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Exploring of Resilience Skill as Competence on Employee Contextual Performance

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Abstract

The research explored the dimensions of resilience skill as a competence on employee contextual performance. To explore the dimensions of resilience skill as a competence on employee contextual performance, the author employed a survey approach among retail employees in Bandung. The sample consisted of 74 employees who willingly participated in the study. The model's predictions were tested using non-parametric PLS-SEM, preceded by validity and reliability testing of the research instruments. The results of exploring the dimensions of resilience skill as a competence on employee contextual performance revealed that 18 dimensions significantly impacted employee contextual performance. It is essential to acknowledge the limitations of this research, which include the focus on resilience as a competence and the use of a limited sample size through a cross-sectional survey. These limitations suggest that the findings may only be generalizable to some contexts. Further research is needed to explore other competencies and consider longitudinal studies for a more comprehensive understanding of the relationship between resilience, self-efficacy, and contextual performance.

Keywords : Resilience Skill, Contextual Performance, Employee Performance

INTRODUCTION

The importance of employee skills on employee performance cannot be overstated. Employee skills are the foundation upon which individuals contribute to the success of an organization. (Nyaupane, Prayag, Godwyll & White, 2020) Employees who possess the necessary skills for their roles are more likely to perform their tasks efficiently and effectively. (Kaur & Kaur, 2022)

The right skills enable employees to meet job requirements, handle challenges, and achieve desired outcomes. (Mahajan, Gupta & Misra, 2022) Technical expertise, problem-solving, communication, leadership, and adaptability drive individual and team performance. (Dishon & Gilead, 2021)

Moreover, employee skills contribute to overall productivity and organizational success. Skilled employees are likelier to deliver high-quality work, meet deadlines, and contribute to innovation and growth (Bhatti, Soomro & Shah, 2022). They can also adapt to changing

circumstances and take on new responsibilities, which is essential in today's dynamic business environment.

Investing in employee skill development through training, mentoring, and professional development programs is critical to enhancing employee performance. (Bhatti, Soomro & Shah, 2022) Employees can stay relevant and adapt to changing market demands by continuously developing and honing their skills. This not only benefits the individual employee but also positively impacts the organization as a whole. (Park, McLean & Yang, 2021)

In the retail sector, the importance of employee skills on employee performance is even more pronounced. (Kumar, Singh & Modgil, 2023) Retail employees are often the face of the organization and directly interact with customers. The right skills are essential for delivering exceptional customer service, driving sales, and creating positive shopping experiences.

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Customer service skills, such as effective communication, problem-solving, and empathy, are crucial for retail employees. They need to understand customer needs, address inquiries, resolve issues, and provide personalized assistance. These skills directly impact customer satisfaction, loyalty, and, ultimately, the success of the retail business. (Kim, Kim & Hwang, 2020)

Additionally, retail employees require product knowledge to assist customers effectively. They should be well-versed in their products' features, benefits, and usage. This knowledge enables them to provide accurate information, make relevant recommendations, and guide customers toward suitable purchases. (Ling, Sindakis, Aggarwal, Chen & Su, 2021) A strong product knowledge base also enhances customer confidence and the shopping experience.

Furthermore, point-of-sale systems, inventory management, and merchandising skills are vital for retail employees. (Esrar, Zolfaghariania & Yu, 2023) They need to be proficient in processing transactions, handling cash, maintaining accurate inventory records, and ensuring visually appealing displays. These skills contribute to operational efficiency, effective stock management, and a visually appealing store layout. (Isharyani, Sopha, Wibisono & Tjahjono, 2024)

In the competitive retail industry, having skilled employees can give a significant competitive advantage. Skilled employees are more likely to provide superior customer service, drive sales, and positively impact the overall performance of the retail business. Therefore, investing in employee skill development,

training, and ongoing learning opportunities is essential to enhance employee performance and ensure the success of retail organizations. (Quartier, Claes & Vanrie, 2020; Hensel, Visser, Overdiek & Sjoer, 2021)

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Resilience is the ability to bounce back from challenges, adapt to change, and maintain a positive mindset in adversity. (Liang & Cao, 2021) Employees with solid resilience skills positively impact their performance in various organizational contexts. (Santoro, Messeni-Petruzzelli & Del Giudice, 2021)

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Resilience allows employees to effectively deal with work-related stress, setbacks, and obstacles without compromising their performance or well-being. (Shelton, Hein & Phipps, 2022) It enables them to maintain focus, productivity, and motivation even in challenging situations. Employees with high levels of resilience are better equipped to handle work pressures, organizational changes, and demanding deadlines. (Kim, 2020; Beuren, dos Santos & Theiss, 2022)

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Furthermore, resilience skills as a competence foster innovation and problem-solving abilities. Resilient employees are more likely to approach challenges with a solution-oriented mindset, think creatively, and find alternative approaches to overcome obstacles. (Nyaupane, Prayag, Godwyll & White, 2020) This attitude ultimately enhances their ability to contribute to the organization's success by generating new ideas, improving processes, and finding efficient solutions. (Anser, et al., 2022)

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Resilience also plays a crucial role in fostering positive workplace relationships and teamwork. Resilient employees are better equipped to handle conflicts, navigate

interpersonal challenges, and communicate effectively. This situation promotes a collaborative work environment, strengthens team dynamics, and enhances overall performance. (Carmeli, Levi & Peccei, 2021)

Additionally, resilience skill as a competence positively impacts employee well-being and job satisfaction. (Beuren, dos Santos & Theiss, 2022) Resilient employees are more likely to have a positive outlook, experience less burnout, and maintain a healthy work-life balance. This condition, in turn, leads to higher levels of job satisfaction, employee engagement, and retention. (Alshebami, 2021)

Overall, the importance of resilience skill as a competence on employee contextual performance lies in its ability to enhance employees' ability to adapt, overcome challenges, maintain productivity, foster innovation, and contribute to a positive work environment. Organizations that prioritize and nurture resilience skills among their employees will likely experience higher performance levels, employee satisfaction, and overall success. The research explores the dimensions of resilience skill as a competence that influences employee contextual performance.

METHOD

To investigate the dimensions of resilience skill as a competence on employee contextual performance, the author conducted a survey among retail sector employees. The objective was to understand how resilience skills contribute to employees' ability to perform effectively in various work contexts. Seventy-

four respondents willingly participated in the study by completing a structured questionnaire.

The dimensions of resilience skills were adapted from a previous study by Akbari et al. (2024). The instrument consisted of 17 statements that assessed different aspects of resilience, such as self-efficacy, self-regulation, and social support. These dimensions were considered crucial in determining an individual's level of resilience. Self-efficacy refers to an individual's behavior and ability to evaluate their emotions, behaviors, and beliefs while remaining focused on their work despite self-referential discussions. Furthermore, they consider their role in situations that lack respect, assess the pros and cons of negative thoughts, seek reasons to support or reject them, and find ways to resolve issues that cause anger or stress. Self-regulation refers to the behavior of individuals in regularly assessing themselves. They frequently evaluated their thoughts, made necessary changes, considered improvements in their relationships with others, and sought input from colleagues to enhance communication. Social support refers to the behavior of coworkers who motivate evaluating thoughts, assistance from family members in developing communication skills, guidance from family members in recognizing emotions, and support from family in coping with negative emotions.

In addition to the resilience skill instrument, the study also utilized an instrument for measuring contextual performance, adapted from a study by Koopmans et al. (2014). This instrument comprised eight statements that assessed employees' performance in various work contexts, including their ability to adapt to

changes, handle work-related challenges, and contribute effectively to team goals.

Several statistical tests were conducted to ensure the instrument's validity and reliability. The validity criteria were set at an Average Variance Extracted (AVE) value greater than 0.5, indicating that the instrument measures what it intends to measure. The reliability of the instruments was assessed using Cronbach's Alpha, with a threshold of greater than 0.7, indicating acceptable internal consistency.

Once the instruments were validated, the author proceeded with the analysis using a non-parametric Structural Equation Modeling (SEM-PLS) approach. This statistical technique examined the relationships between the dimensions of resilience skill as a competence and employee contextual performance.

14 RESULTS AND DISCUSSION

Based on the respondents' data, it is evident that 58% of them were women, while 42% were men. The majority of the respondents, ranging from 21 to 30 years old, were in the younger age bracket. These findings indicate a gender distribution imbalance among the participants, with a higher representation of women, and highlight the age group that was most actively involved in the study. The author displays the results of testing the instrument's validity and reliability, including Self-Efficacy, Self-Regulation, Social Support, and Contextual Performance measurements.

Table 1. Outer loading test results and construct reliability of Self-Efficacy, Self-Regulation, Social Support, and Contextual Performance

Item	Self-Efficacy	Self-Regulation	Social Support	Contextual Performance	Cronbach's Alpha	Average Variance Extracted (AVE)	Composite Reliability
SelfEff1	0.891						
SelfEff2	0.918						
SelfEff3	0.872				0.928	0.735	0.943
SelfEff4	0.854						
SelfEff5	0.829						
SelfEff6	0.773						
SelfReg1		0.823					
SelfReg2		0.902					
SelfReg3		0.806			0.916	0.707	0.935
SelfReg4		0.884					
SelfReg5		0.866					
SelfReg6		0.754					
SocSup1			0.844				
SocSup2			0.865				
SocSup3			0.806		0.909	0.734	0.932
SocSup4			0.875				
SocSup5			0.892				
ContPer1				0.849			
ContPer2				0.850			
ContPer3				0.914			
ContPer4				0.877	0.955	0.762	0.962
ContPer5				0.888			
ContPer6				0.840			
ContPer7				0.903			
ContPer8				0.860			

The results of construct validity and reliability testing are shown in Table 1. The statement items for Self-Efficacy, consisting of SelfEff1=0.891,SelfEff2=0.918,SelfEff3=0.872, SelfEff4=0.854,SelfEff5=0.829,and SelfEff6=0.773 showed valid constructs. The outer loading values were all greater than 0.5, indicating their significance. Moreover, the construct demonstrated reliability with a Cronbach's Alpha value of 0.928 and an AVE value of 0.735. These values exceeded the thresholds of 0.7 for CA and 0.5 for AVE.

Similarly, the statement items for Self-Regulation, including SelfReg1=0.823, SelfReg2=0.902, SelfReg3=0.806, SelfReg4=0.884, SelfReg5=0.866, and SelfReg6=0.754, were also valid constructs. The outer loading values exceeded 0.5, signifying their importance. The construct exhibited

1 reliability, with a Cronbach's Alpha value of 0.916 and an AVE value of 0.707, surpassing the criteria of 0.7 for CA and 0.5 for AVE.

Moving on to Social Support, the statement items with outer loading values of SocSup1=0.844, SocSup2=0.865, SocSup3=0.806, SocSup4=0.875, and SocSup5=0.892 were deemed valid constructs.

The outer loading values exceeded the threshold of 0.5, indicating their significance. 12 The reliability analysis showed a Cronbach's Alpha value of 0.933 and an AVE value of 0.790, exceeding the thresholds of 0.7 for CA and 0.5 for AVE.

Lastly, the statement items for Contextual Performance, with outer loading values of ContPer1=0.849, ContPer2=0.850, ContPer3=0.914, ContPer4=0.877, ContPer5=0.888, ContPer6=0.840, ContPer7=0.903, and ContPer8=0.860, are valid constructs. All outer loading values, surpassing 0.5, emphasize their importance. The construct maintains a high level of reliability, with a Cronbach's Alpha value of 0.955 and an AVE value of 0.762, both exceeding the thresholds of 0.7 for CA and 0.5 for AVE.

Table 2. The result of the dimensions of resilience skill as a competence on employee contextual performance.

Construct	Path	Standard Deviation	P Values	Conclusion
Self-Efficacy -> Contextual Performance	0,261	0,113	0,022	Significant
Self-Regulation -	0,264	0,133	0,048	Significant

> Contextual Performance				
Social Support -> Contextual Performance	0,364	0,145	0,013	Significant
R2	0,688			
R2 Adjusted	0,675			

The calculation results in Table 2 show that the competence of employee contextual performance was assessed in terms of resilience skills, namely self-efficacy, self-regulation, and social support. 31

2 The impact of Self-Efficacy on Contextual Performance, with a Path Value of 0.261, a Standard Deviation of 0.113, and a p-value of 0.022, was found to be significant. Similarly, the influence of Self-Regulation on Contextual Performance, with a Path Value of 0.264, a Standard Deviation of 0.133, and a p-value of 0.048, was also significant. Furthermore, the effect of Social Support on Contextual Performance, with a Path Value of 0.364, a Standard Deviation of 0.145, and a p-value of 0.013, was also significant, highlighting the importance of these relationships. 2

The R Square value for Contextual Performance was 0.688, indicating that 68.8% of the variance in employee contextual performance could be explained by the dimensions of resilience skills. This suggests a strong relationship between these variables. Additionally, the Adjusted R Square value for Contextual Performance stood at 0.675, signifying that the model appropriately accounted for the complexity of the relationship, further validating its effectiveness in explaining 13

the variance in employee contextual performance.

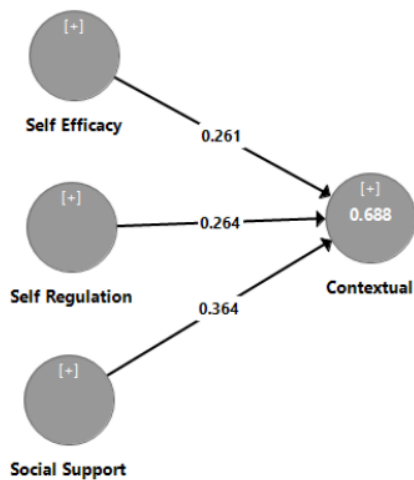


Figure 1. Results of calculating the significance of the dimensions of resilience skill as a competency that influences employee contextual performance.

The results in Figure 1 unveiled significant relationships between these dimensions and contextual performance. Self-efficacy exhibited a positive relationship with a Path Value of 0.261, indicating that individuals with higher levels of self-efficacy were more likely to perform well in their contextual job tasks.

Similarly, Self-Regulation demonstrated a positive association with contextual performance, as indicated by a Path Value of 0.264. This result suggests that employees with strong self-regulation skills are more likely to engage in adaptive behaviors and effectively navigate their work environment. Social Support also emerged as a significant factor, with a Path Value of 0.364. This finding suggests that employees who receive adequate support from

their colleagues and family are likelier to excel in their contextual job performance.

Additionally, the R Square value of 0.688 indicates that the resilience skills examined in this study can explain approximately 68.8% of the variance in employee contextual performance. This finding highlights the importance of these skills in determining employees' overall performance in their job roles. Furthermore, the Adjusted R Square value of 0.675 indicates that the model used in the study effectively accounted for the complexity of the relationship between resilience skills and contextual performance, considering potential confounding variables and ensuring the validity of the findings.

Self-efficacy plays a crucial role in influencing individuals' belief in their ability to face challenges, ultimately impacting their contextual performance, encompassing behaviors beyond their primary tasks. With high self-efficacy, individuals were motivated and possessed a strong sense of confidence to take actions that exceeded expectations, making significant contributions to their work environment. In individuals' performance at work, self-efficacy emerged as a pivotal factor. It refers to one's belief in one's capabilities to tackle challenges and achieve desired outcomes successfully. This belief system greatly influenced their contextual performance, encompassing behaviors beyond their core responsibilities.

Individuals with high self-efficacy exhibited a strong sense of confidence in their abilities. This confidence, in turn, motivated them to go above and beyond their assigned tasks. They were more willing to take on additional

responsibilities, explore innovative solutions, and actively contribute to their organization's overall goal⁷ and objectives. The study conducted by Nuutila et al. (2020) demonstrated that a stronger sense of self-efficacy contributed significantly to task achievement. The research findings revealed a positive relationship between high levels of self-efficacy and individuals' ability to successfully complete assigned tasks. This study emphasized the importance of self-belief in achieving successful outcomes.

By surpassing the expectations of their role, individuals with high self-efficacy made notable contributions to their work environment. They displayed a proactive attitude, took initiative, and demonstrated resilience in facing challenges. Their willingness to step outside their comfort zone and embrace new opportunities resulted in improved performance and outcomes for themselves and their organization.

Self-efficacy played a significant role in driving individuals to exceed the boundaries of their primary tasks and engage in behaviors that positively impacted their work environment. By fostering a strong belief in their capabilities, organizations can empower their employees to unleash their full potential, enhancing productivity and overall success.

The ability of individuals to regulate and control themselves, known as self-regulation, played a significant role in influencing their contextual performance. Contextual performance encompassed behaviors that exceeded their primary tasks. Individuals with strong self-regulation skills can manage and control their emotions, impulses, and behaviors. They maintained focus and discipline and acted in alignment with the values and goals of the

organization. Those with good self-regulation were better equipped to handle external disruptions, manage stress, and maintain a sense of balance in the workplace.

Self-regulation emerged as a fundamental aspect of individual performance in the workplace. It refers to individuals' ability to manage and control themselves, encompassing their emotions, impulses, and behaviors. The impact of self-regulation extended to contextual performance, which involved behaviors beyond one's primary tasks. The research conducted by Chen, Zhang, Liang, and Shen (2021) highlighted that self-regulation is a key driver of leadership success. Their findings demonstrated that leaders who possess strong self-regulation skills are more likely to achieve their goals and effectively manage their teams. This study emphasized the significance of self-control and self-discipline in leadership effectiveness.

Individuals with strong self-regulation skills were adept at regulating their thoughts, emotions, and actions. They could maintain focus and discipline and align their behaviors with the organization's values and objectives. Furthermore, individuals with effective self-regulation skills were more capable of handling external disruptions, managing stress, and maintaining a sense of balance amidst challenging work environments. These behaviors fostered a positive work environment and contributed to the organization's overall success.

The condition of social support instilled confidence, motivation, and the necessary energy to exceed expectations and make more significant contributions to our work. The research conducted by Ihl, Strunk, and Fiedler (2020) revealed that social support plays a

significant role in tasks designed by organizations for crowdworkers. Their findings demonstrated that providing adequate social support positively contributes to the completion and success of these tasks. This study underscored the importance of fostering a supportive environment for crowdworkers to enhance their performance and overall task outcomes. Individuals with good social support tended to demonstrate behavior⁸ beyond their assigned tasks. The significance of social support³ in reducing employee stress and its potential impact on work performance is further emphasized by Chen, Zhang, Liang, and Shen (2021). Their research highlights the important role that social support plays in alleviating stress levels among employees, ultimately influencing their job performance. This underscores the importance of fostering a supportive work environment where employees feel valued and supported, leading to enhanced productivity. They might have assisted their colleagues, shared knowledge and resources, or actively participated in initiatives beyond their primary responsibilities. This social support created a positive and collaborative work environment, which in turn impacted the organization's overall success.

Thus, it is crucial to acknowledge and leverage the social support provided by those around us. By nurturing supportive relationships and capitalizing on this assistance, we can enhance our performance²² in the workplace. Organizations can also play a role by cultivating a culture that encourages social support through policies and initiatives promoting employee teamwork and cooperation.

CONCLUSION

Self-efficacy proves to be a crucial factor in shaping individuals' performance and behavior within the workplace. An individual's belief in their abilities to overcome challenges directly impacts their contextual performance, which refers to behaviors that go beyond their assigned tasks and contribute to the overall effectiveness of the organization. When individuals possess high levels of self-efficacy, they exhibit a strong sense of confidence and motivation. This drives them to actively seek out opportunities, take on additional responsibilities, and contribute in ways that exceed expectations. As a result, their contributions have a positive impact on the overall work environment and organizational outcomes. By fostering an environment that nurtures and enhances self-efficacy, organizations can unlock the full potential of their employees. Encouraging individuals to believe in their own capabilities promotes a proactive and innovative mindset, leading to higher levels of productivity and performance.

For organizations striving to maximize employee engagement and success, self-efficacy is a cornerstone. By instilling in individuals a belief in their own abilities, organizations can cultivate a work environment that promotes continuous growth, development, and exceptional performance. Equally important is the role of social support, including the support of organizational leaders and HR professionals, in shaping our contextual performance. Through social support, we are better equipped to navigate challenges, exceed expectations, and contribute significantly to our work environment. The assistance of others, including you, is a crucial element in our ability to navigate challenges,

exceed expectations, and make meaningful contributions within our work environment. ³²

The practical implications of recognizing the importance of self-efficacy in the workplace are profound. For instance, organizations can enhance employee engagement and success by focusing on developing and nurturing employees' belief in their own abilities through training programs, mentorship, and recognition of achievements. By providing support and resources to foster self-efficacy, organizations can empower employees to take on challenges, excel in their roles, and contribute to the overall success of the organization. This research underscores the tangible benefits of such an approach, making it a compelling strategy for organizational leaders and HR professionals. ³

However, it is important to note that this research is limited in its focus on resilience as a competence on employee performance and the utilization of a limited sample size through a cross-sectional survey. These limitations underscore the need for future research, including your potential contributions, to explore other competencies and consider longitudinal studies. This will help us gain a more comprehensive understanding of the relationship between resilience, self-efficacy, and contextual performance, and further enhance our strategies for organizational success. ¹⁷

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