order to run the mediation test, Ong & Puteh (2017), stated that AMOS was the best statistical software to run a test in social science research. Mediation analysis incorporating the multifaceted expansions of the contextual variable analysis, has been considered an advanced approach to the standardised regression approaches, with the consideration that certain regression approaches require a series of estimations. As supported by Agler & De Boeck (2017), the mediation analysis strikes as a very prevalent approach in psychological matters, and it is one linked with multiple perspectives that are often at odds, often in an implicit manner. Having an explicit discussion on these perspectives and their motivations, advantages, and disadvantages can help to clarify the conversations and research regarding the use and refinement of the mediation models.

5.6 Recommendations

This study should be carried out further by looking into the impact of work engagement as a mediating factor in the link between PsyCap aspects and job performance capability among Malaysian public universities' assistant registrars. Furthermore, the number of samples used in evaluating the mediating effects of work engagement on the link between PsyCap elements and job performance capability, which includes assistant registrars from both public and private institutions, can be improved.

To add, other relationships can be investigated to ascertain the impact of job engagement's mediating effects on their respective situations. The research method can vary, with respondents chosen as the focus of the study. Furthermore, in order to analyse the link, an experimental design was advised to be adopted in the current study. In my perspective, it will cover a larger population and allow for a more accurate comparison because a larger random sample size will be involved by interviewing the respondents. This would allow the findings to have a wider application. Future researchers will be able to take on different avenues as a result of the current work. Work engagement and job performance were the main variables of interest in this study, according to PsyCap.

This study seeks to show that work engagement has a mediating influence. Further research would be advantageous to probe into the potential mediators except work engagement and moderators for the relationship between PsyCap and job performance. The findings and discussion offered in this study give researchers some ideas for conducting pre- and post-tests to examine the substantial variations in PsyCap interventions with high- and low-performing businesses. The strategy to the intervention and the size of the effects may differ according to the environment. Direct measures of performance as a dependent variable could help solve the problem and provide more information on the PsyCap performance link.

It is recommended that service companies invest in the development of PsyCap to improve the efficiency and good well-being among assistant registrars (Avey et al., 2010). Human resource interventions that aim at building the state-like construct of PsyCap can be supported by training sessions, as can be referenced from Luthans et al., (2016). Training programs that focus on helping employees become good executioners of tasks include (a) teaching employees thinking skills and

reasoning strategies; (b) teaching employees to recognize the self-defeating thinking patterns and replacing them with constructive beliefs; and (c) helping employees use a computer to accomplish the work tasks (Youssef & Luthans, 2017; Luthans et al., 2014).

It is common for PsyCap therapies to involve outside-the-office training events that require employees to take time off work (Luthans et al., 2014; Peterson, 2010; Youssef & Luthans, 2017). However, the long-term benefits of allowing employees to participate in training programs surmount the potential for a short-term loss of productivity while employees are in training programs. With the organizational interventions, this may boost call centre employees' personal resources, increase the PsyCap levels and facilitate the increased job engagement, both of which are favorable to long-term performance and sustainable human-based organizational competitive advantage (Youssef & Luthans, 2017).

More study would be necessary, but based on prior findings from many firms, PsyCap looks like it is a promising construct to include in future research regarding managerial challenges. As the data were taken at the same time, there could be other justification for the impact direction. Possibly, the management climate influences PsyCap rather than the other way around. Future research should take into account the cross-cultural variances as well as changes in the work and organizational structure. Improvements in PsyCap, for example, can well be the contributor to increased job satisfaction and a more favorable perception of work performance among Europeans. Possibly, it will not give the same impact in Malaysia. When it comes to PsyCap and job performance-oriented behaviour in the workplace, future studies should dwell into the differences in work motivation and work role experience. The service industry could be a very supportive area to start encouraging and incorporating PsyCap

development as an integral component of workplace management. The significantly varied work environment around management is a significant feature of the service business. Managers at the company office could use organised micro interventions (PsyCap Interventions) to harbour hope, optimism, efficacy, and resiliency in order to develop PsyCap (Luthans et al., 2016). Common PsyCap approaches in individual evaluation and learning opportunities include targeted group discussions and establishing management culture.

According to Luthans et al. (2016), the PsyCap intervention will expose managers to brief training sessions where they will be motivated to delve into personal work-related experiences, review video clips, and receive personal feedback and guidance seeking to develop their goal orientation (hope), a more positive attributional style (optimism), higher confidence in work processes (efficacy), and ways to improve their goal orientation (hope) and their goal orientation (hope). Human resource managers are very important in the service business, but they will be arduous to include in a standard management training programme. Structured web-based or computer-based training programs could be an excellent and cost-effective way to propagate the training possibilities in this situation. So far, computer based PsyCap training has produced encouraging results, with Luthans, Avey and Patera (2008) reporting a substantial rise in PsyCap in the experimental group after an intervention that took a quick two hours. These findings are encouraging and developing and field-testing a computer-based intervention to develop PsyCap and managerial orientation could be the next step to take.

Future study could be based on the intervention model presented and delve more into the various interventions. While the intervention's duration is seen as

realistic in a field setting and compatible with related research in positive psychology and performance studies, there is a high likelihood that a shorter or longer intervention would give away different outcomes. Furthermore, integrating multiple measurements over a long duration would likely offer further information about the PsyCap intervention's long-term impact. There is also the suggestion that the researchers look into the presence of moderators such as employers' developmental readiness and organizational support. Future researchers might be recommended to examine these and other concerns for a better understanding of PsyCap, engagement, and performance, based on the data, information and findings reviewed and presented in this study.

Various statistical approaches are also advised to ensure the responses' reliability and validity. Future research could enhance the findings even more by investigating many samples and comparing their means. To add, the study was cross-sectional in nature following the time and cost constraints, which is not a testament for causal links. As the repercussion, the researcher suggested the implementation of an experimental design that can explain a causal relationship. More research would be more than welcomed to look at the role of employee experience with the current company in moderating the relationship between work engagement and job performance. Scholars may decide to independently look into the impact of moderation on the various elements of work engagement. It is most likely due to boredom and a lack of vitality as they have stayed so long in the organization.

To improve the four dimensions of PsyCap and use them to boost work engagement to further yield a powerful job performance:

- i. As for hope, it is found that there is a significant relationship towards work engagement, and it directly affects the attitude of the employees

also the influence the feeling of cynicism they have, where high level of hope makes employees engaged in the organization and helps reduce the rate of cynicism.

- ii. Resilience relates to an individual's ability to adapt and be flexible which may affect the cynicism about the organization and influence work engagement. In this present work, no significant relationship between resilience and work engagement has been confirmed. It could be concluded that individuals with a high capacity and flexibility to cope with stressful circumstances might have lower feeling of organization cynicism that has an influence of job performance.
- iii. As for optimism, the level of individual affects the level of his ability to deal with adverse events in the work environment and able to control feeling of cynicism that they may feel towards the organization. This can affect work engagement also job performance. Each aspect is closely related which gives impact on the performance of the organization and the members in the organization.
- iv. In terms of self-efficacy, it does not affect work engagement directly . Great self-efficacy among the employees contributes to great job performance and engagement among employees towards organization.

In this study, optimism and self-efficacy had been found to have a strong association with work engagement and job performance. This data can help to inform training strategies that stress on optimism and self-efficacy. Optimism and self-efficacy are personal resources that can be fostered to issue positive attitudes such as job engagement and performance. According to Avey, Nimnicht, and Pigeon (2010),

measuring PsyCap can help an organization determine its vitality, psychological health, and anticipated future performance. PsyCap also assists in the organising task. Employees that have higher proclivity for psychological capital may be selected and retained, and this may give a good impact on work-related outcomes (Avey et al., 2010). It is recommended that using a PsyCap measure to determine staff PsyCap levels could be beneficial. This can help inform the educational institution's selection and retention methods.

Playing a critical part in this situation, employers must encounter the four dimensions of PsyCap to establish an excellent organization. Attending training classes aimed at instilling a sense of hope and optimism in employees, as well as equipping themselves with skills to cope with different scenarios to assure good feedback in the workplace are excellent kinds of participation. In order to obtain great performance results, the assistant registrar should cultivate and manage their workforce's self-efficacy, hope, optimism, and resilience in a proactive manner.

5.7 Conclusion

The contribution of this present study to the existing literature on positive psychology is three-fold. First of all, the results have pointed to the full mediation by work engagement in the relationship between psychological capital and job performance. This finding makes a revelation that psychological capital (optimism, hope) is related significantly to employee engagement and psychological capital (hope, self-efficacy, resilience, and optimism) is significantly related to job performance. This study has shown proof that PsyCap among employees could influence their level of engagement on an organization. It is very important that leaders, managers, and human resource practitioners do not ignore PsyCap in their

everyday routine, as this will help them survive and excel long-term. In terms of organizational behaviour and theoretical contributions, it gives proof that PsyCap give great contribution to organizational outputs and the leverage effect is a powerful force that must be acquired, developed, and managed in every organization. PsyCap has a great potential to influence organizational outcomes positively, so it is necessary to consider and actively question the role of the situational variable in the interaction.

Since excellent performance is a ticket to high service quality and students' satisfaction, assistant registrar represented as the major constituent of any universities setting must be able to show superior performance. To add, consistent with the need for Malaysia to improve its competitive advantage especially in education centres to support the country's aspiration of enhancing the universities' reputation with the great job performance among the team members, assistant registrars need to perform their role effectively. The awareness of the fact that the psychological capital contributes to high job performance, invests, develops and leverages these capabilities would be of great benefit to education institutions especially public universities.

The resulting benefit of increased PsyCap, which is higher degree of work engagement, has been highlighted in the discussion section of this study. The current study's main contribution on the mindfulness in the workplace and its potential in promoting employees' work engagement adds teeth to the literature. The results obtained from this study also offer the perspective on the contribution made by the personal resources (PsyCap) on the increased work engagement and job performance. Research findings from this study also bring to light the validation of measures in diverse cultural contexts. This is a significant research area that should be continued to be raised in future studies so that the use of measurements can be improved. These expected results echo the findings of Ouweneel et al. (2013), where self-efficacy

serves as one of the dimensions of psychological capital that is positively linked with job performance. Additionally, employees' experience with the current organization had a significant and negative relation with job performance. Neither the correlation nor the regression analysis points to the significant relationship between experience with the current organization and work engagement.

The reason for the poor support for our argument relating to the experience with their current organization could possibly be that employees with higher experience with their current organization become used to doing things in the same way despite its mundane nature, and this is one of the three dimensions of work engagement. Given the significance of psychological capital in leading to high job performance, investing in, developing, and leveraging on these capabilities would be a plus point for public universities specifically and in general, the education institutions. The recommendations are in store, where the education institutions proactively develop and manage self-efficacy, hope, optimism, and resilience of their workforce to gain extraordinary job performance.

The kind of data gathered from this study will be very useful as it could provide the management of Malaysia public universities enough information to take further steps to enhance work engagement and job performance among assistant registrars. The respective organization might use the data as their tool to boost productivity. The reports gained will be shared with the management itself and other services organizations. It is anticipated by the researcher that more research will be conducted on work engagement from different dimensions that may arise in the future. Therefore, more findings will be able to improve the ones regarding work engagement. Through this, the employees will be more ready and in comfortable zone to do their job without putting their job performance at stake. Employee's

performance is crucial as they are the asset for the organization and to ensure that they can establish themselves better in their respective fields. Employers need to be on their toes about employees' performance and they also need to take care of their welfare. Hence, the staff will be pleased to carry out their responsibilities. As all the factors mentioned are well monitored, the organization can perform its best in this global era. Thus, they are ready to be in competition with others from the aspects of mentality, progress, and competitiveness. There is an anticipation that in future studies, the organization will look into the ways in improving work engagement among the employees. It will be weighed upon as the findings of this study and there will be an attempt to address issues of work engagement by means of developing personal resources in their employees and providing activities that can boost both the attention and awareness. Thus, the development of hope, efficacy, resilience, and optimism in employees may serve as a viable option to improve the degree or extent of employee work engagement.