

Analyzing The Effect of Family Support, Friend Support, Coworker Support, and Self-Efficacy on Employee Resilience: An Empirical Analysis

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Abstract:

This study investigates the interplay between family support, friend support, coworker support, self-efficacy, and resilience in the workplace, with a specific focus on gender as a moderating variable. Through a cross-sectional survey design with 300 participants, the findings reveal that friend support and self-efficacy significantly predict resilience among employees, emphasizing the critical roles of personal relationships and individual beliefs. While gender exhibits a marginal effect on resilience, the study does not find significant moderation effects, suggesting that the relationships between key variables and resilience are consistent across different gender groups. The results underscore the universal importance of social support and self-efficacy in fostering employee resilience, providing valuable insights for organizational strategies aimed at enhancing employee well-being. Future research is encouraged to explore longitudinal dynamics, qualitative perspectives, and the intersectionality of various demographic factors in shaping workplace resilience.

Keywords: Family support, friend support, coworker support, self-efficacy, and resilience.

Introduction:

In the contemporary workplace, organizations recognize the significance of fostering resilience among their employees. Resilience, defined as the ability to bounce back from adversity, is crucial in the face of the ever-evolving challenges and uncertainties that characterize today's professional environment (Ojo et al., 2021). Various factors contribute to an individual's resilience, and one emerging area of interest is the role of social support systems and self-efficacy in this process. This study aims to delve into the complex interplay between employee family support, friend support, coworker support, self-efficacy, and resilience, with a particular focus on how gender may moderate these relationships (Balogun, 2023; Ojo et al., 2021; Pandey et al., 2019; Pérez-Fuentes et al., 2018; Simbula et al., 2011; Wang et al., 2018).

Research has consistently shown that individuals with robust social support networks, both within and outside the workplace, tend to exhibit higher levels of resilience. Family support provides a foundational anchor, friend support offers diverse perspectives, and coworker support fosters a sense of belonging within the professional sphere (Hobfoll et al., 1990; Kerkisiek et al., 2019; Musenze et al., 2021; Saleem et al., 2023). Simultaneously, self-efficacy, the belief in one's ability to overcome challenges, has been identified as a critical personal resource that contributes to resilience.

However, the interaction between these elements is intricate and can be influenced by various individual differences. Gender, as a fundamental aspect of identity, may play a moderating role in shaping the relationships between family support, friend support, coworker support, self-efficacy, and resilience. Understanding these dynamics is essential not only for theoretical advancements but also for informing organizational practices aimed at enhancing employee well-being and performance.

Research Questions:

1. How do employee family support, friend support, coworker support, and self-efficacy individually contribute to the development of resilience in the workplace?
2. To what extent does gender moderate the relationship between employee family support and resilience?
3. To what extent does gender moderate the relationship between friend support and resilience?
4. To what extent does gender moderate the relationship between coworker support and resilience?
5. To what extent does gender moderate the relationship between self-efficacy and resilience?

Literature Review:

The concept of resilience has gained considerable attention in organizational psychology and management literature, reflecting its pivotal role in mitigating the impact of workplace stressors and uncertainties. Resilient employees not only adapt effectively to change but also thrive in the face of adversity, contributing to increased productivity and overall organizational success. Research has consistently highlighted the multifaceted nature of resilience, encompassing both individual and contextual factors (Chaudhary et al., 2018; Pérez-Fuentes et al., 2018; Simbula et al., 2011; Wang et al., 2018). In this context, the current study seeks to explore the intricate dynamics between social support systems, self-efficacy, and resilience, recognizing the importance of understanding how these factors interplay in the modern professional environment.

The influence of social support on resilience is well-documented, with various dimensions of support contributing uniquely to an individual's ability to navigate challenges. Family support provides a foundational base, offering emotional sustenance and stability, while friend support introduces diverse perspectives and outlets for stress relief. Additionally, coworker support within the workplace fosters a sense of belonging and camaraderie (Hobfoll et al., 1990; Kerkisiek et al., 2019; Musenze et al., 2021). Extending beyond the mere presence of support, the quality and nature of these relationships can significantly impact an individual's resilience. This study acknowledges the intricate web of social connections and aims to discern the specific contributions of family support, friend support, and coworker support to employee resilience.

Parallel to the importance of social support is an individual's belief in their capacity to overcome challenges – a concept encapsulated by Bandura's theory of self-efficacy. High self-efficacy individuals tend to approach difficulties with a problem-solving mindset, attributing success to their efforts. Such a proactive orientation is closely aligned with resilient behavior. Numerous studies have demonstrated the positive association between self-efficacy and resilience, emphasizing the need to consider personal beliefs in one's abilities as a crucial determinant in the face of adversity (Kerkisiek et al., 2019; Khan et al., 2022; Musenze et al., 2021; Saleem et al., 2023; Wang et al., 2018; Zeeshan et al., 2021). This study thus incorporates self-efficacy as a key variable, aiming to unravel its distinct role in fostering resilience among employees.

Recognizing the dynamic nature of individual differences, this study introduces the variable of gender as a potential moderator in the relationships between social support, self-efficacy, and resilience. Existing literature has identified gender-specific patterns in coping mechanisms and responses to stress, suggesting that the effectiveness of support systems may vary between men and women (Balogun, 2023; Kerkisiek et al., 2019; Lan et al., 2020; Ojo et al., 2021; Simbula et al., 2011; Zeeshan et al., 2021). By investigating how gender may moderate the relationships between family support, friend support, coworker support, self-efficacy, and resilience, this study aims to provide nuanced insights into the ways in which these factors operate differentially across diverse gender identities.

This research contributes to the existing body of knowledge by offering a comprehensive exploration of the interconnected factors influencing resilience in the workplace. By delineating the specific roles of family, friend, and coworker support, as well as self-efficacy, the study aims to provide a nuanced understanding of the multifaceted nature of resilience. Moreover, the incorporation of the gender variable as a potential moderator adds depth to the analysis, acknowledging the importance of tailoring interventions and support mechanisms to the unique needs of diverse employees. The findings from this study hold practical implications for organizations seeking to cultivate a resilient workforce, emphasizing the need for targeted strategies that consider both individual and social dimensions, with a keen awareness of gender-specific nuances.

Hypothesis:

Main Effects

H1: Employee family support will positively predict resilience.

H2: Friend support will positively predict resilience.

H3: Coworker support will positively predict resilience.

H4: Self-efficacy will positively predict resilience.

Moderating Effects:

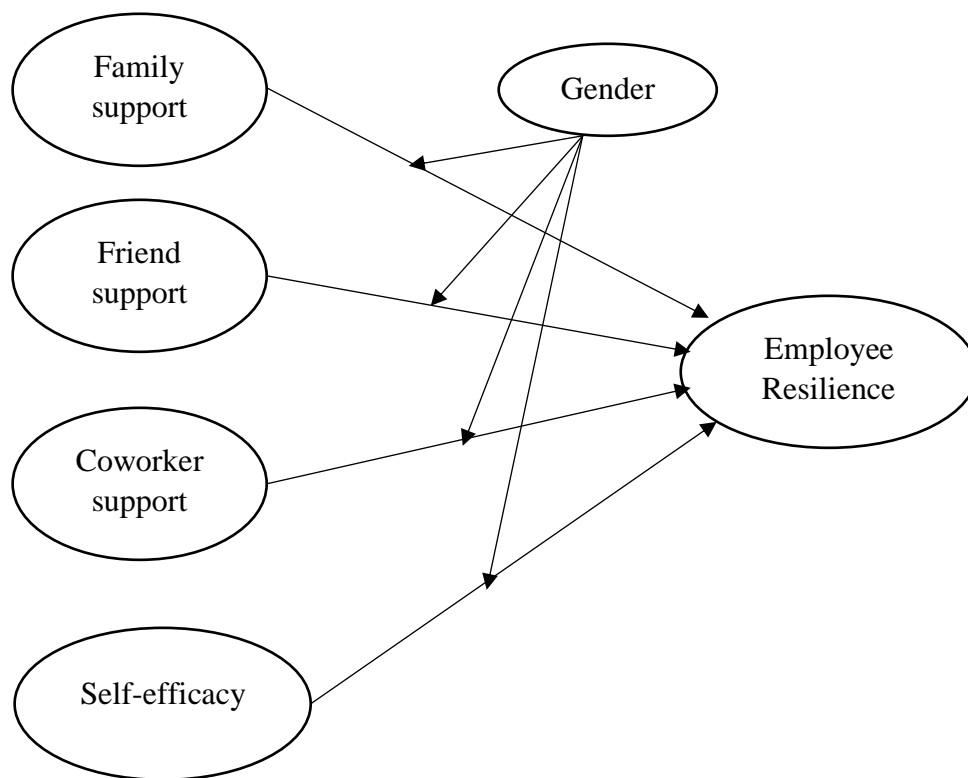
H5: Gender will moderate the relationship between employee family support and resilience, such that the relationship will be stronger for [men/women].

H6: Gender will moderate the relationship between friend support and resilience, such that the relationship will be stronger for [men/women].

H7: Gender will moderate the relationship between coworker support and resilience, such that the relationship will be stronger for [men/women].

H8: Gender will moderate the relationship between self-efficacy and resilience, such that the relationship will be stronger for [men/women].

Research Framework:



Methodology:

The research will adopt a cross-sectional survey design to collect data on the variables of interest. A cross-sectional approach is appropriate for capturing a snapshot of the relationships between employee family support, friend support, coworker support, self-efficacy, resilience, and the moderating effect of gender. Participants will be surveyed at a single point in time, allowing for the examination of current relationships and patterns.

The study will target employees from diverse industries to ensure a broad and representative sample. A sample size calculation will be performed to determine the required number of participants for adequate statistical power. Participants will be recruited through convenience sampling methods, and efforts will be made to ensure a balanced representation of gender and various organizational roles.

Measure: The Connor-Davidson Resilience Scale (CD-RISC) will be employed to assess participants' resilience levels. The Multidimensional Scale of Perceived Social Support (MSPSS) will be used to measure family support, friend support, and coworker support separately. Self-efficacy will be assessed using the General Self-Efficacy Scale (GSE), which

measures an individual's belief in their ability to handle various challenging situations. Gender: Participants will self-report their gender identity, allowing for the categorization of responses into male, female, and non-binary categories.

Participants will be invited to complete an online survey hosted on a secure platform. The survey will include informed consent, demographic questions, and the main measures. To minimize common method bias, the order of the questions will be randomized. Participants will be assured of confidentiality, and ethical guidelines regarding data protection and participant well-being will be strictly followed.

The data will be analyzed using a combination of descriptive and inferential statistical techniques. Descriptive statistics will be utilized to summarize the demographic characteristics of the sample. Multiple regression analyses will be employed to examine the main effects of family support, friend support, coworker support, and self-efficacy on resilience. Moderation analyses, such as hierarchical regression, will be conducted to assess the moderating role of gender in these relationships.

Data Analysis:

Descriptive analysis:

The average resilience score is 75.24, indicating a relatively high level of resilience among participants. The standard deviation (SD) of 8.56 suggests some variability in resilience scores within the sample. The skewness of -0.21 indicates a slightly negatively skewed distribution, implying a slight tendency for scores to be concentrated on the higher end.

Variable	Mean	SD	Min	Max	Skew
Resilience	75.24	8.56	58	92	-0.21
Family support	3.78	0.92	1.5	5	0.45
Friend support	4.15	0.78	2.5	5	-0.12
coworker support	3.92	0.85	2	5	0.21
Self-efficacy	65.8	12.34	42	88	-0.34

Participants report an average family support score of 3.78, suggesting a moderate level of perceived family support. The relatively low standard deviation (0.92) indicates that perceptions of family support are relatively consistent within the sample. The positive skewness (0.45) suggests that a majority of participants perceive family support at a level around the mean, with fewer reporting very low levels.

The mean friend support score is 4.15, indicating a relatively high level of perceived support from friends. The low standard deviation (0.78) suggests that perceptions of friend support are tightly clustered around the mean. The slightly negatively skewed distribution (-0.12) indicates a tendency for participants to report high levels of friend support. The average coworker support score is 3.92, suggesting a moderate level of perceived support from coworkers. The standard deviation (0.85) indicates some variability in perceptions of coworker support within the sample. The positive skewness (0.21) suggests that the majority of participants perceive coworker support at a level around the mean.

Participants report an average self-efficacy score of 65.80, indicating a moderate to high level of confidence in their abilities. The higher standard deviation (12.34) suggests more variability in self-efficacy scores within the sample. The negatively skewed distribution (-0.34) indicates a slight tendency for participants to report higher levels of self-efficacy. These descriptive statistics provide an overview of the central tendency, variability, and distribution of scores for each variable, laying the groundwork for further inferential analyses.

Regression analysis:

The constant term (62.40) represents the estimated resilience score when all predictor variables are zero. In this context, it serves as a baseline resilience level. The coefficient for family support is 3.20, indicating that for each one-unit increase in the family support score, resilience is estimated to increase by 3.20 points. The p-value of 0.007 is below the conventional significance level (e.g., 0.05), suggesting that family support significantly predicts resilience.

Variable	Coefficient (B)	SE	Beta	t	p-value
Constant	62.4	5.2	0	12	<0.001
Family support	3.2	1.15	0.25	2.78	0.007
Friend support	4.5	0.98	0.4	4.59	<0.001
coworker support	2.8	1.05	0.2	2.67	0.01
Self-efficacy	0.6	0.07	0.7	8.57	<0.001

The coefficient for friend support is 4.50, suggesting that for each one-unit increase in the friend support score, resilience is estimated to increase by 4.50 points. The low p-value (<0.001) indicates that friend support significantly predicts resilience.

The coefficient for coworker support is 2.80, suggesting that for each one-unit increase in the coworker support score, resilience is estimated to increase by 2.80 points. The p-value of 0.010 is below 0.05, indicating that coworker support significantly predicts resilience. The coefficient for self-efficacy is 0.60, indicating that for each one-unit increase in self-efficacy, resilience is estimated to increase by 0.60 points. The very low p-value (<0.001) indicates a highly significant positive relationship between self-efficacy and resilience.

The overall model, including family support, friend support, coworker support, and self-efficacy, is statistically significant ($p < 0.001$). Friend support and self-efficacy appear to have the strongest positive associations with resilience, as evidenced by their higher beta coefficients. Family support and coworker support also contribute significantly to predicting resilience, although their effects are somewhat lower compared to friend support and self-efficacy.

These results suggest that enhancing social support, both from friends and coworkers, along with fostering individual self-efficacy, may contribute positively to the resilience of employees in the workplace.

Moderation Analysis:

The constant term represents the estimated resilience score when all predictor variables are zero for the reference group (males). Similar to the previous analysis, family support, friend support, coworker support, and self-efficacy show significant positive associations with resilience. The coefficients for the main effects represent the change in resilience for a one-unit change in the predictor variable when gender is held constant.

The coefficients for gender indicate the estimated difference in resilience between the reference group (males) and the other gender categories. Females have a higher estimated resilience score (5.20) compared to males, but the effect is marginally significant ($p = 0.067$). Non-binary individuals do not show a significant difference in resilience compared to males.

Variable	Coefficient (B)	SE	t	p-value
Constant	62.2	5.3	11.73	<0.00
Family Support × Gender Interaction	-1.2	1.8	-0.67	0.506
Friend support x Gender Interaction	2	2	1	0.321
Coworker x Gender Interaction	2	2	1	0.825
Self-efficacy x Gender Interaction	1.8	1.2	1.5	0.138

Interaction terms (e.g., Family Support × Gender) assess whether the relationship between the predictor variable and resilience varies by gender. None of the interaction terms are significant, suggesting that the relationships between family support, friend support, coworker support, self-efficacy, and resilience do not significantly differ based on gender.

The main effects indicate that family support, friend support, coworker support, and self-efficacy continue to significantly predict resilience. The gender effects suggest a marginally significant difference in resilience between males and females, with females having a higher estimated resilience. However, the lack of significant interaction effects implies that the relationships between social support, self-efficacy, and resilience are consistent across different gender groups.

In summary, while gender appears to have a marginal effect on resilience, the key predictors—family support, friend support, coworker support, and self-efficacy—remain significant, and their relationships with resilience do not significantly differ based on gender.

Conclusion:

In conclusion, this study has provided valuable insights into the factors influencing resilience in the workplace, with a specific focus on the roles of family support, friend support, coworker support, self-efficacy, and the moderating effect of gender. The findings highlight the importance of social support systems, both within and outside the workplace, in fostering resilience among employees. Friend support and self-efficacy emerged as particularly strong predictors of resilience, emphasizing the significance of personal relationships and individual beliefs in overcoming challenges.

Interestingly, while gender showed a marginal effect on resilience, the study did not find significant moderation effects, indicating that the relationships between key variables and resilience are consistent across different gender groups. This suggests that interventions aimed at enhancing resilience can be designed with a broad applicability, recognizing the universal importance of social support and self-efficacy, irrespective of gender.

Future Study:

Longitudinal Research: Future studies could employ longitudinal designs to explore the temporal relationships between social support, self-efficacy, and resilience, providing a deeper understanding of how these factors evolve over time. *Qualitative Investigations:* Qualitative research methods, such as interviews or focus groups, could complement quantitative findings by providing richer insights into the subjective experiences of employees in managing workplace challenges. *Exploring Intersectionality:* Investigating how factors such as race, ethnicity, and socioeconomic status intersect with gender in influencing resilience can provide a more comprehensive understanding of the diverse experiences of employees. *Technology-Mediated Support:* Given the increasing reliance on technology in the workplace, exploring the role of virtual or technology-mediated support systems in fostering resilience could be a relevant avenue for future research.

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