

**PSYCHOLOGICAL CAPITAL, JOB SATISFACTION AND EMPLOYEE
PERFORMANCE AT UASIN GISHU COUNTY HOSPITAL, KENYA**

BY

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DECLARATION

I declare that my research project is my original work, which has not submitted to any other university or organization. Without the author's and/or Moi University's permission, no part of this work may be duplicated.

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DEDICATION

This research project is dedicated to the Almighty for the fortitude he provided me to pursue my MBA program, as well as to my parents, brothers, and sisters for their prayers and support.

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LIST OF ABBREVIATIONS

EP	Employee Performance
HCW	Health Care Workers
JS	Job Satisfaction
MOH	Ministry of Health
Psyc Cap	Psychological capital
SPSS	Statistical Package for Social Science
WHO	World Health Organization
ANOVA.	Analysis of variance

OPERATIONAL DEFINITIONS OF KEY TERMS

Job Satisfaction: refers to people's feelings and attitudes toward their work. It refers to how enthusiastic an individual is about their job (Armstrong and Taylor (2014).

Organization: Any social arrangement that has a boundary separating it from its surroundings and pursues common goals (Harrison, 2005).

Performance: Effectiveness, efficiency, normative measurement, productivity, and service quality are some of the metrics used to evaluate performance (Richardo & Wade, 2010).

Productivity: Is defined as the ratio of actual output to maximum possible output from a given input level (Freeman, 2008).

Public Healthcare Sector: All coordinated initiatives to prevent disease, promote health, and extend life in the general population (WB, 2013)

Public sector: All sectors that include, military, police, public transportation and road maintenance, education, health, government officials, are all part of the public sector in most countries (Hellen, 2015).

Employee performance: Shields (2016) defines employee performance as the degree to which an employee accomplishes their responsibilities and obligations

ABSTRACT

Organizations acknowledge employee performance as a crucial source of total organizational performance in today's more competitive environment. In the domains of management, employee performance remains one of the most fascinating and hard subject. The main aim of this research was to see how psychological capital affected job satisfaction and performance at Uasin Gishu County Hospital. Specifically the study determined the effect of self-hope, self-optimism, self-resilience and self-efficacy on employee performance. The research study was conducted out in the county of Uasin Gishu. The target population was 146 Uasin Gishu County Hospital health care personnel. Raw data was utilized with the help of closed ended questionnaires. The study took a census approach and used explanatory research design. Data was examined using Multiple regression analysis. Cognitive theory, Herzberg two factor theory, and social exchange theory drove the research. Self-hope was found to have a favourable and significant effect on employee performance ($\beta_1=0.373$, $p=.001$) in the study. Employee performance was positively influenced by self-optimism ($\beta_2=0.131$, $p=.006$). Employee performance was positively influenced by self-resilience ($\beta_3=0.157$, $p=.003$). Employee performance was positively influenced by self-efficacy ($\beta_4=0.244$, $p=.021$). Job satisfaction had a positive and significant moderating effect on the relationship between self-hope and employee performance ($\beta=0.130$; $p=.015$). Job satisfaction had a negative and significant moderating effect on relationship between self-optimism and employee performance ($\beta=-0.145$ $p=.002$). Job satisfaction had a negative and significant moderating effect on the relationship between self-resilience and employee performance ($\beta=-0.225$; $p=.001$). In conclusion the study found that employees who have self-hope fulfil their objectives. Self-hope is also required for job happiness, self-optimism has a positive and significant impact on employee, self-optimism is required for employees to achieve their long-term goals. Self-resilience has a significant effect on work performance. Self-resilience aids employees in completing both new and difficult tasks. Self-resilience aids employees in overcoming sentiments of hostility directed towards a specific person. Finally, employee performance is unaffected by employee self-efficacy. Those with high levels of self-efficacy had a higher chance of achieving their life goals. The study recommends that employees should have self-hope in their areas of work, optimism is a solid predictor of performance, therefore employees should be optimistic. The study found that a resilient employee performs well, thus employees should be resilient, and finally, employees should have self-efficacy at work. This study should assists the sector in understanding effects of employee performance and aid in becoming more proactive by establishing systematic ways to guarantee that personnel are committed, fit, and feel a part of the industry. Assist the government and policymakers in enacting laws and regulations based on the research's findings.

CHAPTER ONE

INTRODUCTION

1.0 Chapter Overview

This chapter covers the study's background, statement of the problems, objectives, hypotheses, significance, and scope.

1.1 Background of the Study

Performance of employees is a multifaceted notion and a vital element for determining whether or not a company will prosper (Ramlall, 2014). Shields (2016) defines employee performance as the degree to which an employee accomplishes their responsibilities and obligations. Organizations must achieve the correct balance between employing rules and procedures to predict employee performance (i.e., in-role work performance) and enabling employees to create spontaneously in reaction to obstacles and unusual situations (i.e., innovative job performance) (Fu et al., 2015; Munoz-Pascual and Galende, 2017).

Psychological Capital is an individual's affective significant positive psychological condition of progress, defined as (1) possessing confidence (self-efficacy) to consider taking on and work hard to prosper at difficult tasks, (2) showing a positive attribution (optimism) regarding accomplishing now and in the long term, (3) staying strong to targets as well as, when absolutely needed, redirecting pathways to shots on goal (hope) to find success, and (4) sustaining and bouncing back a positive psychological state of development when beset by problems and adverse (Luthans & Youssef, 2007).

Psychological capital has a direct association with individual performance-related work, according to Nelson and Cooper (2007), and a lack of Psycap correlates to poor

performance. Because there are numerous issues in health care, such as rising demand and costs, as well as patient expectations, satisfaction is the determining factor. When job values are met, job satisfaction is a pleasurable emotional state (Courtney & Younk, 2017). Job satisfaction relates to people's attitudes and sentiments toward their jobs. Employee expectations about the job are related to job satisfaction. As a result, if employees' fulfilment with job goals are met, job happiness is likely to grow (Yang, 2010). Job satisfaction is either an emotive case resulting from an individual's evaluation of their very own work experience (Al Jenaibi, 2010) or an attitudinal experience (Al Jenaibi, 2010) in which people evaluate their job satisfaction in terms of past occurrences and current impressions (Ko, 2012). Internal and external satisfactions are two elements of job satisfaction (Judge & Bono, 2001; Best & Thurston, 2004): Internal Satisfaction: opportunity to display ability, and a sense of attainment of job's goals, work ethics, as well as opportunities to deliver service. External Satisfaction: Job content, compensation, open promotion paths, work atmosphere, and equipment. The performance of an organization's workforce is used to gauge its output and productivity (Currall et al., 2015). Higher levels of job satisfaction have been linked to improved worker performance (Sousa-Poza and SousaPoza, 2000). In an organization, employee work satisfaction is vital because production is dependent on it. If your employees are happy, they will do high-quality work on schedule, resulting in improved profits.

Many businesses in Sydney are increasingly focusing on providing quality work to their employees. It is a mind-set, not technology that many organizations are adopting in today's business environment to balance business, human, and social needs (Ouppara & Victoria, 2012). It focuses on developing new employees while also enhancing production so that all segments of society benefit. According to Birhane,

(2016), because job satisfaction and employee performance in Ethiopia are a function of both competence and motivation, it makes sense to have strategies aimed at boosting both.

In South Africa, employee engagement through the workplace environment is crucial for businesses to succeed. The South African business environment has been criticized by its negative perception of being uncompetitive and underperformance from the international community over the past years as well as over reliance on the mining sector (Cawe, 2016) .

Kenya just like any other country has the same concerns which is to ensure that there is a well-functioning labor-force among its health care sector so that will ensure timely and efficient service delivery all the time (Ngahu, 2014). It is widely accepted that workers working in the Kenyan healthcare sector are not producing the desired output and many have echoed their low esteem concerns via social media due to their working environment being poor, lack of recognition, unrealistic delivery timeframe being the major constraint in achieving organizational objectives (Irefin & Mechanic 2014). Uasin Gishu county hospital is a referral hospital to the sub county hospitals. Uasin Gishu county hospital system is underfunded, with insufficient health facilities, human resources, and other health provisions, causing gaps in health-care worker distribution, complaints about service quality, low productivity, and poor health-care utilization (WHO, 2013).

The objective of this study was to establish the moderating effects of psychological capital on job satisfaction and employee performance at Uasin Gishu County Hospital through a literature analysis and field research.

1.2 Statement of the Problem

Employee performance is fundamental for providing high-quality services, which increases client satisfaction (Karatepe, 2013). According to Bohlander and Snell (2010), employee performance is directly tied to an organization's total performance and success. Employee training, development, and innovation, according to Nassazi (2013), are critical in boosting employees' performance as firms grow. Strikes and slowdowns, a lack of equipment and suitable infrastructure, and a lack of sufficient human resources are among the issues that the health care sector is currently facing (Agbozo, Owusu, & Atakorah, 2017). Kenya has a high mortality rate, a short life expectancy, and poor service quality, placing it in the bottom 50 percent of the world's underperforming healthcare sectors (TI, 2011; WB 2013).

Studies have been carried out on employee performance, Kipruto (2017) found that health personnel confront job uncertainty and require adequate remuneration and training in his study on factors that influence the provision of health care in a devolved system of government in counties. According to Omondi (2016), the current management system, combined with a lack of enthusiasm for additional education, are the main issues limiting employee performance. Gikonyo (2017) conducted a study on factors affecting employees' productivity in county governments in Kenya that there is a strong correlation between motivation and productivity whereby, the more motivated employees are, the higher the likelihood of more productivity. None of these studies have researched on the effect of psychological capital, job satisfaction on employee performance in health sector. Therefore, this study will bridge the gap by investigating the influence of psychological capital, job satisfaction on employee's performance in health sector with a case study of Uasin Gishu County hospital.

Employees performance has an important role in helping an organization to achieve its organizational goals. Job satisfaction influences the quality of health care services. It thus unlikely that optimal medical care can be delivered by unhappy and maladapted healthcare providers (Wamunyu, 2016) Job satisfaction has a significant effect on employee performance. Employees that are satisfied, perform and make significant contributions to the general organisational growth and achievements, but unhappy employees are considered as just a burden (Shmailan, 2016). When the different negative occurrences of job dissatisfaction are considered, for example lack of loyalty, absenteeism and turnover, and an increase in the number of accidents, the significance of job satisfaction in an organization becomes increasingly clearer (Aziri, 2011). Psychological capital has a direct link to employee performance. In difficult situations, individuals with low self-efficacy seem to be more likely to reduce their efforts or perhaps give up, whereas those with high self-efficacy will fight harder to overcome the difficulties (Othman, 2014).

1.3 Research Objectives

1.3.1 General Objectives

Effect of psychological capital on job satisfaction and employee performance.

1.3.2 Specific Objectives

1. To determine the effect of self-hope on employee performance in Uasin Gishu County Hospital.
2. To examine how self-optimism affect employee performance in Uasin Gishu County Hospital
3. To identify the effect of self-resilience on employee performance in Uasin Gishu County Hospital

4. To establish the effect of self-efficacy on employee performance Uasin Gishu County Hospital
- 5a) To determine the moderating effect of job satisfaction on self-hope and employee performance.
- 5b) To determine the moderating effect of job satisfaction on self- optimism and employee performance
- 5c) To examine the moderating effect of job satisfaction on self- resilience and employee performance
- 5d) To determine the moderating effect of job satisfaction on self- efficacy and employee performance.

1.4 Research Hypotheses

H₀₁: Self- hope has no significant effect on employee performance

H₀₂: Self- Optimism has no significant effect on employee performance

H₀₃: Self -Resilience has no significant effect on employee performance

H₀₄: Self-efficacy has no significant effect on employee performance

H_{05a}: job satisfaction has no significant moderating effect on self-hope and employee performance.

H_{05b}: Job satisfaction has no significant moderating effect on self- optimism and employee performance

H_{05c}: Job satisfaction has no significant moderating effect on self- resilience and employee performance

H05a: Job satisfaction has no significant moderating effect on self- efficacy and employee performance.

1.5 Significance of the Study

This study is valuable for both academic and practical interests. This study contributes by making literature reviews available to academics that are interested in relying on this study. To the Organization and Employees, this study should aid in understanding the broad factors that influence employee performance and satisfaction, as well as developing effective methods to ensure that they are promoted. Furthermore, the study's findings aids management in making decisions and strategy makers in taking suitable actions to boost employee performance and satisfaction in the firm by considering human resources.

It assists the sector in becoming more proactive by establishing systematic ways to guarantee that personnel are committed, fit, and feel a part of the industry. This study benefits and assist future scholars by serving as a guide and reference, as well as providing more opportunities for further research into the topic and broadening perspectives on the situation in question. Assist the government and policymakers in enacting laws and regulations based on the research's findings.

1.6 Scope of the Study

This research was carried out at the Uasin Gishu County Hospital. The participants in this study were health care workers. The information gathered measured in-role and innovative performance, as well as self-hope, self-optimism, self-efficacy, and self-resilience. The study included 146 Uasin Gishu County Hospital health care personnel. Questionnaires were used to collect data. Within a month, the data was collected as from November to December 2021.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter introduces the fundamental concepts of job satisfaction, psychological capital, and employee performance, as well as empirical analyses conducted by various researchers, supporting theories, and the conceptual framework.

2.1 The Concept of Employee performance

Performance is defined as "behaviour that achieves results" (Armstrong & Taylor, 2014), or if or not an employee is performing well (Javed, Balouch, & Hassan, 2014). Employee performance is linked with outcomes, achievements, and accomplishments, as well as collaborative efforts and behaviours associated with organizational goals, which are influenced by employees, according to Cardy (2004). (Lepak et al., 2007). Similarly, Anitha (2013) defines employee performance as a financially or other results of the employees that is directly linked to the organizational performance and productivity, hence furthermore demonstrated that the workplace environment, supervisors, team and colloquies interrelations, training and career development, rewards, procedures and rules, and workplace wellness, also employee satisfaction, are key indicators in determining employee performance.

According to prior studies, various factors influence employee performance. Employee engagement and leadership, for example, have a major influence on employee performance, as per Bagyo (2013). There is a significant beneficial link involving performance evaluation and healthcare workforce performance, according to Lutwama (2011). Training is mostly significant human resource management techniques, according to Elnaga and Imran (2013), since it helps to improve the

quality of workers' knowledge and capabilities that leads to better job performance. According to Kiweewa and Asimwe (2014), training of employees increases productivity and greater quality performance. Furthermore, Amin, Saeed, and Lodhi (2013) found that when training is conducted, overall degree of knowledge and dedication increases, which leads to better job performance.

Employee engagement is described as employees who are familiar with the working context in which they operate and interact with co-workers to achieve higher performance for the advantage of the organization, according to Ologbo and Sofian (2013). Engaged employees, according to Men (2015), demonstrate energy, engagement, involvement, efficacy, enthusiasm, commitment, pleasure, and a positive state, which all contribute to greater performance. Employee performance, according to Mangkunegara (2009), is the work outcome based on the quality and quantity accomplished by the employee in performing the job assigned to them.

Employee performance is important to the organizational long-term success. According to Caillier (2010), a job with strong motivation and cleanliness aspects leads to excellent performance and low employee complaints. Employee performance is similar to that of all other systems; they do not function when their components do not communicate well. As a result, knowing the organization's relationship with its workers is fundamental to boost the organization's ability to move forward effectively. Firms should recognize and understand the factors that affect employee performance in order to make decisions that leads to better employee performance and, by extension, the organization's overall performance. Organizational performance has been demonstrated to be influenced by employee performance. Because individual success is the cornerstone of organizational performance, this is the case. Noticing

elements that affect performances of employees can assist in making better human resource activities for example; recruiting, retention, and, most significantly organizational outcomes (Vest, Scott, & Markham, 2011). According to Ahmad and Shahzad (2011), employee performance encapsulates the personal belief as per behaviour and contribution to the organizational progress, remuneration methods, performance appraisal, and promotional procedure are all elements of employee performance.

According to Chen (2013), it is possible to improve overall performance and attain the organizational goal collectively through developing relationships with other employees. Managers must organize counselling and support where employees can discuss their perspectives in order to establish relationships within organizations. As a result, the relationship encourages employees to operate as a team and increase overall performance. Workplace conditions, employee interaction, employer-employee relationships, and individual perceptions of job descriptions will all influence how well people accomplish their jobs. This is because employees will have more confidence if they have appropriate knowledge to support their activities. (Chei and colleagues, 2014)

2.1.1 Dimensions of Employee performance

2.1.2 In-role Job performance

In-role job performance is described as "actions outlined and necessary with a worker's job role hence required, appraised, and compensated by the employer organization" (Janssen and Van Yperen, 2004). As a result of in-role job performance, job behaviours are predicated, permitting major organization's activities to also integrated and managed so as to meet organizational goals (Fu et al., 2015).

2.1.3 Innovative Job performance

Innovative job performance is defined as the deliberate creation, advancement, and introduction of innovative thoughts within a job description, team performance, or organization so as to profit role performance, a team, as well as organizations (Janssen and Van Yperen, 2004).

This style of performance includes complicated and difficult tasks that require a range of cognitive and social behaviours, like generating, promoting, discussing, altering, finally executing creative ideas (Janssen and Van Yperen, 2004). Innovative work performance is to develop and implement new methods and beliefs for that the relevant skills and knowledge are still gained. Innovative job performance may result in resistance due to the unease and uncertainties which change can bring (Fu et al., 2015; Muoz Pascual and Galende, 2017).

2.2 Psychological Capital Concept

Organizations' psychological capital has become a source of competitive advantage. Psychological capital can give firms with a long-term competitive advantage (Hodges, 2010). Psychological capital has a substantial positive influence on desired organizational outcomes. Increased psychological capital leads to increased productivity, job commitment, work satisfaction, and organizational involvement, as well as decreased work absence. Psychological Capital entails maximizing and developing employees' abilities and potential (Toor & Ofori, 2010). This is also educational and provides a high return on investment (Luthans et al., 2008; 2010). Employees who showed high (or low) in Psychological Capital indicated an increase (or decrease) in performance (Peterson et al., 2011). PsyCap has been seen to be positively influenced with employee commitment and work happiness (Cetin, 2011).

Psychological Capital is a most powerful tools for boosting organizational performance (Lewis, 2011). Psychological Capital has a good relationship with the first level of organizational trust (Clapp-Smith et al., 2009). Psychological Capital aids in stress reduction and beneficial organization's growth (Avey et al., 2008). Improving and maintaining the Psychological Capital components of self-hope, self-resilience, self-optimism, and self-efficacy can improve organizational performance (Luthans et al., 2007). To summarize, Psychological Capital is portrayed to be a higher-order, basic architecture that companies may invest in and foster in their employees to accomplish meaningful, long-term growth and productivity. Psy Cap could help to make the case of new management perspective and strategy to get a competitive edge in the "flat world."

Psychological capital component contains some consistency across time, but they also have the ability and flexibility to evolve and grow as state-like entities. This showed that, unlike trait-like constructs, psychological capital components can be improved (Charkhabi, & Sartori, 2016; Costantini, 2016). (Luthans & Luthans, 2004), Self-efficacy, hope, optimism, and resilience are all constructs that can be fostered, according to preliminary study. This willingness to adapt has prompted academics to develop programs and interventions to boost psychological capital (Bongers & Van der Beek, 2011). The most of these approaches are based on positive psychological principles that emphasize an individual's good characteristics (Seligman, Steen, Park, and Peterson, 2005).

There are three types of approaches: (1) approaches that concentrate on giving employees with a chance to assess themselves from many angles; actions that focus on giving employees the opportunity to analyse themselves from multiple angles. This

could enable them to find their 'better self' at workplace, which includes concentrating on each person's abilities, achievements, and lasting skills (Roberts, Dutton, Spreitzer, Heaphy, & Quinn, 2005), is likely to be linked to higher feeling of being involved, energetic, and satisfied in one's employment (Peterson & Seligman, 2004). 2) Solution-focused coaching approach- that emphasise strength -development and solution-generation instead of problem analysis (Grant, 2003). Employers use this approach to encourage workers by emphasizing goal-setting, that could result in higher hope (Luthans& Youssef, 2004) and self-efficacy, as goal achievement is likely to affect one's general capacity to achieve work demands throughout domains as well as situations (Curtayne & Burton, 2009). (3) Initiatives approach that uncover life-giving factors and core capabilities in order to transfer desired organizational traits to individuals; Trainers use examples of organizational accomplishments or put-up actions and goals to envision their organization's ideal future in this technique (Cooperrider& Whitney, 2005). This method avoids harmful processes like negation, reciprocal criticism, and spiralling issue diagnosis, favouring strong motivation and emotions of team work between organizational staff instead (Whitney &Cooperrider, 2008).

2.2.1 Psychological Capital's Basic Components

Psychological capital is made up of four main positive components. Self-efficacy/confidence, self -hope, self - optimism, and self- resiliency are the four traits (Luthans et al., 2008).

2.2.1.1 Self -Hope

Hope is a mental state that motivates people to attain their goals by allowing them to establish difficult goals and devise strategies to achieve (Luthans et al., 2015). Hope is

made up of two parts: an agency and a set of pathways. It represents the drive to figure out how to achieve professional objectives (Luthans et al., 2007). People who are more hopeful have more effort to succeed (Snyder et al., 2000). (Etin & Basm, 2011) Hope is the belief that substantial goals can be determined and a mechanism by which an individual overcomes challenges. Academicians and athletics success, emotional, physical health, and the capability to adjust to difficulties are all linked to hope (Snyder, 2000). Individuals who possess high –hope tend to think individually (Luthans et al., 2007).

2.2.1.2 Self -Resilience

Individuals with stronger levels of resilience could deal with setbacks more easily when confronted with bad occurrences (Tugade et al., 2004). Individuals with resilience can endure challenges and uncertainties to attain achievement (Gooty et al., 2009; Luthans et al., 2006). It describes one's ability to recover from difficulty, misunderstandings, or even good events (Luthans et al., 2007). Individuals with self-resilience are more adaptable and flexible (Coutu, 2002). Individuals who are resilient recover quickly from setbacks and challenging situations (Tugade& Fredrickson, 2004).

2.2.1.3 Self – Optimism

Optimism refers to having optimistic expectations for the future (Peterson et al., 2011). Snyder et al. (2001) describe self-optimism as person's broad expectations to better tenacity in accomplishing goals. Optimism necessitates objective judgments an individual must adhere to in order to achieve (Luthans et al., 2008). As optimistic individuals stick to their goals and try their hardest, pessimists lose patience when

faced with challenges. Optimists, in contrast to pessimists, have better professional possibilities and may follow their goals despite difficult circumstances.

2.2.1.4 Self-efficacy

Self-efficacy is referred to a individual's belief in his or her own potential to succeed. Efficacy is associated to new employee socialization and retention (Bauer et al., 2007), as well as existing employee organizational engagement and intentions to quit. Even in the absence of feedback, self-efficacy has a strongly positive link with job-related performance (Bandura & Locke, 2003).

2.3 The Concept of Job Satisfaction

According to Pan and colleagues (2015), job satisfaction is a positive emotional case that arises from the assessment of organizational experiences. The relevance of satisfaction and its importance in increasing the standards of aspirations among employees in various organizations was highlighted by Durrah and colleagues (2015). Job satisfaction is referred to as a positive emotional state of mind that happens as a resultantly of one's job duties (Simatwa, 2011). Compensation, promotions, rewards, work essence, supervisors, and co-workers' relation are all indicators in job satisfaction (Mosadeghard, 2003). According to Simatwa (2011), job satisfaction is an indicator that is significantly linked to the point to which an employee is satisfied with their jobs. Job satisfaction is defined by Armstrong et al. (2014) as "people's feelings and perceptions about their job." He stated that a negative personality toward his job determines whether he is satisfied or dissatisfied; if an individual feels and thinks positively about his task, he is satisfied, and visa - versa.

Employees are still the mostly satisfied and resourceful, according to Kuria (2011), when their employment provides them with security financial, a clear grievance

policy, the chance to contribute opinions and solutions, inclusion in decision-making and management, defined goals of role and obligations, chances for development, fringe benefits, a better pay structure, incentive plans, and profit-sharing activities. Employee satisfaction leads to higher retention, productivity, and service quality, according to Abiyev et al. (2016)'s research.

According to Armstrong et al. (2014), there are three levels of factors that influence job satisfaction: The first being five dimensions of jobs, or the job characteristics model: skill variety, task identity, task significance, autonomy, and feedback, are among the intrinsic motivating factors that relate to job description. Second, supervisory quality: supervisory quality is a major predictor of employee attitudes. Third, accomplishment or failure: success almost always results to satisfaction; failure, on the other hand, almost always results to dissatisfaction. When an individual strives and uses all of his abilities to prove to himself and others that he is competent, successful, and has potential, his feelings are boosted and he is satisfied. Another person who consistently fails to complete tasks as they should will experience unsatisfactory emotions (Armstrong & Taylor, 2014).

Employers have to put more effort to please employees today more than ever in order to enhance retention rates and lower the expenses linked with excessive turnover. Voluntary turnover are the most problems many businesses go through (Mitchell et al., 2001). In case of employment conditions, the worker would like to remain in a situation that is more physically pleasant and convenient for him or her. The absence of such workplace circumstances, along with many other things, would have a detrimental influence on a worker's emotional and physical well-being (Baron and Greenberg, 2003). According to Robbins (2001), workplace environment has an

impact on job satisfaction because employees want a good physical work environment. As a consequence, there'll be an improvement in increased job satisfaction. Job satisfaction is influenced by four key aspects, according to Gupta et al. (2012): first, individual characteristics, second, social factors, and third, cultural factors. Lastly, there are organizational and environmental aspects to consider (Gupta, Jain, & Sharma, 2012). Psychological empowerment is another factor that influences job happiness (Ahmed, & Joarder, 2016)

2.3.1 The Components of Job Satisfaction

2.3.1.1 Internal Satisfaction

Employee satisfaction in the workplace may be influenced by attitudes about compensation, working conditions, colleagues and supervisors, job opportunities, and intrinsic qualities of the job (Griffin 2006). According to Drafke (2009), general job satisfaction is influenced by accomplishment, job autonomy, role conflict, chance to advance, job protection, social relationships, workmate relationships, quality and fairness of supervision, style of management, organizational culture, work schedules, remunerations, and seniority. Job happiness can also be influenced by tenure (Karsh et al., 2005), working hours, and job status (Booth & Van Ours, Effective reaction to a specific employee component) (Terry Lam, Tom Baum & Ray Pine, 2001). Job satisfaction, according to Greenberg and Baron (2003), is defined as an individual's favourable or negative attitude to his or her line of duty.

2.3.1.2 External satisfaction

Employees' pleasure with their workplace is referred to as external job satisfaction. Employee satisfaction is dependent on supportive leadership (Bartram & Casimir, 2007), assistance from superiors (Chou & Robert, 2008:220), and a positive

relationship with the supervisor (Berger & Brownell, 2009). According to Berger and Brownell (2009), organizational rules and procedures are vital in the hospitality industry, and wellness initiatives are becoming more popular as a way to properly care for employees. To keep staff satisfied, some hospitality firms are providing extra benefits, transportation, and bonuses (Barrows & Powers, 2009).

2.4 Theoretical Review

2.4.1 Cognitive Theory

Bandura established the cognitive and agency theory that explains the relationship between the four psychological capacities and the likelihood of success or performance related on motivated hard work. Self-efficacy, optimism, hope, and resilience are social cognitive constructs that contain an internalized feeling of agency and influence. Despite possible issues, hurdles, and failures, this cognitive process supports an optimistic outlook, goal selection, and investing on resources and energy in quest of those goals (Luthans, 2015). This is due to the fact that circumstances and prospects of success are regularly but reasonably assessed as favourable. These optimistic expectations become potent motivators, resulting in greater resource investment and tenacity in the pursuit of goals, as well as desired attitudes, behaviours, and performance.

Targeted cognitive-focused coping interventions, such as training specifically aimed at increasing coping effectiveness (e.g., Chesney et al. 2003), generally aim to increase adaptive coping skills, lower emotional suffering and improve subjective well-being. Meanwhile, self-efficacy, a central tenet of social cognitive theory, refers to an individuals' subjective self-assessment of their capabilities to successfully perform a specific task or activity (Bandura 1986) . Coping self-efficacy, then, is defined as

specific beliefs regarding one's capabilities to engage in key coping behaviors and strategies (Chesney et al. 2006). Individuals tend to appraise first whether a given situation is controllable through coping, and second, whether they believe they have the capabilities to carry out the necessary coping behaviors (Chesney et al. 2006). Consequently, coping self-efficacy should influence the effects of cognitive resource interventions on actual behavioural outcomes (Chesney et al. 2006).

According to Lunenburg (2011), psychological capital has a significant impact on employee performance, and self-efficacy has an impact on the tasks employees choose to learn and the targets they define for themselves. Psychological capital influences an employee's degree of motivation and perseverance when mastering a tough activity, and it increases the employee's performance.

2.4.2 Social Exchange Theory

When employees feel they are treated fairly by the organization, they will in turn give back to the organization (Balain & Sparrow, 2009). Employees participate in reciprocal connections that can evolve into trustworthy, loyal, and mutual commitment when specific "rules of exchange" are followed, according to social exchange theory. When employees feel their employer recognizes them and their contributions, they will show positive attitudes and behaviours. Employees can perform better when they have a say and feel included, which implies they can express their difficulties, ideas, and thoughts alongside their managers.

According to the social exchange theory, obligations are established through a series of exchanges between mutually interdependent parties. The basic feature of social exchange theory is that relationships evolve over time into trustworthy, loyal, and reciprocating interaction provided as the participants adhere to a set of 'exchange

norms.' These typically include norms of reciprocity or payback, wherein the one party's actions elicit a reaction or action from the other. He claimed that one method for employees to compensate their businesses is to work harder. Workers will also wish to contribute at various levels and perception to the resources employers provides. This is as per Robinson et al. (2004) definition of engagement as a two-way connection in among employer and the employee. According to Balain & Sparrow (2009), "we need to include the notion in a well-founded theory to comprehend what genuinely influences productivity, and what it affects in turn." The social exchange theory, which incorporates feelings of loyalty, dedication, and discretionary effort as types of social reciprocation by employees to a good employer, is rated the best fit. The social exchange theory encourages involvement and participation by emphasizing the reciprocal link amongst employees and employers.

2.4.3 The Herzberg Two-Factor Theory

According to Schermerhorn, Herzberg's two-factor theory is an important frame of reference for managers who seek to understand job satisfaction and related job performance difficulties (1993). According to Schermerhorn, Herzberg's two-factor theory can be described as a powerful reminder that every job has two crucial aspects: what employees performs in relation to job duties (job content) and the workplace environment in which they do it (job context). To optimize job satisfaction prospects, as per Schermerhorn, managers must take every opportunity to eradicate bad sources of job unhappiness at the place of work to ensure that satisfier aspects are embedded in the job place.

Managerial performance feedback has the potential to influence employee performance and pleasure at work (Fisher & Ashkanasy, 2000). The Range of Affect

Hypothesis of Locke (1976) is very similar to this theory. The key idea of this theory is that job pleasure is determined by the gap between how an employee desires and whatever he has. The concept goes on to imply that how much a person values a particular component of work (say, autonomy) determines how satisfied or dissatisfied they are when their expectations are met or not. When an employee values a certain component of his or her employment, it has a higher positive (when expectations are met) and negative (when expectations are not met) impact on his or her satisfaction than when that feature is not valued. However, the more a worker values a certain feature, the more dissatisfied he or she will be (Spector, 1997). This concept is relevant and important to this research since it showed that employees must meet a variety of standards in order to increase their performance. As a result, a researcher can use this theory to figure out what elements drive employee satisfaction with an organisation's success.

2.5 Empirical Analysis

2.5.1 Effect of Self -Hope on Employee Performance

According to Peterson and Byron (2008), highly hopeful personnel exert goal-oriented effort. Those employees have a unique ability to continually come up with new strategies to achieve their objectives. This skill resulted in consistent effort, which helped to increase job performance. They discovered that employees who were more hopeful had higher job performance.

Researchers are paying more attention to the antecedents of "hope" as a construct in positive psychology because of its expanding importance. Hope is a positive belief that motivates individuals to attain their aspirations or so-called future objectives (Snyder, 2002). Furthermore, various research conducted in organizational settings

have revealed that the desire to improve employee's job description is an important factor in driving performance of an employee (Adams et al., 2002; Shorey & Snyder, 2004).

Individuals that are optimistic are much more prone to have set specific goals, which provide them with daily motivation to work toward them. Additionally, hopeful people are more likely to have devised various routes (pathways) to achieve the same objective. Employees high on self-hope guarantee that the collapse of one project do not lead to overall collapse by establishing several methods to the same aim (S.J. Peterson 2009). In other words, hopeful personnel have the desire or authority to achieve objectives and the ability to devise multiple paths or tactics to achieve those objectives. As a result, employees with greater PsyCap levels will create paths to effectively pursue and achieve personal goals at work. This will almost certainly result in more positive outcomes and greater performance. Previous research has revealed that hope, in addition to cognitive capacity and self-efficacy, predicts employee success (C.R. Snyder 2008). Furthermore, Youssef and Luthans (2007) discovered that hope improved employee satisfaction, organizational commitment, and work happiness.

Effective agency and pathways thinking (Vohs & Schmeichel, 2002) necessitates a certain level of self-control and self-regulatory behaviour so as to effectively manage cognitions, feelings, and behaviour that might impede with goal fulfilment (Inzlicht, Schmeichel & Macrae, 2014). Higher levels of hope, that are defined by the positive cognitive processes outlined earlier, are linked to lower levels of depression and higher levels of happiness. (Alarcon, Bowling & Khazon, 2013). As a result, hope could be a valuable personal resource. Luthans, Avolio, Walumbwa, and Li (2005)

discovered a link between Chinese factory workers' optimism and supervisory performance ratings. Similarly, hope is demonstrated as a favourable indicator of job performance in several studies in various contexts (Peterson & Luthans, 2003; Youssef & Luthans, 2007). Optimistic employees are more effective than low hopeful employees, according to Adams et al., (2002). Previous research has found that self-hope predicts employee performances beyond cognitive capability and self-efficacy (S.J. Peterson 2010). Additionally, Youssef and Luthans (2008) discovered that self-hope had a favourable effect on employee satisfaction, employee commitment, and job conformability.

2.5.2 Self - Optimism's effect on Employee Performance

Optimism is defined as a general sense of optimism about the future (Carver, Scheier, & Segerstrom, 2010), as well as a particular explaining styles that blames failures and setbacks on uncontrollable external factors (Carver, Scheier, & Segerstrom, 2010). Optimism is a personality trait that underpins positive thinking. Optimism indicates one's good aspirations for the future (Carver & Scheier, 2002) (Carver & Scheier, 2002) Realistic optimism, according to Herbert (2011), comprises an objective assessment of what could be achieved in a given scenario provided availability of resources.

According to Luthans et al. (2015), one of the most significant features of PsyCap optimism is the ability to adjust one's personal level of optimism as circumstances change. Regularly linking failure onto external sources is dangerous and might distort reality beliefs. Individual people ought to be capable of expressing gratitude for the external circumstances that have helped them succeed (Luthans et al., 2015). Optimistic people focuses on the positive parts of life by forgiving the past,

appreciating the present, and anticipating advantageous chances in the future (Schneider, 2001). As a result of their positive thinking, optimists are most likely to experience greater level of performance and reduced levels of suffering (Desrumaux et al., 2015).

There is a link between employee performance and optimism, according to Youssef and Luthans (2007). In a study, Seligman (2008) found that optimism had a significant and favourable association with the success of life insurance sales agents at MetLife, as well as a strong relation with the performance of Chinese factor employees (Avolio 2005).

2.5.3 Effect of self- efficacy on Employee Performance

According to Chi, Yeh, and Choum, self-efficacy is a significant element of organizational commitment (2013). According to Chi et al., personality characteristics have significant and favourable effects on self-efficacy, involvement, and commitment (2013). Furthermore, task effort, persistence, employee motivation, and employee work difficulty categorization are all influenced by self-efficacy, according to Sahertian & Soetjipto (2011). Employees that have a greater level of self-efficacy, works harder, are more persistent, are curious, and are more tolerant of difficult tasks. Self-efficacy has a direct influence on how anxiety and sadness seem because of a belief or scepticism in one's own abilities (Hicks & McFrazier, 2014). Sonnentag et al. (2008) conducted an in-depth performance research based on the hypothesis that high performance leads to feelings of pleasure, self-efficacy, and mastery. Work satisfaction is a result of job performance affecting self-esteem (Pugno & Depedri, 2009). Task-specific self-efficacy and organizational performance are positively connected, according to Meyer, Stanley, Herscovitch, and Topolnytsky (2002).

Employees' self-beliefs in connection to the social or business environment, according to Sahertian and Soetjipto (2011), are defined as self-efficacy. Inha, Talwar, and Rajpal (2002) investigated the relationship between organizational performance and self-efficacy among managers at the Tata Engineering and Locomotive Company in India. Highly effective individuals utilize self-regulatory strategies to assist them cope with stress-related negative emotions.

Employees who have higher levels of self-efficacy are hence shielded from the negative effects of a stressful workplace (Fida, Paciello, Tramontano, Barbaranelli, & Farnese, 2015). Organizational performance and self-efficacy were shown to be linked. Self-efficacy, according to Bandura (2008), is crucial in influencing critical human performance aspects including aims, ambitions, and anticipated project opportunities. Efficacy and performance have a cyclic connection since the more one's self-efficacy, the more confident one is in one's ability to do a task. A meta-analysis research conducted by supports this (Stajkov 2008). They discovered a 0.38 average weighted a relationship amongst self-efficacy and performance outcomes which was both positive and highly significant. Self-efficacy, according to Luthans, Norman, Avolio, and Avery (2008), has a favourable impact on employee performance.

Hurter (2008) discovered a favourable relationship between professional performance (which is conceptually equivalent to organizational performance) and self-efficacy. Some claim that self-efficacy is important for individuals to maintain high levels of performance even in the most difficult conditions, and that self-efficacy encourages individuals to think positively (Norman and colleagues, 2010). Conger and Kanungo (2008) have linked the notion to the process of increasing employee self-efficacy and removing circumstances that lead to emotions of helplessness.

2.5.4 The Effect of Self- Resilience on Employee Performance

Coutu (2002) lists (a) a strong acceptance of reality, (b) a profound conviction in the purpose of life, often supported by sincerely held values, and (c) an uncanny capacity to improvise and adapt to significant change as common themes/profiles of resilient individuals (Meng, 2011). Resiliency is the capacity to calm down and cope with unpleasant situations, risks, or substantial changes (Luthans, 2002). Resilient workers recover from shocks quicker and better than non-resilient employees, and they are more adaptive and sensitive to crucial organizational changes (Shin, Taylor, & Seo, 2012). According to Cooper, Flint-Taylor, and Pearn (2013), individual resilience has been connected to lower levels of psychological distress (Min et al., 2013), greater levels of optimistic thinking (Cooper, Flint-Taylor, & Pearn, 2013), and more positive work attitudes (Youssef & Luthans, 2007).

Resilience is described as "a growth trajectory marked by proven competences in the face of adversity in the workplace, as well as professional success after such experiences" when it comes to work (Caza & Milton, 2012, p. 896). According to Luthans et al. (2015), risk factors and hardship shouldn't be considered as a danger, but rather as an opportunity to mould talents that would otherwise go unnoticed in the absence of difficulties, which might contribute to personal advancement. These talents will assist you in overcoming future challenges. Individuals with strong level of resilience are so more likely to experience greater amounts of enjoyment (Souri & Hasanirad, 2011). Prior empirical research has also demonstrated that the feeling of positive emotions in the face of stress is one underlying mechanism of a resilient response, which represents the state-like element of the reaction (Rabenu, 2017). Furthermore, resilience has been connected to the ability to cope with change and acceptance, whereas withdrawal has been associated to the inability to cope with

change (Yaniv, 2017). There is a link between employment performance and worker resilience, according to a study of Chinese manufacturing workers (Youssef, 2008).

2.5.5 The moderating effect of job satisfaction on the link between psychological capital and employee performance

According to Muhamaad and colleagues (2014), job satisfaction has a moderating effect on the link between psychological capital and employee performance. Judge, Hulin, and Dalal (2009) define work satisfaction as a multimodal psychological reaction to one's employment that includes both evaluative and affective components. The viewpoints on the link between job satisfaction and work performance may be stated as follows, according to Judge et al. (2009) and Soomro (2018): A contented employee is more productive (Soomro et al., 2018; Jelakami 2016). They go on to explain that in order to assess a company's or an individual's job performance, continuous evaluation must be prioritized.

According to Indermun and Bayat, job satisfaction and employee performance are closely related (2013). They suggest that work satisfaction is influenced by both psychological and physical incentives. They saw that rewarding and inspiring employees to attain work satisfaction will lead in increased workers efficiency and effectiveness, and therefore higher performance generally (Indermun & Bayat, 2013). Occupational satisfaction is connected to hope, resilience, and optimism, according to Cetin (2001) A research by Raza, Rafique, Ali, Mohsin, and Shah (2015) looked at the link between work satisfaction and sales representative performance using adaptive selling deeds. According to the findings, there is a clear correlation between sales rep effectiveness and work satisfaction. In addition, Vermeeren, Kuipers, and Steijn (2014) investigated the link between public organizations performances and worker

management, focusing on job satisfaction as a credible moderating variable between organizational performance and HRM, and also the impact of a supervisor's management smarts on the application of human resource (HR) practices. Their data, therefore, reveal a relationship between work satisfaction and employee performance.

Furthermore, in research done in the Riyadh Region to establish the variables impelling hospital nurses' performance, Al- Ahmadi (2009) determined that work satisfaction has a favourable relationship with employee performance. In a study by Gokhan and Azize (2014), that did look at the moderating effects of job satisfaction on the relationship between individual performance and psychological capital in a sample of 260 medical staff, job satisfaction was discovered to be a moderator variable in the relationship between individual performance and psychological capital. In their research, Erkuş and Fndkl (2013) discovered stronger link between psychological capital and work performance and job satisfaction.

2.6 Literature Gaps

Due to global competitiveness, the much greater difficulties that managers face is employee performance. Employees contributions towards the achievement of organizational goals and objectives have been recognized by several organizational managements. To avert organizational collapse, various measures have been considered. Employers recognize that if they can engage their employees, their businesses will thrive, and employees will be inspired to give their all, to their employers (Foot and Hook, 2008).

According to the existing literature, reveals a serious unavailability of number of empirical studies which attempt to explain the impact of employee performance and satisfaction methods on organizational performance (Katou, 2008). As per the

literature, the link between employee performance, job satisfaction, and organizational success is like a "black box," with no clear understanding of "what exactly leads to what" (Gerhart, 2005; Katou, 2008). There are also much more gaps in the causal ordering of the variables that affect employee performance and psychological capital (Moynihan, & Allen, 2005).

2.7 Conceptual Framework

Conceptual framework is illustrated in Figure 2.1. The figure below showed that psychological capital is an independent variable, employee performance is a dependent variable, and job satisfaction is the moderator. It demonstrated the sensible relationship between the variables. The research model is given in Figure 1 below, based on the above discussion.

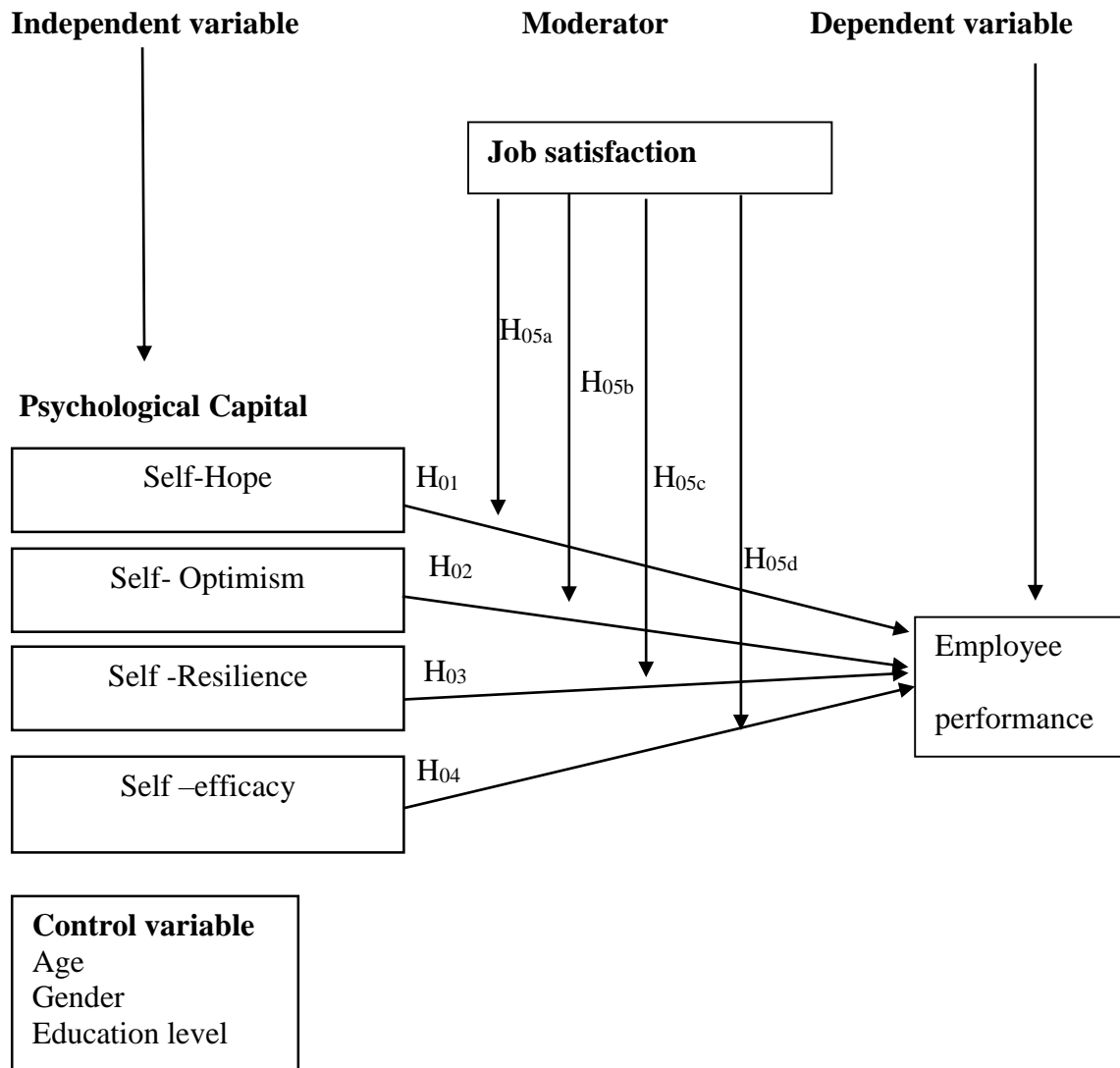


Figure 2.1 Conceptual Framework

Researcher (2021)

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The third chapter explains how the research was conducted. The research design, target population, data collection instrument, sample size determination, data collection technique, data reliability and validity, data analysis, and ethical considerations are all covered in this chapter.

3.1 Research Design

Cooper et al. (2003) describes research design as "the plan and structure of investigation so devised as to get answers to research questions." The data was collected using explanatory research design. Explanatory research design was used in this study, according to Julia M, (2021) explanatory research is a research method that explores why something occurs. In answering the 'why' questions, the study is involved in developing causal explanation. This methodology was appropriate for this study since it allowed the researcher to offer a clear picture as well as an empirical assessment, numerical data, and statistical analysis of the data acquired hence ascertain how or why a particular phenomenon is occurring and predict future occurrences. A quantitative approach was adopted, which combines scientific approaches with numerical measurements to describe social phenomena. The objective of the study was to examine how psychological capital affected job performance and employee performance.

3.2 Target Population

According to Bikitsha (2010), a population is a group of items to be assessed (articles, persons, etc.) that share similar features. According to Jowah (2015), a population's

measurable features are determined by what is being measured, and all populations must have the same measurable characteristics. The target population of the study is defined as all humans, objects, or things that can be reasonably generalized in research findings (Mugenda, 2008). The health care staff at Uasin Gishu County Hospital were the target population for this study.

Table 3.1 Target Population

Category	Target Population
Nurses	52
Clinical officers	18
Counsellors	5
Health records	12
Pharmacist	6
Lab technologist	8
Radiographer	6
Nutritionist	10
Public health officer	20
Physiotherapists	5
Occupation therapists	3
Total	146

Source: Uasin Gishu County Hospital (2021)

3.3 Sampling Design

The process of identifying, choosing, and separating a representative part of the population of the objects or individuals from which a survey was conducted is defined by Jowah (2015). There was no sampling, the study applied census it refers to the quantitative research method, in which all the members of the population are enumerated (shubri S 2017). The health staff at Uasin Gishu County Hospital served as the study's unit of analysis. It is a public referral hospital that serves as a regional centre of excellence for referral services to other hospitals at sub -county level (MoH, 2015). This group of employees was chosen because of their experience and the fact

that they are in charge of hospital health care services and organizational performance in the health care sector.

3.4 Data Collection Instrument

Questionnaires were employed as a study tool. According to Jowah (2016), a questionnaire is a research instrument that contains sequence of questions that are rationally placed together to extract the needed information from a responder. The questions employed were all closed-ended. A five-interval Likert Scale was used to evaluate surveys specifically for response. Questionnaires allowed the researcher to collect more thorough data and differentiate responses based on age, level of education, and gender. A questionnaire is objective and quick to administer, as well as offering useful information about the participants' attitudes and beliefs (Bird, 2009)

3.5 Data Collection Procedure

The health personnel were given questionnaires to fill out. The approach used to collect data was through drop and pick approach (Kothar, 2009). Because of the type of questions and diverse responder work schedules, pick and drop is viewed as a good fit for the study. The questionnaires were presented to the appropriate health care providers, and respondents were given ample time to complete them before being collected by the researcher after one month.

3.6 Measurement of Variables

Employee performance is the dependent variable, employee Psychological Capital is the independent variable, and job satisfaction is the moderator in this study. Standard instruments were used to measure this variable. The demographic data, Psychological Capital, job satisfaction, and employee performance components of the questionnaire were segregated into four sections. The strength of agreement was ranked as strongly

agree, which represented more agreement than just agree or strongly disagree compared to merely disagree and neutral on the questionnaires designed expressly for responders.

The independent variable in this study is psychological capital. It was assessed using a standard questionnaire created by Luthans and colleagues (2007), WageehN (2015), and Gaye (2015). The four components of psychological capital: hope, efficacy, resilience, and optimism each has its own set of questions. Armstrong (2014) job satisfaction, and Ahmad (2015) and Patel (2013) on employee performance.

3.7 Pilot Testing

After the completion of the questionnaires design, pilot study sample was done to test the questionnaire's efficacy and review the results to determine the relevance and utility of the responses before moving on to the broader population. Pre-testing enabled for changes to numerous questions to be made so as to rewrite, make them clear, also correct flaws in the questions. This enables the researcher know ways to improve individual participation, greater likelihood that respondents get involved until the research is completed, identify content of the questions, wording, and sequencing issues and investigate how to boost generally the quality of research data (Cooper & Schindler, 2006). Pilot testing was conducted in the Kapsoya sub-county hospital on 14 of the 146 responders, of which is 10% of the total.

According to Saunders, Lewis, and Thornhill (2007), pilot testing assists in the modification of the questionnaire such that responders have no difficulty answering the questions and data collecting is uncomplicated.

3.8 Research Instrument Validity

Validity is referred as to how well a concept measures what it claims to measure (Hair et al., 2007). Content validity, construct validity, face validity, and criteria validity are the four basic ways to measuring measurement validity (Fiona M. 2019). Construct validity was used in this research. Construct validity refers to an idea or characteristic that cannot be observed directly but can be measured by looking at other indications (Saklind, 2010). Because construct validity evaluates how well a measurement tool accurately reflects the item being measured, it was chosen.

The study validity was improved by a pilot study that was carried out to pre-test the study tools and methods before the main study. Certainly, the validity of this study was improved because questionnaires were thoroughly checked, and this technique was built around the study's objectives. Face and content validity were ensured when establishing the instrument's authenticity.

3.8.1 Reliability

Reliability, according to Orodho (2003), is characterized as the consistency of findings across time and an accurate depiction of the general population under research. The research instrument is deemed dependable if the results of a study can be repeated using identical techniques. (Mugenda and Mugenda, 2008) define instrument dependability as the extent to which a research instrument delivers consistent results or data after multiple testing. To determine the instrument's reliability in the study, test-retest method was utilized. During pilot trial, the questionnaire was given out. The dependability of the study instrument was determined using Cronbach's Alpha Coefficient. A reliability coefficient of 0.7 or above was thought to represent the

instruments' internal reliability (Fraenkel & Wallen, 2000). After several typographical errors and omissions were discovered and repaired in the instrument, the full questionnaire was declared credible, demonstrating that it was adequate for use in the main study. The results of internal consistency reliability are presented in Table 3.2.

Table 3.2 Reliability Test Results

Variable	Cronbach's	Number of items
Self-hope	.975	6
Self-optimism	.955	5
Self-resilience	.982	5
Self-efficacy	.981	5
Job satisfaction	.942	5
Employee performance	.975	6

The study results in Table 3.2, revealed that self-hope had a Cronbach's alpha value of 0.975, self-optimism had a Cronbach's alpha value of 0.955, self-resilience had a Cronbach's alpha value of 0.982, self-efficacy Cronbach's alpha value of 0.981, job satisfaction had a Cronbach's alpha value of 0.942 and employee performance had a Cronbach's alpha value of 0.975. This thus shows that all the variables had a Cronbach's alpha greater than 0.7 and hence the research instrument was reliable. According to Mugenda and Mugenda (2003) Cronbach's Alpha of more than 0.7 was taken as the cut off value for being acceptable.

3.9 Data Analysis

The process of data analysis began with questionnaire editing. Procedures were followed to guarantee that the raised questions were accurate, uniform, and consistent.

Tabulation followed, this is the process of putting data in tables to fit a specified issue and its analysis. The analysis' focus is on determining influence of psychological capital and job satisfaction on employee performance.

Furthermore, all data was personally edited, coded, and analysed. Inferential statistics such as regression and correlation analysis were used to examine the influence of the independent variable on the dependent variable and moderator of the study, while descriptive analysis was used to analyse the frequencies, percentages, means, and standard deviation. The statistical significance was fixed at.05. Data was fed into SPSS Version 21.0 software so as to be analysed. To see if there was a moderation effect, the researchers utilized hierarchical regression

3.9.1 Regression Model Analysis

The aim of this research was to see whether psychological capital had a moderating effect on employee performance. The following is a multiple regression model showing direct effect of psychological capital on employee performance:

$$Y = \beta_0 + C + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \varepsilon_i \dots \dots \dots (1)$$

Where;

Y = Employee performance;

β_0 = intercept or constant term;

a = model's control variables;

$\beta_1 \dots \dots \beta_4$ = the coefficients of model's variables;

x_1 ; = self- hope

x_2 = self-optimism;

x_3 = self-resilience;

x_4 = self-efficacy;

ε = error term in the model.

3.9.2 Model of Moderation

A moderator is a variable that influences the relationship between the dependent and independent variables (Baron & Kenny, 1986). To look for moderating effects, the researcher utilized hierarchical multiple linear regression. First, the model's control variables were regressed against employee performance to see if there were any direct effects. Second, performance was regressed against control variables and self-hope, self-efficacy, self-optimism, and self-resilience. Finally, a moderating variable was added to the equation and regressed alongside the other factors. As a result, the interaction term between predictor and moderating variables was calculated by multiplying the two variables that caused an interaction impact at various levels for each individual interaction, as shown in the hierarchical regression models below.

$$Y = \beta_0 + C + \varepsilon \dots \dots \dots (1)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots (2)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \varepsilon \dots \dots \dots (3)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \varepsilon \dots \dots \dots (4)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \beta_6 X_2 * M + \varepsilon \dots \dots \dots (5)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \beta_6 X_2 * M + \beta_7 X_3 * M + \varepsilon \dots \dots \dots (6)$$

$$Y = \beta_0 + C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + M + \beta_5 X_1 * M + \beta_6 X_2 * M + \beta_7 X_3 * M + \beta_8 X_4 * M + \varepsilon \dots \dots \dots (7)$$

Where:

Y =Employee performance;

β_0 = intercept or constant term;

c = model's control variables;

β_1, \dots, β_4 = the coefficients of model's variables;

x_1 ; = self- hope

x_2 = self-optimism;

x_3 = self-resilience;

x_4 = self-efficacy;

M = Moderator (job satisfaction)

ε = model's error term.

3.10 Multiple regression Assumptions

The following assumptions are made in multiple regression: normality, linearity, homoscedasticity, autocorrelation, and multicollinearity.

i) Normality

The normalcy assumption is defined by Osborne and Waters (2002). "Regression presupposes that variable have normal distributions," write Osborne and Waters. They don't say which variables they're talking about, but the implication appears to be that multiple regression requires regularly distributed predictor and/or responder variables. In actuality, multiple regression is solely concerned with the assumption of normally distributed errors: For every combination of values on the predictor variables, we can assume that errors are regularly distributed. The discrepancy between the actual response variable values of individuals as well as the values predicted by the accurate regression model for the entire population is called an error in a regression model (Cohen et al., 2003).

When the assumption of normally distributed errors holds true, we draw conclusions about the population's regression coefficients from which a sample was derived, if the

sample size is even smaller. In most cases, significance tests and/or confidence intervals are used to make such judgments. Data that does not meet the assumption of normality will give you bad results for some sorts of testing. Normality is verified using an eyeball and graph. To test for normality, we can use a goodness of fit test, such as the Shapiro-Wilk Test; if the p-value is less than .05, we have considerable evidence that the sample is not normal, thus you want a p-value of .05 or higher (Toby, 2016).

ii) Linearity

The linearity premise states that two variables have a straight-line relationship. Linearity is important in practice because Pearson's r , that is used in the vast majority of parametric statistical processes (Graham, 2008), only captures linear relationships between variables (Tabachnick and Fidell, 2001). Pearson's r underestimates the underlying non-linear connection between two variables (Warner, 2008). Linearity ANOVA is the best way to test the linearity assumption.

iii) Homoscedasticity

Homoscedasticity refers to the fact that the variance of mistakes is the same at all IV levels. In multiple linear regression and canonical correlation, homoscedasticity assumes that the variability in scores for one continuous variable is well almost the same through all values of another continuous variable (Tabachnick & Fidell, 2001). Linear regression is generally resistant to minor homoscedasticity violations; nevertheless, severe heteroscedasticity raises the probability of Type I error (Osborne and Waters, 2002). When the associations between two variables are homoscedastic, canonical correlation works well (Tabachnick and Fidell, 2001). A researcher can remove outlying occurrences, manipulate data, or carry out a non-parametric test if the homoscedasticity assumption is broken (Osborne, 2012), so long as the procedure is

properly stated. To check for homoscedasticity in residuals, use the Levene test, which runs an added regression of the squared residuals on the independent variables (2011).

iv) Multicollinearity

Multicollinearity happens when the independent variables are highly associated with one another. To evaluate multicollinearity, three central criteria can be used: The correlation coefficient should be less than one while generating the Pearson's Bivariate correlation matrix among all independent variables, tolerance – analyzes the effect of one independent variable on all the other independent variables, and variance inflation factor - $VIF = 1/T$. VIF more than 5 showed the probability of multicollinearity among the variables, whereas VIF greater than 10 implies the presence of multicollinearity among the variables. The variance inflation factor and its reciprocal, tolerance, can also be used to identify multicollinearity (VIF). When the tolerance value is less than 0.2 or 0.1 and the VIF value is 10 or above, multicollinearity is a worry.

3.11 Ethical Consideration

Dress code, honesty, integrity, respect for intellectual property, respect, appropriate language, and secrecy are among the ethical values listed by Rensik (2015). Professional ethics were prioritized by the researcher, the data was solely collected for the objective of the study. A research license was obtained from NACOSTI and Moi University issued a letter approving the research.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

Findings of a field survey on psychological capital on the relationship between job satisfaction and employee performance in the Uasin Gishu County hospital health centre are presented in this chapter. The presentations are made in accordance with the objectives and hypotheses. The response rates are presented in section one. The second part showed the background information of the respondents. Along the objectives, the third portion delivers descriptive and inferential statistical results.

4.2 Response Rate

Table 4.1 showed the results in terms of respondents' involvement in the field survey, with a total unit of observation determined from the research estimate of 141 respondents.

Table 4.1 Response Rate

Response rate	Frequency	Percentage
Responded	141	97
Not responded	5	3
Total	146	100

Source: Field Data (2021)

This research obtained a response rate of 96% which was attributed to 141 questionnaires that were dully filled. Cooper and Schindler (2015) claim that a data analysis threshold of 60% or above is sufficient. As a result, this response rate was appropriate and sufficient for data analysis.

4.3 Demographic Data

This study's aim was to examine respondents' demographics, including their gender, age, level of education, and experience of work.

4.3.1 Respondents Distribution by gender

The purpose of this study was to determine the gender of the participants. The respondents' gender is highlighted in Table 4.2.

Table 4.2 Respondents Gender

Gender	Frequency	Percent
Male	75	53.2
Female	66	46.8
Total	141	100

Source: Field Data (2021)

The study findings in Table 4.2 showed that 53.20% were female and 46.80% were male. This meant that the study had a diverse gender representation. This is also meant that the organization provides equal work opportunities to both male and female.

4.3.2 Respondents Distribution by Age Bracket

Table 4.3 showed the respondents distribution by age as computed in frequencies and parentage.

Table 4.3 Distribution of respondent by Age Bracket

Age Bracket	Frequency	Percent
25-30 years	35	24.8
31-40 years	49	34.8
41-50 years	42	29.8
Above 50 years	15	10.6
Total	141	100.0

Source: Field Data (2021)

Table 4.3 showed that most of the responders 34.8% (49) said that they were in the age group 31-40 years, 29.8% (42) indicated to be in the age group of 41-50 years, 24.8% (35) were of age 25- 30 and 10.6% (15) indicated age bracket of above 50 years. This implies that there is age diversity in the organization.

4.3.3 Distribution Respondents by Education Level

Data in Table 4.4 gives the percentage of responders' distribution on educational levels

Table 4.4 Respondents Distribution by Education Level

Education Level	Frequency	Percent
Certificate	14	10
Diploma	76	54
Degree	47	33
Post graduate	4	3
Total	141	100

Source: Field Data (2021)

Table 4.4 findings indicated that most of the responders 54% have attained diploma followed by degree 33 % and 10% indicated they have attained certificate and the lowest 3% showed they have attained a post graduate degree. The findings show a population with good academic achievement throughout.

4.3.4 Respondents Distribution by Work Experience

Table 4.5 showed the percentage distribution of respondents according to their experience of work.

Table 4.5 Respondents Distribution by Work Experience

Work Experience	Frequency	Percent
1-5 years	49	35
6- 10 years	52	37
Above 10 years	39	28
Total	141	100

Source: Field Data (2021)

As per Table 4.5 it showed that 37 % have worked between 6- 10 years, 35% between 1-5 years and the least being 28% indicating those who have experience of above 10 years. This suggests that the respondents have better understanding of the organization.

4.4 Descriptive Statistics Findings and Discussions

This section contains descriptive statistics about the study namely; self- hope, self-optimism, self-resilience, self-efficacy, job satisfaction and employee performance.

4.4.1 Descriptive statistics Findings for Self- Hope

Employees were asked to reply to a series of comments on their own self-hope. As stated in Table 4.6, SD stands for Strongly Disagreed, D for Disagreed, N for Neutral, A for Agreed, and SA for Strongly Agreed.

Table 4.6 Descriptive statistics Findings for Self- Hope (n=141)

Statements		SD	D	N	A	SA	Mean	Sd.
1. When I find myself under pressure, I think how to get out	F	4	4	10	65	58	4.2	0.904
	%	2.8	2.8	7.1	46.1	41.1		
2. I feel that I have achieved great success in my career	F	2	8	16	74	41	4.0	0.874
	%	1.4	5.7	11.3	52.5	29.1		
3. I can think of more ways to achieve my goals	F	2	2	11	54	72	4.4	0.804
	%	1.4	1.4	7.8	38.3	51.1		
4. I have various options to solve any problem I face	F	1	4	10	53	73	4.3	0.790
	%	.7	2.8	7.1	37.6	51.8		
5. I have strong will to achieve my goals	F	1	2	6	34	98	4.6	0.705
	%	.7	1.4	4.3	24.1	69.5		

Source: Field Data (2021)

According to Table 4.6 findings indicates that 123(87.2%) of the respondents agreed and 8(5.6%) of the respondents disagreed that when they find themselves under pressure, they think on how to get out. More, the study's findings revealed that in terms of mean and standard deviations that when they find themselves under pressure, they think on how to get out (mean=4.2, standard deviation=0.904). The findings support Peterson and Byron (2008) who cited that worker work well under pressure and can find a way of getting out of it.

Furthermore 115(81.6%) agreed and 10(7.1%) disagreed that they felt they have achieved greater success in their career. In terms of mean and standard deviations they agreed that they felt that they have achieved greater success in their career (mean=4.0, standard deviation=0.874). According to Peterson, hopeful people are much more likely to have set useful objectives, which give them with daily motivator to work toward them (2009)

Further, 126(89.4%) of the respondents agreed and those who disagreed 4(2.8%) that they can think of more ways to achieve their goals. Furthermore, the study's findings revealed that participants agreed (mean=4.4, standard deviation=0.804) that agreed they can think of more ways to achieve their goals. Positive thinking, according to Liedtka (2018), is often touted as the key to success. Also, 126(89.4%) of the respondents agreed and 5(3.5%) disagreed that they have several alternatives to resolve any problem they face. The study's findings revealed that participants believed that they have various options for resolving any problem they face (mean=4.3, standard deviation=0.790).

Lastly, 132(93.6%) of the responders agreed and 3(2.1%) disagreed that they have a strong will to achieve their goals. The study results showed in terms of mean and standard deviations that agreed that they have a strong will to achieve their goals (mean=4.6, standard deviation=0.705). Individuals that are hopeful possibly they have established functional goals, which gives them daily motivation to strive toward them (Byson, 2008). Previous research has shown that those with high hopes are more likely to be thinkers on their own (Luthans et al., 2007).

4.4.2 Descriptive Statistic Findings for Self- Optimism

The study sought to find out self-optimism. As stated in Table 4.7, SD stands for Strongly Disagreed, D for Disagreed, N for Neutral, A for Agreed, and SA for Strongly Agreed.

Table 4.7 Descriptive Statistic Findings for Self- Optimism (n=141)

Statements		SD	D	N	A	SA	Mean	Sd
1. My work facilitates me finding further work opportunities when i am not in the organization	F	27	22	23	55	14	3.05	1.31
	%	19.1	15.6	16.3	39.0	9.9		
2. I feel like I contribute a lot to the organization	F	1	1	15	48	76	4.40	0.764
	%	0.7	0.7	10.6	34.0	53.9		
3. Working for this organization helps me to achieve my long- term goals	F	2	7	9	52	71	4.30	0.900
	%	1.4	5.0	6.4	36.9	50.4		
4. I am optimistic on my organization	F	2	4	8	46	81	4.42	0.838
	%	1.4	2.8	5.7	32.6	57.4		
5. I have confidence that I will achieve my personal goal	F	2	2	6	36	95	4.56	0.769
	%	1.4	1.4	4.3	25.5	67.4		

Source: Field Data (2021)

Table 4.7 showed that 69(48.9%) of the respondents agreed and 49(34.7%) of the respondents disagreed that their work facilitate them in finding work opportunities when not in the organization. Also, the findings revealed in terms of mean and standard deviations that their work facilitate them in finding work opportunities when not in the organization (mean=3.05, standard deviation=1.31). It is in line with Kane and Kiron (2017), who stated that if the company intends to pursue new opportunities

that will render some skill sets obsolete, employees should be aware of this up front and decide for themselves whether it is time to move on or if they want to be on the cutting edge of developing new skills to help explore new opportunities.

On top of that, 124(87.9%) of the responders agreed and 2(1.4%) of the responders disagreed that they feel they contribute a lot to the organization. The results in the study indicates in terms of mean and standard deviations that they feel they contribute a lot to the organization (mean=4.40, standard deviation=0.764). This is in agreement with (Luthans 2015), who stated that an individual should be capable to express appreciation concerning external factors which led to achievement.

Also, 123(87.3%) of the respondents agreed and 9(6.4%) of the respondents disagreed that Working for their organization helps them achieve their long-term goals. Furthermore, the study findings revealed that, in terms of mean and standard deviations, that agreed that working for their organization helps them achieve their long- term goals (mean=4.30, standard deviation=0.900). This concurs with Drucker (2017), who according to him, the key advantages of working for a small company include getting to know everyone, including the leadership team, because the workforce is significantly smaller and more integrated and hence achieving goals. Furthermore, 127 (90.0 %) of respondents agreed and 6 (4.2%) disagreed that they are optimistic about their organization. Furthermore, the study's findings revealed that participants agreed that they are optimistic about their organization (mean=4.42, standard deviation=0.838).

Lastly, 131(92.9%) of the respondents agreed and 4(2.8%) of the respondents disagreed that they will achieve their personal goal. Furthermore, the study's findings revealed that participants agreed that they have confidence in their ability to reach

their personal goal (mean=4.56, standard deviation=0.769). Optimists are adamant about their goals and strive to achieve them; pessimists are impatient when faced with challenges. Optimists, in contrast to pessimists, have better professional possibilities and may follow their goals despite difficult circumstances (Wrosch and Scheier, 2003).

4.4.3 Descriptive Statistics Findings for Self- Resilience

The goal of this study was to determine self-resilience answers based on the frequency of responders on a likert scale and the mean rate of responses. The findings are presented in Table 4.4. Key: SD= Strongly Disagreed, D=Disagreed, N – Neutral, A=Agreed and SA = Strongly Agreed.

Table 4.8 Descriptive Statistics Findings for Self- Resilience (n=141)

Statements		SD	D	N	A	SA	Mean	Sd
1. I restore my normal mood quickly after unpleasant events	F	1	5	9	67	59	4.3	0.790
	%	.7	3.5	6.4	47.5	41.8		
2. I enjoy dealing with new and unusual events	F	1	3	14	68	55	4.2	0.769
	%	.7	2.1	9.9	48.2	39.0		
3. I prefer work that is both new and challenging	F	1	7	9	67	57	4.2	0.829
	%	.7	5.0	6.4	47.5	40.4		
4. I overcome feelings of anger that I may have toward a particular person	F	1	3	8	51	78	4.4	0.759
	%	.7	2.1	5.7	36.2	55.3		
5. I usually succeed to form positive impression about others.	F	1	4	6	61	69	4.4	0.760
	%	.7	2.8	4.3	43.3	48.9		

Source: Field Data (2021)

As per the findings in Table 4.8, 126 (89.3%) of respondents agreed and 6 (4.2%) disagreed that they quickly restore their normal mood following unpleasant events. In terms of mean and standard deviations, the study findings revealed that they quickly return to their usual mood following unpleasant events (mean=4.3, standard deviation=0.790).

In addition, 123 (87.2%) of respondents agreed and 4 (2.8%) disagreed that dealing with new and unusual events is enjoyable. More on findings in the study revealed that, in terms of mean and standard deviations, participants agreed that they do not enjoy dealing with new and unusual events (mean=4.2, standard deviation=0.769). The findings differ from those of Thompson and Silver (2017), who claimed that negative reactions can linger for weeks or months until people feel normal again. After a stressful occurrence, most people report feeling better within three months.

On top of that, 124(87.9%) of the respondents agreed and 8(5.7%) disagreed that they preferred work that is both new and challenging. In terms of mean and standard deviations, the study findings revealed that agreed that they prefer both new and challenging job (mean=4.2, standard deviation=0.829). Calk and Patrick (2017) accord with the study's findings that challenging work may be an excellent motivator since it keeps people engaged and interested in their professions. Several individuals enjoy the challenge of overcoming some difficulties in their work over the boredom of a simple and undemanding job.

Furthermore, 129(91.5%) of the responders agreed and 4(2.8%) disagreed that they overcome feelings of anger that they may have towards a person. The study findings, further revealed in terms of mean and standard deviations that agreed that they overcome feelings of anger that they may have towards a person (mean=4.4, standard

deviation=0.759). Everyone in the workplace suffers, according to Reimann (2018), when people vent their dissatisfaction or anger in unhealthy, destructive way everyone in the workplace is affected. People may feel as if they're walking on eggshells, and they may become too hesitant to say anything that can provoke a quarrel, according to Reimann (2018). This statement by Reimann (2018) concur with the study.

Finally, 130(92.2%) of the respondents agreed and 5(3.5%) disagreed that they are usually successful in forming a positive impression about others. Furthermore, the study's findings revealed that they usually succeed in forming positive impressions of others (mean=4.4, standard deviation=0.760). According to this finding, the majority of employees are resilient. When confronted with obstacles and hardship, employees with resilience maintain and bounce back (resiliency) to achieve success (Luthans et al., 2007).

4.4.4 Descriptive Statistics Findings for Self – Efficacy

The participants were asked to respond to a series of self-efficacy statements. SD stands for Strongly Disagreed, D for Disagreed, N for Neutral, A for Agreed, and SA for Strongly Agreed, as shown in Table 4.9.

Table 4.9 Descriptive Statistics Findings for Self – Efficacy (n=141)

Statements		SD	D	N	A	SA	Mean	Sd
1. I enjoy a great deal of self-confidence	F	1	2	9	42	87	4.5	0.743
	%	.7	1.4	6.4	29.8	61.7		
2. I finish my work on time and do not wait until the last minute	F	2	1	9	39	90	4.4	0.895
	%	1.4	.7	6.4	27.7	63.8		
3. I face many problems and I can solve them	F	4	3	6	46	82	4.5	0.771
	%	2.8	2.1	4.3	32.6	58.2		
4. I think that I have a very good chance to realize my goals in life.	F	1	1	6	34	99	4.6	0.671
	%	.7	.7	4.3	24.1	70.2		
5. I am a very determined person	F	4	1	6	34	96	4.5	0.856
	%	2.8	.7	4.3	24.1	68.1		

Source: Field Data (2021)

Table 4.9 findings showed 129(91.5%) the respondents agreed and 3(2.1%) disagreed that they are enjoying a great deal of self-confidence. Furthermore, the study's findings revealed that the participants agreed that they have a great deal of self-confidence (mean=4.5, standard deviation=0.743). Employers gain from confident employees, according to Kemp (2020), since they contribute much positively, more productivity, best motivators, and fantastic role models. Furthermore, individuals in customer-facing or sales jobs who are confident contribute directly to brand perception.

Also, 129(91.5%) of the respondents agreed and 3(2.1%) disagreed that they finish their work on time and do not wait until last minute. The study's findings revealed that participants agreed to finish their task on time and do not wait until the last minute

(mean=4.4, standard deviation=0.895). According to the data, 128 respondents (90.8%) agreed and 7 respondents (4.9%) disagreed that they can solve many problems they encounter. The study's findings revealed that, in terms of mean and standard deviation, they can solve many of the problems they face (mean=4.5, standard deviation=0.771). Furthermore, 133(94.3%) of the respondents agreed and 2(1.4%) disagreed that they think they have a very good chance to realize their goals in life. The study's findings also revealed that in terms of mean and standard deviations, participants agreed that they have a very good chance of achieving their life goals (mean=4.6, standard deviation=0.671).

Finally, 130(92.2%) of the respondents agreed and 5(3.5%) disagreed that they are very determined people. Further, study results revealed in terms of mean and standard deviations those agreed they are very determined people (mean=4.5, standard deviation=0.856). In agreement with the findings employees with high self-efficacy pick difficult projects, devise strategies to overcome hurdles, (Keleş, 2011), and become persistent and success-oriented in the face of adversities, according to *Yönetim ve Ekonomi* (2013).

4.4.5 Descriptive Statistics Findings for Job Satisfaction

The respondents were requested to answer a series of questions about their job satisfaction. As stated in Table 4.10, SD stands for Strongly Disagreed, D for Disagreed, N for Neutral, A for Agreed, and SA for Strongly Agreed.

Table 4.10 Descriptive Statistics Findings for Job Satisfaction (n=141)

Statements		SD	D	N	A	SA	Mean	Sd
1. I am generally satisfied with the kind of work I do	F	1	3	13	74	50	4.2	0.749
	%	0.7	2.1	9.2	52.5	35.5		
2. I get the chance to take decisions on the performance of my job role	F	68	14	17	31	11	2.3	1.44
	%	48.2	9.9	12.1	22	7.8		
3. I frequently think of quitting this job	F	1	8	9	55	68	4.3	0.872
	%	0.7	5.7	6.4	39	48.2		
4. I feel very positive and favorable about my job	F	3	7	10	67	54	4.1	910
	%	2.1	5	7.1	47.5	38.3		
5. I am satisfied with my current job position.	F	4	16	8	61	52	4.0	1.07
	%	2.8	11.3	5.7	43.3	36.9		

Source: Field Data (2021)

Table 4.10 findings showed that 124(88.0%) of the respondents agreed and 4(2.8%) disagreed that they are generally satisfied with the kind of work they do. The findings of the study further revealed in terms of mean and standard deviations that agreed they are generally satisfied with the kind of work they do (mean=4.2, standard deviation=0.749). Also, 42(29.8%) of the respondents agreed and 82(58.1%) disagreed that they get the chance to take decisions on the performance of their job role. The study's findings further revealed in terms of mean and standard deviations that agreed that they get the chance to take decisions on the performance of their job role (mean=2.3, standard deviation=1.440).

Further, 123(87.2%) of the respondents agreed and 9(6.4%) disagreed that they frequently think of quitting their job. Furthermore, the results revealed in terms of

mean and standard deviations that agreed that they frequently think of quitting their job (mean=4.3, standard deviation=0.872).

On top of that 121(85.8%) of the respondents agreed and 10(7.1%) disagreed that they feel very positive and favourable about their job. The results in terms of mean and standard deviations that agreed that they feel very positive and favourable about their job (mean=4.1, standard deviation=0.910). Furthermore, 113(80.2%) of the respondents agreed and 20(14.1%) disagreed that they are satisfied with their current job position. The results revealed in terms of mean and standard deviations that agreed that their job current job position satisfies them (mean=4.0, standard deviation=1.070).

4.4.6 Descriptive Statistics Findings for Employee Performance

The responders were questioned about employee performance. As shown in Table 4.11, SD stands for Strongly Disagreed, D for Disagreed, N for Neutral, A for Agreed, and SA for Strongly Agreed.

Table 4.11 Descriptive Statistics Findings for Employee Performance (n=141)

Statements		SD	D	N	A	SA	Mean	Sd
1. I understand the criteria of performance review of my organization	F	2	1	9	67	62	4.3	0.750
	%	1.4	0.7	6.4	47.5	44.0		
2. I understand my job and how to carry it out	F	1	1	5	47	87	4.5	0.670
	%	.7	0.7	3.5	33.3	61.7		
3. I am able to resolve unexpected schedules on time	F	3	1	3	52	82	4.5	0.770
	%	2.1	0.7	2.1	36.9	58.2		
4. I can carry out assigned duties effectively and efficiently	F	2	1	3	26	109	4.7	0.686
	%	1.4	0.7	2.1	18.4	77.3		
5. I am very conversant with the standard operating procedures of my job	F	1	3	2	34	101	4.6	0.689
	%	.7	2.1	1.4	24.1	71.6		
6. I manage to plan my work so that I adequately complete assign duties on time	F	2	1	6	48	84	4.5	0.742
	%	1.4	0.7	4.3	34.0	59.6		
7. I engage in activities that directly affect my performance evaluation	F	4	16	8	61	52	4.0	1.070
	%	2.8	11.3	5.7	43.3	36.9		
8. I focus at doing the main and essential duties in my work	F	2	17	13	58	51	4.0	1.03
	%	1.4	12.1	9.2	41.1	36.2		
9. I always fulfill responsibilities specified in job description	F	18	38	0	13	72	3.6	1.608
	%	12.8	27.0	0.0	9.2	51.1		
10. I don't neglect aspects of the job I am obliged to perform	F	1	3	15	14	108	4.6	0.819
	%	.7	2.1	10.6	9.9	76.6		

Source: Field Data (2021)

As per Table 4.11 129(91.5%) of the respondents agreed and 3(2.1%) disagreed that they understand the criteria of review of the organization. Findings further revealed in terms of mean and standard deviations that agreed with, they understand criteria of review of the organization (mean=4.3, standard deviation=0.750). Also, 134(95.0%) of responders agreed and 2(1.4%) disagreed they understand their job and how to carry it out. More results revealed in terms of mean and standard deviations agreed, they understand their job and how to carry it out (mean=4.5, standard deviation=0.670).

On top of that, 134(95.1%) of the respondents agreed and 4(2.8%) disagreed that they are able to resolve unexpected schedules on time. The study results also revealed in terms of mean and standard deviations agreed, they are able to resolve unexpected schedules on time (mean=4.5, standard deviation=0.770). Also, 135(95.7%) of the respondents agreed and 3(2.1%) disagreed that they carry out assigned duties effectively and efficiently. Furthermore, the study's findings revealed in terms of mean and standard deviations that agreed with, they carry out assigned duties effectively and efficiently (mean=4.7, standard deviation=0.686).

Furthermore, 135(95.7%) of the respondents agreed and 4(2.8%) disagreed that they are very conversant with the standard operating procedure of their task. Study's findings also revealed in terms of mean and standard deviations that agreed with, they are very conversant with the standard operating procedure of their job (mean=4.6, standard deviation=0.686). Further, 132(93.6%) of the respondents agreed and 3(2.1%) disagreed they manage to plan their work so that they adequately complete assigned duties on time. The study findings also revealed in terms of mean and

standard deviations that agreed that they manage to plan their work so that they adequately complete assigned duties on time (mean=4.5, standard deviation=0.742).

Also, 113(80.2%) of the respondents agreed and 20(14.1%) disagreed that they engage in activities that directly affect their performance evaluation. The study's findings revealed in terms of mean and standard deviations that agreed that they engage in activities that directly affect their performance evaluation (mean=4.0, standard deviation=1.070). Furthermore, 109(77.3%) of the respondents agreed and 19(13.5%) disagreed that they focus at doing the main and essential duties in their work. The study results also revealed in terms of mean and standard deviations that agreed with the statement that they focus at doing the main and essential duties in their work (mean=4.0, standard deviation=1.030).

Moreover, 85(60.3%) of the respondents agreed and 56(39.8%) disagreed that they always fulfil responsibilities specified in job description. The study results also revealed in terms of mean and standard deviations that agreed with, that they always fulfil responsibilities specified in job description (mean=3.6, standard deviation=1.608). Finally, 122(86.5%) of the respondents agreed and 4(2.8%) disagreed that they don't neglect aspects of the job they are obliged. Findings also revealed in terms of mean and standard deviations that agreed with the statement that they don't neglect aspects of the job they are obliged perform (mean=4.6, standard deviation=0.819).

4.5 Multiple Regression Assumptions Test

Multiple regression assumptions were run prior to conducting a regression model. The assumptions of regression run were; linearity, homoscedasticity, normality, multicollinearity and autocorrelation assumptions.

4.5.1 Assumption of Normality

The study assessed the normality of the regression model to see if the assumption of normality of distribution was met. Table 4.12 displays the results of the Shapiro wilk

Table 4.12 Normality Test Results

Variables	Statistic	Sig.
Self- Hope	.684	.165
Self-Optimism	.793	.221
Self-Resilience	.751	.169
Self-Efficacy	.566	.132
Job Satisfaction	.640	.135

Source: Field Data (2021)

The Shapiro-Wilk significance value for self-hope was $0.165 > 0.05$, as per test results in Table 4.12. Shapiro-Wilk significance value for self-optimism was $0.221 > 0.05$. Shapiro-Wilk significance value for self-resilience was $0.169 > 0.05$. Shapiro-Wilk significance value for self-efficacy was $0.132 > 0.05$. Shapiro-Wilk significance value for job satisfaction was $0.135 > 0.05$. This meant that none of the research variables were significant ($p > 0.05$), implying data distribution was normal. According to Toby (2016), if the p-value of the Sharpiro- Wilk Test is less than .05, there is considerable indication that the sample is not normal. As a result, a p-value of more than 0.05 was required for the Sharpiro- Wilk Test to pass.

4.5.2 Linearity Assumptions Test

Before performing regression analysis, the researchers utilized linearity ANOVA to check for data linearity and visually indicate if there was a linear connection between two continuous variables. Table 4.13 summarizes the findings of the investigation.

Table 4.13 Linearity Test

Variables	Linearity	Deviation from Linearity
Self- Hope	.000	.143
Self-Optimism	.000	.236
self-resilience	.000	.148
Self-Efficacy	.000	.142
Job Satisfaction	.000	.272

Source: Field Data (2021)

Table 4.13 showed the linearity values were $0.000 < 0.05$ and deviation from linearity for self- hope $0.143 > 0.05$. The linearity values $0.000 < 0.05$ and deviation from linearity for self-optimism were $0.236 > 0.05$. Self-resilience linearity values $0.000 < 0.05$ and deviation from linearity were $0.148 > 0.05$. Self-efficacy the linearity values were $0.000 < 0.05$ and deviation from linearity were $0.142 > 0.05$. The linearity values were $0.000 < 0.05$ and deviation from linearity for job satisfaction were $0.272 > 0.05$. The linearity values for the five research variables were less than 0.05, indicated that the linearity assumption was met. The results of the study also suggest that the deviation from linearity values for the five study values were more than 0.05, meaning that the data did not deviate from linearity. This implied that the information used was linear. Only a linear link between dependent and independent variables can be effectively estimated by regression models (Osborne & Waters, 2002).

4.5.3 Homoscedasticity Assumption

The homoscedasticity assumption was tested using Levene's equality of error variances test. Table 4.14 gives the results of the assumption test.

Table 4.14 Homoscedasticity Assumption

F	df1	df2	Sig.
1.397	51	89	.083

Source: Field Data (2021)

Levene's test results in Table 4.14 showed the p-value was $p=.083 > 0.05$. This gave an implication that homoscedasticity assumption was made. According to (Osborne, 2012) the threshold for Levene test is a significance value of above 0.05 in order to show that there is equality of error variances in the study variables.

4.5.4 Multicollinearity Test

The assumption of multicollinearity was tested using the Variance Inflation Factor (VIF) and tolerance. The rule of thumb for a significant VIF number is that it should be less than 10 and the tolerance should be greater than 0.1 (Crawford & Garthwaite, 2012) as shown in Table 4.15.

Table 4.15 Multicollinearity Diagnostics

Variables	Tolerance values	VIF
Self- Hope	.155	2.223
Self-Optimism	.285	3.503
Self-Resilience	.282	3.547
Self-Efficacy	.264	4.546
Job Satisfaction	.150	3.641

Source: Field Data (2021)

Table 4.15 study results, revealed that there was a tolerance value of 0.155 and variance inflation factor of 2.223 for self- hope. There was a tolerance value of 0.285 and variance inflation factor of 3.503 for self-optimism. There was a tolerance value of 0.282 and variance inflation factor of 3.547 for self-resilience. There was a tolerance value of 0.264 and variance inflation factor of 4.546 for self-efficacy. Job satisfaction has a tolerance value of 0.150 and variance inflation factor of 3.641. The results reveal that all of the VIF values were less than 10, indicating that multicollinearity was not an issue in this study.

4.6 Inferential Statistics

Correlation analysis, regression analysis, and hypothesis testing are all covered in this section.

4.6.1 Correlation Analysis

Correlation analysis was done to achieve the direction and strength of the correlation between the study variables. The findings are presented in Table 4.16

Table 4.16 Correlations Analysis Results

		Employee performance	Self- hope	Self-optimism	Self-resilience	Self-efficacy	Job satisfaction
Employee performance	Pearson Correlation	1					
Self- Hope	Pearson Correlation	.930**	1				
Self-Optimism	Pearson Correlation	.835**	.842**	1			
Self-Resilience	Pearson Correlation	.842**	.842**	.747**	1		
Self-Efficacy	Pearson Correlation	.920**	.967**	.820**	.831**	1	
Job Satisfaction	Pearson Correlation	.795**	.914**	.725**	.800**	.898**	1
	N	141	141	141	141	141	141

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

Source: Field Data (2021)

The Table 4.16 showed that self- hope was strongly positively and statistically significant correlated to employee performance ($r=0.930$, $p<0.01$). Furthermore, the study findings revealed that self-optimism was positive and strongly correlated with employee performance ($r=0.835$, $p<0.01$). Self-resilience was positive and strongly correlated with employee performance ($r=0.842$, $p<0.01$). Self-efficacy was positive and strongly correlated with employee performance ($r=0.920$, $p<0.01$). Job satisfaction was positive and strongly correlated with employee performance ($r=0.795$, $p<0.01$).

This implied that all the study variables were positively correlated to employee performance. Self- hope contributes 93.0% to increase in employee performance. Self-optimism contributes 83.5% to increase in employee performance. Self-resilience contributes 84.2% to increase in employee performance. Self-efficacy contributes 92.0% to increase in employee performance. Job satisfaction contributes 79.5% to increase in employee performance. The correlation coefficient can be anywhere between -1.00 and +1.00. A perfect negative correlation is represented by a value of -1.00, while a perfect positive correlation is represented by a value of +1.00. As a result, a value of 0.00 means that there is no relationship between variables being tested (Orodho, 2003).

4.6.2 Regression Analysis Results

To examine relationship between study variables, multiple regression analysis was used. The following tables summarizes the results.

4.6.3 Model Summary

The coefficient of determination (R^2) showed how much of the variance in the dependent variable can be predicted by the independent variable, and the correlation coefficient (R) showed the degree of association between the dependent and independent variables. The results in Table 4.17 demonstrated the model's suitability for understanding the occurrences under the study.

Table 4.17 Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.942^a	.888	.884	.27029

Source: Field Data (2021)

From the study findings in Table 4.17, the value of R is 0.942, R square is 0.888 and adjusted R squared is 0.884. This also showed that 88.8% changes in employee performance is contributed by the self- hope, self-optimism, self-resilience and self-efficacy.

4.6.4 Model Fitness

ANOVA was used to test the model fitness, and the results are shown in Table 4.18.

Table 4.18 Results of Model Fitness

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	78.600	4	19.650	268.978	.000 ^b
Residual	9.935	136	.073		
Total	88.536	140			

Source: Field Data (2021)

The findings of the study in Table 4.18 indicated that the relationship between the independent variables and the dependent variable was statistically significant ($F=268.978$; $p = 0.000 < 0.05$). This indicates that the multiple regression model was

good fit for the data. As a result, employee performance is influenced by self-hope, self-optimism, self-resilience, and self-efficacy.

4.6.5 Regression Coefficients

The aim of the research was to figure out coefficients of the study variables. Table 4.19 summarized the findings of the study.

Table 4.19 Regression Analysis Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.568	.126		4.506	.000
Self- Hope	.373	.112	.406	3.312	.001
Self-Optimism	.131	.047	.152	2.820	.006
Self-Resilience	.157	.051	.166	3.070	.003
Self-Efficacy	.244	.104	.265	2.340	.021

Source: Field Data (2021)

The resultant equation becomes:

$$Y = 0.568 + 0.406X_1 + 0.152X_2 + 0.166X_3 + 0.265X_4 \dots\dots\dots \text{Equation 4.1}$$

Where;

Y represents employee performance which is the independent variable,

X₁ represents self- hope,

X₂ represents self-optimism,

X₃ represents self-resilience,

X₄ represents self-efficacy,

Regression of coefficients results in Table 4.19 showed that self- hope has a positive and significant effect on employee performance (.406, p=.001). It was further established that self-optimism has a positive and significant effect on employee

performance (.152, $p=.006$). Self-resilience was found to have a positive and significant effect on employee performance (.166, $p=.003$). Finally, self-efficacy was found to have a positive and significant effect on employee performance (.265, $p=0.021$). As a result, the overall regression results suggests that there is a positive and significant relationship between self- hope, self-optimism, self-resilience and self-efficacy and employee performance.

4.7 Hierarchical Moderated Regression Analysis

Job satisfaction was employed as a moderating variable to determine the interaction effect between the independent variables and the dependent variable. The moderating influence was investigated using hierarchical linear regression analysis (Baron & Kenny, 1986). To determine the individual moderating influence of each element on employee performance, regression analysis was performed for each independent variable and dependent variable.

4.7.1 Model Summary

The model summary Table 4.20 presented the changes in R² from model 1 to model 6.

Table 4.20 Multiple Regression Model Summary Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change R Square	Change F	df1	df2	Sig. F Change
1	.942a	.888	.884	.27029	.888	268.978	4	136	.000
2	.954b	.909	.906	.24402	.021	31.856	1	135	.000
3	.954c	.911	.907	.24270	.002	2.467	1	134	.119
4	.959d	.919	.915	.23204	.008	13.593	1	133	.000
5	.962e	.926	.921	.22329	.007	11.630	1	132	.001
6	.962f	.926	.921	.22408	.000	.072	1	131	.789

Source: Field Data (2021)

The values of R² were used to show the proportion of variation in the dependent variable explained by the model in Table 4.20. The R² value was statistically

significant at $p < 0.001$ and indicating that the explanatory power of the independent variables was 0.888. This suggests that 88.8% of the variation in employee performance was explained by the four independent variables (self- hope, self-optimism, self-resilience and self-efficacy). Further, Table 4.20 gave the findings of the R^2 change. The R^2 change from model 1 to model 2 was 0.021 which changed from 0.888 to 0.909 and statistically significant ($p < 0.05$). This revealed that incorporating job satisfaction in the model increases the model predictive potential of psychological capital in predicting employee performance by increasing presentable variable counted for by 2.1%.

The R^2 change from model 2 to model 3 was 0.002 which changed from 0.909 to 0.911 and although not statistically significant ($p = 0.119 > 0.05$). As a result, statistically job satisfaction does not moderate the effect of self- hope on employee performance. The R^2 change from model 3 to model 4 was 0.008 which changed from 0.911 to 0.919 and statistically significant ($p < 0.05$). This implied that job satisfaction moderates the effect of self- hope and self-optimism on employee performance by 0.8%. The R^2 change from model 4 to model 5 was 0.007 which changed from 0.919 to 0.926 and statistically significant ($p < 0.001$). As a result, job satisfaction moderates the effect of self- hope, self-optimism and self-resilience on employee performance by 0.7%. The R^2 change from model 5 to model 6 was 0.000 which showed there was no change in R^2 and not statistically significant ($p = 0.789 > 0.05$). This revealed that job satisfaction does not moderates the effect of self- hope, self-optimism, self-resilience and self-efficacy on employee performance.

4.7.2 Multiple Regression Model Fitness

The analysis of the variance (ANOVA) was used to test model goodness of fit if the regression model statistically significantly predicts the independent variable.

Table 4.21 Test Results for Goodness of Fit

Mode 1		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	78.600	4	19.650	268.978	.000 ^b
	Residual	9.935	136	.073		
	Total	88.536	140			
2	Regression	80.497	5	16.099	270.375	.000 ^c
	Residual	8.039	135	.060		
	Total	88.536	140			
3	Regression	80.643	6	13.440	228.172	.000 ^d
	Residual	7.893	134	.059		
	Total	88.536	140			
4	Regression	81.375	7	11.625	215.898	.000 ^e
	Residual	7.161	133	.054		
	Total	88.536	140			
5	Regression	81.954	8	10.244	205.462	.000 ^f
	Residual	6.581	132	.050		
	Total	88.536	140			
6	Regression	81.958	9	9.106	181.357	.000 ^g
	Residual	6.578	131	.050		
	Total	88.536	140			

Source: Field Data (2021)

Table 4.21 provided the F test revealing the significance of the fitted regression model. An F statistic in model 1 produced the value of 268.978 implying that the independent variables were predictors of dependent variable ($F=268.978$; $p < 0.001$). As a result of the good fit, psychological capital (self-hope, self-optimism, self-resilience, and self-efficacy) had an effect on employee performance when the regression was fitted.

F-value of model 2 was 270.375 which is associated with an R^2 of .909 This meant that even after job satisfaction moderated psychological capital, there was still good fit

of the model ($F=270.375$; $p < 0.05$). F-test for model 3 had a F-value of 228.172 which is associated with an R^2 of .911 and R^2 change of .002. This meant that after moderation of self- hope by job satisfaction showed a good predictor of employee performance and that the overall model was significant as it was less than p- value 0.001 ($P < 0.05$).

F-test for model 4 had an F-value of 215.898 which is associated with an R^2 of .919 and R^2 change of 0.008. This meant that when job satisfaction was moderated on self- hope and self-optimism separately revealed a good predictors of employee performance and that the overall model was significant as it was less than p- value 0.05 ($P < 0.05$). F-test for model 5 had an F-value of 205.462 which is associated with an R^2 of .926 and R^2 change of 0.007. This meant that after moderation of self- hope, self-optimism, self-resilience by job satisfaction showed a good predictors of employee performance and that the overall model was significant as it was less than p- value 0.05($P < 0.05$).

F-test for model 6 had an F-value of 181.357 which is associated with an R^2 of 0.926 and R^2 change of 0.000. This meant that after moderation of self- hope, self-optimism, self-resilience and self-efficacy separately by job satisfaction revealed a good predictors of employee performance and that the overall model was significant as it was less than p- value 0.05($P < 0.05$).

4.7.3 Multiple Regression Coefficients

Regression of coefficients results are presented in Table 4.22.

Table 4.22 Test Results for Regression Analysis Coefficients with Moderation

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.568	0.126		4.506	0.000
Self-hope	0.373	0.112	0.406	3.312	0.001
Self-optimism	0.131	0.047	0.152	2.82	0.006
Self-resilience	0.157	0.051	0.166	3.07	0.003
Self-efficacy	0.244	0.104	0.265	2.34	0.021
2 (Constant)	0.372	0.119		3.127	0.002
Self-hope	0.635	0.112	0.692	5.684	0.000
Self-optimism	0.075	0.043	0.086	1.733	0.085
Self-resilience	0.198	0.047	0.21	4.238	0.000
Self-efficacy	0.318	0.095	0.345	3.345	0.001
Job satisfaction	-0.311	0.055	-0.378	-5.644	0.000
3 (Constant)	0.002	0.264		0.009	0.993
Self-hope	0.758	0.136	0.826	5.577	0.000
Self-optimism	0.072	0.043	0.083	1.662	0.099
Self-resilience	0.151	0.055	0.16	2.727	0.007
Self-efficacy	0.302	0.095	0.328	3.176	0.002
Job satisfaction	-0.091	0.151	-0.11	-0.603	0.547
M* Self-hope	-0.041	0.026	-0.337	-1.571	0.119
4 (Constant)	-0.017	0.252		-0.069	0.945
Self-hope	0.133	0.213	0.145	0.623	0.534
Self-optimism	0.771	0.194	0.89	3.972	0.000
Self-resilience	0.132	0.053	0.14	2.489	0.014
Self-efficacy	0.213	0.094	0.231	2.259	0.026

	Job satisfaction	-0.053	0.144	-0.065	-0.37	0.712
	M* Self-hope	0.130	0.053	1.063	2.464	0.015
	M* Self-optimism	-0.171	0.046	-1.374	-3.687	0.000
5	(Constant)	0.18	0.249		0.721	0.472
	Self-hope	-0.599	0.297	-0.653	-2.016	0.046
	Self-optimism	0.633	0.191	0.731	3.316	0.001
	Self-resilience	1.031	0.269	1.091	3.841	0.000
	Self-efficacy	0.17	0.091	0.185	1.86	0.065
	Job satisfaction	-0.259	0.151	-0.314	-1.708	0.09
	M* Self-hope	0.358	0.084	2.931	4.264	0.000
	M* Self-optimism	-0.144	0.045	-1.154	-3.169	0.002
	M* Self-resilience	-0.220	0.064	-1.725	-3.41	0.001
6	(Constant)	0.174	0.251		0.695	0.489
	Self-hope	-0.506	0.459	-0.551	-1.103	0.272
	Self-optimism	0.639	0.193	0.738	3.312	0.001
	Self-resilience	1.054	0.282	1.114	3.733	0.000
	Self-efficacy	0.053	0.446	0.058	0.12	0.905
	Job satisfaction	-0.264	0.153	-0.32	-1.722	0.087
	M* Self-hope	0.330	0.134	2.701	2.456	0.015
	M* Self-optimism	-0.145	0.046	-1.164	-3.169	0.002
	M* Self-resilience	-0.225	0.068	-1.767	-3.324	0.001
	M* Self-efficacy	0.035	0.13	0.284	0.268	0.789

Source: Field Data (2021)

Key: M= Job satisfaction

Table 4.22 showed that self-hope had a positive and significant effect on employee performance ($\beta_1=0.373$, $p<0.05$) based on regression coefficients from model 1. Self-optimism had a positive and significant effect on employee performance ($\beta_2=0.131$, $p<0.05$). Self-resilience had a positive and significant effect on employee performance

($\beta_3=0.157$, $p<0.05$). Self-efficacy had a positive and significant effect on employee performance ($\beta_4=0.244$, $p<0.05$).

A regression analysis was used in model two to see if job satisfaction had a moderating effect on the link between self-hope, self-optimism, self-resilience, and self-efficacy and employee performance. The p-value of 0.000, which was less than 0.05, indicated that the coefficient of job satisfaction was significant. Job satisfaction had a moderating effect on the relationship between self-hope, self-optimism, self-resilience, and self-efficacy and employee performance, because the coefficient was significant.

In model three a regression analysis revealed that job satisfaction has no moderating effect on the relationship between self-hope and employee performance ($p=.119>0.05$). In model four a regression analysis revealed that job satisfaction had a positive and significant moderating effect on the relationship between self-hope and employee performance ($\beta=0.130$; $p<0.05$). However, Job satisfaction had a negative and significant moderating effect on the relationship between self-optimism and employee performance ($\beta=-0.171$; $p<0.05$).

Regression analysis in model five showed that job satisfaction had a positive and significant moderating effect on the relationship between self-hope and employee performance ($\beta=0.358$; $p<0.05$). Job satisfaction had a negative and significant moderating effect on the relationship between self-optimism and employee performance ($\beta=-0.144$; $p<0.05$). Job satisfaction had a negative and significant moderating effect on the relationship between self-resilience and employee performance ($\beta=-0.220$; $p<0.05$).

In model six a regression analysis revealed that job satisfaction had a positive and significant moderating effect on the relationship between self- hope and employee performance ($\beta=0.330$; $p<0.05$). The Job satisfaction had a negative and significant moderating effect on the relationship between self-optimism and employee performance ($\beta=-0.145$; $p<0.05$). Job satisfaction had a negative and significant moderating effect on the relationship between self-resilience and employee performance ($\beta=-0.225$; $p<0.05$). However, job satisfaction had no statistically significant moderating effect on the relationship between self-efficacy and employee performance ($p=.789>0.05$).

The optimal model was;

$$Y = 0.174 - 0.506X_1 + 0.639X_2 + 1.054X_3 + 0.053X_4 - 0.264Z + 0.330Z * X_1 - 0.145Z * X_2 - 0.225Z * X_3 + 0.035Z * X_4$$

4.8 Hypotheses Test Results

The research hypotheses were assessed using the significance level of the coefficients from the regression model derived in Table 4.22. The goal of the study was to see if the hypothesis could be tested without rejecting or rejecting the relationship between the independent and dependent variables. The following were included in the study's research hypothesis:

4.8.1 Hypothesis Testing of the Effect of Self-hope on Employee performance

Hypothesis H_{01} stated that self-hope has no significant effect on employee performance in Uasin Gishu County hospital, Kenya. Results revealed that self-hope has a positive and significant effect on the employee performance ($\beta_1=0.373$, $p<0.05$). The results showed that self-hope had a significant impact on employee performance, rejecting the null hypothesis H_{01} . These findings are in agreement with Gbegi and

Adebisi's (2014) findings, which indicated that more hopeful employees performed better at work a year later, even after controlling for self-efficacy and cognitive capacity misrepresentation.

4.8.2 Hypothesis Testing of the Effect of Self-optimism on Employee performance

Hypothesis H₀₂ stated that self-optimism has no significant effect on employee performance in Uasin Gishu County hospital, Kenya. Findings revealed that self-optimism has a positive and significant effect on the employee performance ($\beta_2=0.131$, $p<0.05$). The null hypothesis H₀₂ was rejected, indicating that self-optimism had a significant effect on employee performance. These findings are in agreement with those of Akani and Ogbeide (2017), who discovered that optimists have positive expectations and use a positive attribution style. A person who possesses the psychological resource of optimism has a positive view on life.

4.8.3 Hypothesis Testing of the Effect of Self-resilience on Employee performance

Hypothesis H₀₃ stated that self-resilience has no significant effect on employee performance in Uasin Gishu County Hospital, Kenya. The findings revealed that self-optimism has a positive and significant effect on the employee performance ($\beta_3=0.157$, $p<0.05$). The results showed that self-resilience had a significant impact on employee performance, rejecting the null hypothesis H₀₃. Cooper (2019), who discovered a positive association between resilience and employee performance, agreed with the findings of the study.

4.8.4 Hypothesis Testing of the Effect of Self-Efficacy on Employee performance

Hypothesis H₀₄ stated that self-efficacy has no significant effect on employee performance in Uasin Gishu County Hospital, Kenya. Self-efficacy has a positive and significant effect on employee performance ($\beta_4=0.244$, $p<0.05$) according to the

findings. The results showed that self-efficacy had a significant effect on employee performance, rejecting the null hypothesis H_{04} . The findings supported Cherniss's (2017) argument that self-efficacy increases performance in this sort of connection because people who have high self-efficacy will put in more effort and stick with their tasks for longer.

4.8.5 Hypothesis Testing of Job satisfaction on the Relationship Between Self-hope and Employee performance

Hypothesis H_{05a} stated that job satisfaction has no significant effect on the relationship between self-hope and employee performance in Uasin Gishu County hospital, Kenya. Results revealed that job satisfaction has a positive and significant moderating effect on the relationship between self-hope and employee performance ($\beta=0.330$; $p<0.05$). The null hypothesis was rejected based on the findings, implying that job satisfaction moderates the relationship between self-hope and employee performance.

4.8.6 Hypothesis Testing of Job satisfaction on the Relationship Between Self-optimism and Employee performance

Hypothesis H_{05b} stated that job satisfaction has no significant effect on the relationship between self-optimism and employee performance in Uasin Gishu County hospital, Kenya. Results revealed that job satisfaction has a negative significant moderating effect on the relationship between self-optimism and employee performance ($\beta=-0.145$; $p<0.05$). The null hypothesis was rejected based on the findings, implying that job satisfaction moderates the relationship between self-optimism and employee performance.

4.8.7 Hypothesis Testing of Job satisfaction on the Relationship Between Self-resilience and Employee performance

Hypothesis H_{05c} stated that job satisfaction has no significant moderating effect on the relationship between self-resilience and employee performance in Uasin Gishu County hospital, Kenya. Results showed that job satisfaction has a negative and significant moderating effect on the relationship between self-resilience and employee performance ($\beta=-0.225$; $p<0.05$). The results showed that job satisfaction had a moderating influence on the relationship between self-resilience and employee performance, and hence rejecting the null hypothesis H_{05c}.

4.8.8 Hypothesis Testing of Job satisfaction on the Relationship Between Self-Efficacy and Employee performance

Hypothesis H_{5d} stated that job satisfaction has no significant moderating effect on the relationship between self-efficacy and employee performance in Uasin Gishu County hospital, Kenya. The findings revealed that job satisfaction has no significant moderating effect on the relationship between self-efficacy and employee performance ($p>0.05$). The results failed to reject the null hypothesis H_{05d} implying that job satisfaction had no significant moderating effect on relationship between self-efficacy and employee performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter gives an overview of the study's findings, conclusions, and implications. It also contains recommendations for further research and study areas.

5.2. Summary of the Findings

The findings of the investigation were summarized in this section.

5.2.1 Self- Hope

The first specific objective of the study was to assess the effect of self-hope on employee performance in Uasin Gishu County Hospital. According to the findings of the study, more of the respondents agreed that when they find themselves under pressure, they think on how to get out of pressure. Furthermore, the majority of respondents felt that they have achieved great success in their career. On top of that the study revealed that more of the respondents agreed that they can think of more ways to achieve their goals. According to the study, results also revealed that majority of the respondents agreed that they have several alternatives to solve any of problem they face. Finally, the majority agreed that they have strong will to achieve their goals.

5.2.2 Self- Optimism

The second specific objective of the study was to examine how self-optimism affect employee performance in Uasin Gishu County Hospital. According to the findings of the study, the majority of respondents felt that their job facilitates them finding further work opportunities when they are not in the organization. Furthermore, the study findings revealed that majority of the respondents agreed that they feel like they

contribute a lot to the organization. Also, majority agreed that Working for this organization helps them to achieve their long- term goals. Further, the study results revealed that they are optimistic on their organization. Finally, majority agreed that they have confidence that they will achieve their personal goal.

5.2.3 Self- Resilience

The third specific of the study was to establish the effect of self- resilience on employee performance Uasin Gishu County Hospital. It was noted from the study that majority of the respondents agreed that they restore their normal mood quickly after unpleasant events. Furthermore, majority of the participants agreed they enjoy dealing with new and unusual events. On top of that, the study results revealed that majority of the respondents agreed that they prefer work that is both new and challenging. It was also noted that majority agreed that they overcome feelings of anger that they may have toward a particular person. Finally, majority of the participants agreed that they usually succeed to form positive impression about others.

5.2.4 Self-Efficacy

The study's final goal was to see how self-resilience affected employee performance at Uasin Gishu County Hospital. According to the findings of the study, the majority of respondents agreed that they have a lot of self-confidence. According to the study's findings, the majority of respondents feel they complete their work on time and do not delay until the last minute. Furthermore, the majority of respondents claimed that they are faced with a variety of difficulties that they can handle. Further, majority of respondents agreed that they believe they have a very good chance of achieving their life goals. Finally, majority of the participants agreed that they are very determined people.

5.2.5 Job Satisfaction

On job satisfaction, the majority stated that they are generally happy with their work. On the contrary, the majority disagreed that they have the authority to make decisions about their job performance. Furthermore, the majority indicated that they often consider quitting their jobs. The findings of the study also revealed that they believe they feel favourable and positive about their job. Finally, the majority of respondents agreed that they are satisfied with their current job position, according to the findings of the study.

5.2.6 Employee Performance

On employee performance, according to the study's findings, the majority of respondents agreed that they understand their organization's performance assessment criteria. Furthermore, the majority of respondents stated that they understand their job and how to carry it out, according to the study's findings. Furthermore, the majority agreed that they are capable of quickly resolving unexpected schedules. The majority of respondents felt that they can carry out assigned jobs effectively and efficiently, according to the study's findings. The majority of the participants believed that they are quite familiar with their job's standard operating procedures, according to the study's findings. Furthermore, the majority of respondents felt that they are able to plan their work in such a way that they are able to finish assigned tasks on time. Furthermore, the majority believed that they participate in activities that have a direct effect on their performance evaluation. The majority of those responded believed that they concentrate on their main and most important responsibilities at work.

Furthermore, the vast majority believed that they always carry out the obligations outlined in their job descriptions.

5.3 Conclusions of the Study

The study discovered that self-hope had a significant impact on employee performance. In addition, the survey found that they had significant success in their careers because of their self-hope. Furthermore, the study found that employees who have self-hope fulfil their objectives. Self-hope is also required for job happiness, as per the results.

According to the study, self-optimism has a positive and significant impact on employee performance. Furthermore, the study discovered that self-optimism is required for employees to achieve their long-term goals. The link between employee performance and self-confidence is unaffected by job pleasure.

As per the finding, self-resilience has a significant effect on work performance. Furthermore, the study found that self-resilience aids employees in completing both new and difficult tasks. The study also discovered that self-resilience aids employees in overcoming sentiments of hostility directed towards a specific person.

Employee performance is unaffected by employee self-efficacy. Furthermore, those with high levels of self-efficacy had a higher chance of achieving their life goals, according to the study. Finally, job satisfaction as per the study job satisfaction has a moderating effect on employee performance and psychological capital. Job satisfaction had a negative and significant moderating effect on relationship between self-optimism and employee performance. Job satisfaction had a negative and significant moderating effect on the relationship between self-resilience and employee performance.

5.4 Recommendations of the Study

The study's recommendations are covered in this section. Employees should have self-hope while delegating their obligations in their areas of work, according to the study. Additionally, optimism is a solid predictor of performance, therefore employees should be optimistic, according to the study. Furthermore, the study suggests that a resilient employee performs well, thus employees should be resilient, and finally, the study suggests that employees have self-efficacy at work.

5.5 Recommendations for Further Research

This section provides research recommendations in areas relating to this study. It is proposed that research be undertaken in the future to address the study's limitations, as there are various approaches to expand this research. The research was only conducted in one Kenyan counties. To examine if there are any changes in reactions, future researchers could undertake a comparable study in a different industry or industry area. It'll be fascinating to see how generalizable the study's findings are to different industries, sectors, or surroundings.

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APPENDIX I QUESTIONNAIRES

The study focuses on psychological and moderating effect of job satisfaction on employee performance, in Uasin Gishu County Hospital, Kenya. Please keep in mind that your reactions are private and untraceable because you are not needed to provide your name. The questionnaire will only be used for research purposes. Please answer all questions to the best of your ability.

PART ONE

General information about the respondent (attach any paper if the given information is not enough).

Kindly put a tick (✓) against the correct choice.

1. What is your Gender

Male	{ }
Female	{ }

2. Age attained

25- 30Yrs	{ }
31- 40 Yrs	{ }
41- 50 yrs	{ }
Above 51 Yrs	{ }

3. What is the highest level of education?

Certificate	{ }
Diploma	{ }
Degree	{ }
Post-graduate	{ }

4. How long have been working in the Hospital?

1-5 years	{ }
6-10 years	{ }
Above 10 years	{ }

SECTION B I. PSYCHOLOGICAL CAPITAL

Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]	1	2	3	4	5
i) Optimism					
My work for this organization facilitates me finding further work opportunities when I am not working for this organization					
I feel like I contribute a lot to the organization					
Working for this organization helps me to achieve my long-term goals.					
I am optimistic on my organization					
I have confidence that I will achieve my personal goals					
ii) Hope					
When I find myself under pressure, I think how to get out of this predicament.					
I feel that I have achieved great success in my career.					
I can think of more than one way to achieve my goals.					
I have several alternatives to resolve any problem I may face					
I have a strong will to achieve my goals					
iii) Resilience					
I restore my normal mood quickly after unpleasant events					
I enjoy dealing with new and unusual events					
I prefer work that is both new and challenging					
I overcome feelings of anger that I may have toward a particular person					
I usually succeed to form positive impression about others.					

iv) Self- efficacy					
I enjoy a great deal of self-confidence					
I finish my work on time and do not wait until the last minute					
I face many problems and I can solve them					
I think that I have a very good chance to realize my goals in life.					
I am a very determined person					

II JOB SATISFACTION

This section is seeking your opinion regarding the job Satisfaction. Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]	1	2	3	4	5
I am generally satisfied with the kind of work I do					
I get the chance to take decisions on the performance of my job role					
I frequently think of quitting this job					
I feel very positive and favorable about my job.					
I am satisfied with the current job position					

III. EMPLOYEE PERFORMANCE

This section is seeking your opinion regarding the employee performance. Respondents are asked to indicate the extent to which they agreed or disagreed with each statement using 5 Likert scale [(1) = strongly disagree; (2) = disagree; (3) = neutral; (4) = agree and (5) = strongly agree]	1	2	3	4	5
i) Innovative employee performance					
I understand the criteria of performance review of my organization.					
I understand my job and how to carry it out					
I am able to resolve unexpected schedules on time					
I can carry out assigned duties effectively and efficiently.					
I am very conversant with the standard operating procedure of my job					
ii) In role employee performance					
I manage to plan my work so that I adequately complete assigned duties on time.					
I engage in activities that directly affect my performance evaluation					
I focus at doing the main and essential duties in my work					
I always fulfill responsibilities specified in job description					
I don't neglect aspects of the job I am obliged to perform.					