



## UNLOCKING POTENTIAL: THE POWER OF SELF-EFFICACY AND ENGAGEMENT IN ENHANCING JOB PERFORMANCE IN MALAYSIA'S F&B MANUFACTURING SECTOR

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### **Abstract:**

The aim of this research is to examine the relationship between employees' self-efficacy components (behavioural, cognitive and motivational engagement) and their job performance in the F&B manufacturing sector in Klang Valley, Malaysia. In this study, researchers explored how cognitive engagement, defined as a worker's intention to engage in their work, motivational engagement or the drive to exceed their tasks' requirements and achieve excellence and behavioural engagement, which refers to an employee's positive attitude towards their work, were predicted from self-efficacy. Overall, self-efficacy is an individual's firm belief that (s)he can succeed in performing a specific task. The quantitative survey method was applied, and the sample included 183 employees who work in the food and beverage manufacturing sector in Klang Valley. The results illustrate that while behavioural engagement has not been proven to have a substantial influence on the job performance of an employee, both cognitive and motivational engagement have greatly impacted job performance with a significant positive relationship. Cognitive engagement can be seen as an individual's enthusiasm and willingness to put in effort to be able to accomplish any specific task. As such, it has demonstrated a significant relationship with job performance. Motivational engagement, or the desire to outdo specific task requirements and avail high-quality performance, was also significant and had a positive impact on job performance. On the other hand, behavioural engagement, which refers to an employee's positive attitude towards their work, which enhances motivation and performance in organizational activities has

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revealed an insignificant influence on job performance. Thus, this study has proven the need for any organization to enhance both cognitive and motivational engagement in order to improve the performance of all employees, along with the success of such organizations.

**Keywords:** self-efficacy, behavioural engagement, cognitive engagement, motivational engagement, job performance, Food and Beverage manufacturing sector

## 1. Introduction

The research paper aims to investigate the relationship between self-efficacy and job performance among employees in the Food and Beverage (F&B) Manufacturing Sector in Klang Valley. The study will delve into the impact of self-efficacy, encompassing behavioural engagement, cognitive engagement, and motivational engagement, on job performance within this specific industry and geographical location. By focusing on this sector, the research seeks to provide insights that are directly applicable to organizations and employees operating within the F&B Manufacturing Sector. The study's significance lies in bridging the gap in understanding the interplay between self-efficacy and job performance, offering implications for human resource management practices and organizational strategies within the F&B Manufacturing Sector. Through a quantitative survey methodology, the research aims to contribute valuable insights to enhance organizational operations and employee performance within the F&B Manufacturing Sector in Klang Valley.

In the realm of organizational psychology, the concept of self-efficacy, as introduced by Albert Bandura, plays a pivotal role in shaping individuals' behaviours and subsequent performance outcomes (Stajković & Luthans, 1998). Self-efficacy goes beyond mere confidence and influences intentions and behaviours significantly (Stajković & Luthans, 1998). It is a key determinant of individual performance, affecting cognitive, motivational, affective, and selection processes (Stajković & Luthans, 1998). Bandura's Social Cognitive Theory (SCT) has been instrumental in understanding human behaviour, particularly in the context of self-efficacy (Kanapathipillai *et al.*, 2021; Menon & Suresh, 2020). SCT not only emphasizes self-efficacy but also includes behavioural, cognitive, and motivational engagement in comprehending human behaviour (Menon & Suresh, 2020). Observational learning, cognitive processes, and motivational factors are integral components of SCT (Menon & Suresh, 2020). Research by (Kanapathipillai *et al.*, 2021; Clark & Bussey, 2020) highlights the critical role of self-efficacy in driving individuals' ability to organize and deploy resources effectively, impacting task execution and work-related behaviours (Luthans *et al.*, 2007).

Moreover, the study emphasizes that understanding self-efficacy nuances is essential for fostering a positive work environment and influencing job performance, job satisfaction, and career development (Kanapathipillai *et al.*, 2021; Luthans *et al.*, 2007). The significance of self-efficacy in the organizational context is further underscored by

the study conducted by (Liu & Duan, 2022), which demonstrates how self-efficacy acts as a mediating factor in the relationship between environmental perception and cognitive engagement (Luthans *et al.*, 2007). In the context of job performance, factors such as job satisfaction, organizational commitment, psychological capital, and work environment have been identified as crucial influencers (Hirschi, 2012). These elements not only impact job performance directly but also interact with each other to influence overall organizational success (Hirschi, 2012). Job satisfaction, in particular, has been extensively studied for its positive effects on job performance, self-confidence, and mental stress reduction (Hirschi, 2012). Additionally, the interplay between job redesign and job satisfaction has been shown to have a significant impact on employee performance (Hirschi, 2012). In conclusion, the relationship between self-efficacy and job performance is a multifaceted one, influenced by various psychological and organizational factors. Understanding the dynamics of self-efficacy, job satisfaction, and organizational commitment is essential for organizations to enhance employee performance and achieve their goals effectively.

### 1.1. Research Problem Statements

The F&B Manufacturing Sector in Klang Valley is facing a critical issue regarding the relationship between behavioural engagement, cognitive engagement, motivational engagement, and job performance among employees. Recent literature has highlighted the importance of self-efficacy in influencing individual performance, job satisfaction, career development, and overall organizational success (Yikilmaz *et al.*, 2021). While job performance has been extensively studied, the negative impact of behavioural engagement on job performance, the negative relationship between cognitive engagement and burnout, and the positive association of motivational engagement with reduced turnover intention and enhanced job satisfaction have been underscored (Giao *et al.*, 2020; Gong *et al.*, 2020; Gao *et al.*, 2012).

Workplace interventions in the F&B Manufacturing Sector have predominantly focused on physical health outcomes, neglecting the impact of behavioural, cognitive, and motivational engagement on job performance (Ahmad *et al.*, 2018). Additionally, the mediating role of self-efficacy in the relationship between these forms of engagement and job performance needs further exploration (Vahidi *et al.*, 2016). Studies have indicated that self-efficacy plays a causal role in influencing intention and behaviour, emphasizing the need to understand its mediating effect on job performance (Vahidi, 2023).

The relationship between behavioural engagement and job performance has yielded mixed results. Leading studies such as those by (Daspit *et al.*, 2017; Salem *et al.*, 2023; Ashraf & Khan, 2021) suggest a strong positive correlation. It means that higher levels of behavioural engagement lead to higher job performance and job satisfaction. Those studies underline the importance of behavioural engagement and the role it can play in bolstering employee engagement and increasing job performance. At the same time, it helps to mitigate possible manifestations of counterproductive work behaviours. However, studies by (Smith *et al.*, 2017; Jones *et al.*, 2018) failed to show how behavioural

engagement is significant for job performance. It means that the extent of its influence may be different in varying samples and contexts.

Next, this research aims to investigate the specific impact of cognitive engagement on job performance. The need for the study is exemplified by the literature gap and the discrepancies in the findings of previous research. As the role of cognitive engagement and the extent to which it affects job performance have been studied before; in specific, the authors refer to research performed by (Brown, 2017; Patel *et al.*, 2016). According to (Shi *et al.*, 2021; El-Sayad *et al.*, 2021), substantial cognitive engagement is positively correlated with both academic and job performance, with the level of self-efficacy being the driving force. Employing focus, critical thinking, and the use of a strategic learning mechanism, cognitive engagement is crucial for the efficiency of job performance. Conversely, however, the studies by (Deepa, 2020; Luring & Selmer, 2015) indicate a negative relationship between cognitive engagement and work outcomes, revealing that specific cognitive engagement was linked to lower satisfaction, therefore decreasing job performance.

Motivational engagement, which is determined by self-efficacy, also has a dissimilar extent of influence. According to (Azila-Gbettor *et al.*, 2021; Christian *et al.*, 2011) motivational engagement manifesting in excitement, commitment, and intention to act in goal-directed ways has a positive effect on job performance. As motivated employees' nature includes an emotional and cognitive investment in their work, job performance can be expected to be high. Despite that, (Taylor, 2017; Yang *et al.*, 2015) have found that relative to job performance, the extent of motivational engagement can be limited or influenced by the outside context, which amounts to job satisfaction, support received from the company and coworkers, economics, and industry trends, among others. Thus, the proposed relationship between motivational engagement and job performance has several limitations which need to be tested.

Due to the mixed conclusions and even controversial findings in the existing literature, there is a need to uncover the specifics of the connection between engagement and performance among employees in this specific sector. Moreover, gaining an insight into how cognitive, behavioural, and motivational performance engagement is connected with job performance in employees lacks an explanation in the current scholarly discourse. For this reason, the identified knowledge gap needs to be addressed. As a result, the research on the link between the specified types of performance engagement and job performance in the F&B manufacturing sector in Klang Valley, Malaysia, will be conducted to explore the identified types of connections and develop important implications for enhancing the level of employee engagement and, therefore, the performance rates of employees and organizations in the industry.

## 1.2. Research Question

**RQ1:** Is there a significant relationship between behavioural engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley?

**RQ2:** Is there a significant relationship between cognitive engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley?

**RQ3:** Is there a significant relationship between motivational engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley?

### 1.3. Research Objectives

**RO1:** To examine the significant relationship between behavioural engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley.

**RO2:** To scrutinize the significant relationship between cognitive engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley.

**RO3:** To analyse the significant relationship between motivational engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley.

## 2. Literature Review and Hypothesis Development

The following sub-sections focus on the underpinning theory, literature, and hypothesis developed.

### 2.1 Underpinning Theory: Social Cognitive Theory

Social Cognitive Theory (SCT), proposed by (Bandura, 1986), posits that self-efficacy plays a pivotal role in shaping behaviour. Social Cognitive Theory (SCT) has been widely recognized and applied in various fields, such as gender development (Bussey & Bandura, 1999), health education (Dubovi & Sheu, 2022), weight reduction programs (Morgan *et al.*, 2014), and physical activity interventions (Young *et al.*, 2016). SCT emphasizes the reciprocal interaction between personal factors, behaviour, and the environment, and it has been used to explain and predict a wide range of behaviours, including prosocial behaviour (Tuszyńska-Bogucka, 2019). Self-efficacy, a key concept within SCT, refers to an individual's belief in their ability to succeed in specific situations or accomplish a task (Kodden, 2020). This theory underscores how observational learning, social modeling, and social persuasion mold individuals' beliefs about their self-efficacy. The implications of social baseline theory underscore that cognitive processes are influenced by social environments, a crucial element of social cognitive theory (Gross & Medina-DeVilliers, 2020).

### 2.2 Job Performance

Job performance is a critical construct in organisational psychology, reflecting the extent to which employees effectively carry out their tasks and responsibilities, contributing to the overall success of the organisation. López-Cabarcos (2022) defined performance as "*the actions of an employee that align with organizational goals,*" in essence, refers to whether employees' behaviour is in harmony with the objectives of the organization and if it can lead to the desired organizational outcomes.

Job performance refers to the extent to which employees execute their tasks and responsibilities effectively, contributing to organizational goals and objectives (Carpini & Parker, 2017; Peiró, 2020). It encompasses a range of behaviours, tasks, and outcomes that can be evaluated and measured. Job performance is characterized as the overall anticipated contribution to the organization resulting from the specific behavioural actions performed by an individual within a set time frame (Fu *et al.*, 2021). Another study by (Shahid & Abdul Hamid, 2022) found that Human Resource Management Practices (HRMP) has a correlation to self-efficacy, which results in performance. Several previous studies have shown a positive correlation between behavioural engagement and employee performance, as indicated by a review of pertinent research (Kanapathipillai *et al.*, 2021; Downes *et al.*, 2021; Putra *et al.*, 2021; Heng & Chu, 2023).

Enhancing and elevating the job performance of employees has consistently been a significant concern for organisations (Katebi *et al.*, 2022) and job performance has been significantly related to self-efficacy (Guo *et al.*, 2020). Additionally, (Na-Nan *et al.*, 2019) stated that self-efficacy exerted a robust positive impact on employee job performance, perceived environmental support, and knowledge sharing which simultaneously, perceived environmental support and knowledge sharing demonstrated positive effects on employee job performance.

### **2.3 Relationship Between Behavioural Engagement and Job Performance**

The study conducted by (Daspit *et al.*, 2017) found that employees who reported higher levels of behavioural engagement were more likely to exhibit higher levels of task performance and job satisfaction. In the workplace, self-efficacy has been linked to employee engagement and well-being. Salem *et al.* (2023) explored the relationship between employee engagement, innovative work behaviour, and employee well-being, shedding light on the potential influence of self-efficacy on workplace behavioural engagement. Moreover, (Ashraf & Khan, 2021) stressed the importance of infusing work engagement within environments where bullying prevails, indicating the potential moderating role of self-efficacy in mitigating counterproductive work behaviours. Employee engagement plays a crucial role in shaping workplace behaviour and performance. A study by (Kanapathipillai *et al.*, 2021; Tensay & Singh, 2020) confirmed a positive relationship between employee engagement and organizational performance. This finding is supported by (Singh, 2019), who highlighted that engaged employees possess greater positive affect, leading to less counterproductive work behaviour. Furthermore, (Salem *et al.*, 2023) emphasized the mediating role of employee engagement in influencing innovative work behaviour and employee wellbeing, particularly in the context of workplace spirituality.

Self-efficacy is crucial in influencing behavioural engagement across different situations (Bandura, 1977). The importance of self-efficacy in influencing performance, career aspirations, and persistence, highlighting its role in driving behavioural engagement (Kanapathipillai *et al.*, 2021; Marshman *et al.*, 2018). A previous study conducted by (Smith & Brown, 2017) found that high levels of behavioural engagement,

such as involvement in work tasks and proactive behaviour, positively influence job performance. There is a notable association between behavioural engagement and job performance in the manufacturing sector, indicating that engaged employees are more inclined to achieve high performance (Jones *et al.*, 2019). Furthermore, (Panda *et al.*, 2021) examined how employee engagement mediates the link between job meaningfulness and job performance, providing additional evidence for the idea that behavioural engagement can have a substantial effect on job performance.

Nevertheless, (Johnson, 2018) research indicates that while behavioural engagement is significant, its influence on job performance may differ based on other factors such as job design and organizational culture. Lee (2016) also found that although there is a positive correlation between behavioural engagement and job performance, the intensity of this correlation may vary among industries. A study done by (Smith *et al.*, 2017) examined the relationship between self-efficacy, behavioural engagement, and job performance among a sample of 300 employees. The study found that while self-efficacy was positively correlated with behavioural engagement, there was no significant relationship between behavioural engagement and job performance. Similarly, another study by (Jones *et al.*, 2018) found that while self-efficacy was positively associated with behavioural engagement, there was no significant relationship between behavioural engagement and job performance among employees in a different sample of 250 employees.

Supported by another study with their findings, (Aliedan *et al.*, 2022) found that turnover intention partially mediated the link between job insecurity and unethical pro-organizational behaviour, suggesting a nuanced connection between behaviour engagement and job performance. Furthermore, (Alias *et al.*, 2018) highlighted the absence of a significant relationship between job stress and turnover intention, emphasizing the intricate interplay of factors influencing employee behaviour and performance. These divergent viewpoints emphasize the necessity for further research to comprehensively grasp the nuanced dynamics between behavioural engagement and job performance in organizational contexts. Due to the contrasting previous findings on the relationship between behavioural engagement and job performance, the following hypothesis was developed:

**H1:** There is a significant relationship between behavioural engagement and job performance among employees in the F&B manufacturing sector in Klang Valley, Malaysia.

## 2.4 Relationship Between Cognitive Engagement and Job Performance

Cognitive engagement is defined as the extent of involvement in the learning process, characterized by the application of self-regulation or strategic learning approaches (Shi *et al.*, 2021). This study indicated that substantial cognitive engagement contributes positively to academic performance, whereas shallow cognitive engagement has a detrimental impact on learning outcomes. Personality traits, learning styles, and cultural

factors have been investigated for their impact on how individuals engage cognitively with educational content (Chirkov *et al.*, 2020; Komarraju *et al.*, 2017). Self-efficacy plays a significant role in predicting cognitive engagement, as it influences students' motivation, persistence, and effort in tasks (El-Sayad *et al.*, 2021; Kanapathipillai *et al.*, 2021). Nevertheless, cognitive engagement also plays an important role in the workplace for employees to excel in their job performance. The influence of self-efficacy on cognitive engagement in the workplace has been widely documented. Studies have shown that self-efficacy is related to higher positive affectivity, resilience, and work engagement, indicating its significance in fostering cognitive engagement and overall well-being in the workplace (Tan *et al.*, 2021). Self-efficacy has been found to influence workplace behaviours such as innovative behaviour, indicating its impact on cognitive processes related to creativity and problem-solving in the workplace (Chen *et al.*, 2022; Kanapathipillai *et al.*, 2021). Moreover, self-efficacy has been linked to career decision-making and goal-setting, particularly in the context of anticipating challenges such as racism and sexism in the workplace (Conkel-Ziebell *et al.*, 2019). Individuals with higher self-efficacy are more likely to set career goals and have positive vocational outcome expectations, highlighting the role of self-efficacy in shaping cognitive engagement and career-related cognitive processes (Conkel-Ziebell *et al.*, 2019).

The relationship between cognitive engagement and job performance has been extensively researched in the fields of psychology and organizational behaviour. Work engagement, which encompasses cognitive, emotional, and physical aspects, has been found to be positively related to job performance (Yao *et al.*, 2022). A study conducted by (Chhajer *et al.*, 2018) also found that self-efficacy, which is closely related to cognitive engagement, has been associated with job performance. This suggests that cognitive engagement, as part of job engagement, plays a crucial role in influencing employees' performance in the workplace.

The research examined by (Thompson *et al.*, 2018) suggested that cognitive engagement, which includes elements like focus, critical thinking, and a desire to learn, has a beneficial impact on job performance. The impact of intrinsic motivations on cognitive job crafting and its role in enhancing emotional well-being suggesting a connection between cognitive engagement and well-being (Kilic & Kitapçı, 2023).

Moreover, (Reina-Tamayo *et al.*, 2018) propose that cognitive processes like attentional focus and cognitive interference are linked to job performance via episodic work engagement, supporting the idea of cognitive engagement's influence on job performance. This is also supported by a study conducted by (Davis & Smith, 2019), who discovered a significant correlation between cognitive engagement and job performance, indicating that employees who are engaged are more inclined to demonstrate elevated performance levels.

However, (Brown, 2017) research indicates that while cognitive engagement is crucial, its effect on job performance could be constrained in specific situations, particularly when employees lack sufficient resources or support. Similarly, (Patel *et al.*, 2016) discovered that while cognitive engagement is associated with enhanced job



performance, the degree of this relationship may be affected by individual variations in cognitive abilities. Additionally, (Lauring & Selmer, 2015) also found a negative relationship between cognitive engagement and work outcomes. Moreover, (Deepa, 2020) delved into job engagement trajectories and their associations with leader–member exchange, revealing that specific cognitive engagement was linked to lower satisfaction, therefore, decreasing job performance. Due to the conflicting previous findings on the relationship between cognitive engagement and job performance, the following hypothesis was developed:

**H2:** There is a significant relationship between cognitive engagement and job performance among employees in the F&B manufacturing sector in Klang Valley, Malaysia.

## 2.5 Relationship Between Motivational Engagement and Job Performance

Motivational engagement, within the context of self-efficacy, refers to the positive psychological state of motivation with behavioural manifestations that are influenced by individuals' beliefs in their ability to succeed in specific situations or accomplish a task (Azila-Gbettor *et al.*, 2021). Self-efficacy beliefs contribute to motivation through several means, including the determination of goals, efforts expended, perseverance, and resilience by individuals (Azila-Gbettor *et al.*, 2021).

Moreover, self-efficacy has been identified as a significant predictor of coping behaviour and emotional health, reflecting one's confidence in their ability to cope with stress, setbacks, and challenges (Mohamed *et al.*, 2023). It is challenging for organisations to motivate employees to achieve targets without job satisfaction (Ghaffari *et al.*, 2017). Employees who are motivated tend to enjoy autonomy and freedom than less motivated employees, which improves more engagement in the work field. There are two types of motivations that are mostly categorized as intrinsic and extrinsic motivation (Demircioglu & Chen, 2019).

Intrinsic motivation is generally in close relation to one's satisfaction through achievement, responsibilities, recognition, acceleration, and personal growth. There are some triggering factors within extrinsic motivation from the outside of oneself, which are work conditions, company policy, compensation, job security and interpersonal relationships (Mitchell *et al.*, 2020). Work motivation is a phenomenon that encourages one's desire to execute certain activities to achieve one's desires (Santos-Vijande *et al.*, 2021).

In the organisational context, motivation can be defined as the stimulus of work behaviour, which improves worker's efforts to accomplish the organisation's goals (Baljoon *et al.*, 2018). According to (Susanto *et al.*, 2023; Almawali & Alam, 2021; Ismail *et al.*, 2019; Ahmat & Arendt, 2019), there is a significant relationship between employee motivation and job performance. Numerous studies have shown a clear link between employee motivation and work performance because motivated employees are encouraged to perform at a higher level.

A study conducted by (Chen & Kim, 2018) indicated that motivational engagement, which includes enthusiasm, commitment, and goal-directed behaviour, has a positive impact on job performance. Employee engagement is a favourable mental state that inspires employees to emotionally and cognitively invest in their work, thereby bolstering the proposition regarding the influence of motivational engagement on job performance (Ali *et al.*, 2020). Moreover, a previous study (Christian *et al.*, 2011) found a significant correlation between motivational engagement and job performance, suggesting that employees who are highly motivated are more likely to perform well. Moreover, a recent research by (Raralio, 2023) on elementary teachers revealed a direct relationship between motivation engagement and teaching performance.

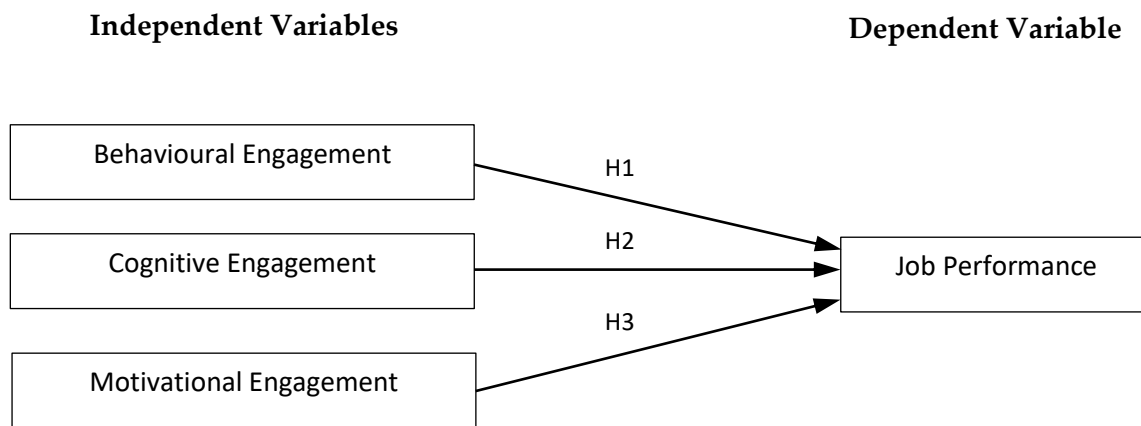
However, while motivational engagement is important, its impact on job performance may be moderated by factors such as job satisfaction and organizational support (Taylor, 2017). This is supported by another study conducted by (Yang *et al.*, 2015) discovered that although there is a positive correlation between motivational engagement and job performance, external factors such as economic conditions and industry trends may impact this relationship.

Several studies have examined the relationship between motivational engagement, self-efficacy, and job performance among employees. However, the findings have been mixed, with some studies showing a positive relationship, while others show no significant relationship. One study by (Lee *et al.*, 2016) investigated the relationship between self-efficacy, motivational engagement, and job performance among a sample of 200 employees. The study found that while self-efficacy was positively correlated with motivational engagement, there was no significant relationship between motivational engagement and job performance.

Similarly, another study by (Wang *et al.*, 2017) found that while self-efficacy was positively associated with motivational engagement, there was no significant relationship between motivational engagement and job performance among employees in a different sample of 150 employees. Overall, these studies suggest that while self-efficacy may be an important predictor of motivational engagement, it may not necessarily translate into improved job performance. Other factors, such as job design, organizational culture, and leadership, may also play a role in determining job performance among employees. Additionally, (Kumar *et al.*, 2022) mention that the direct influence of employee engagement on performance may be limited. Similarly, (Trépanier *et al.*, 2015) examined the relationships between job characteristics and employee functioning. The study discovered an insignificance between motivational engagement and job performance, suggesting that the relationship might be mediated by other factors. Due to the contradictory previous findings on the relationship between motivational engagement and job performance, the following hypothesis was developed:

**H3:** There is a significant relationship between motivational engagement and job performance among employees in the F&B manufacturing sector in Klang Valley, Malaysia.

## 2.6 Proposed Conceptual Framework



**Figure 1:** Proposed Conceptual Framework

## 3. Methodology

The following section provides the reliability analysis, population, sampling, and measurements used in this research. A quantitative research methodology with a convenience sampling technique was used to examine the correlation between self-efficacy and job performance of employees in the food and beverage manufacturing sector.

### 3.1 Population, Sampling and Measurements

This study was conducted among employees from the food and beverage manufacturing sector in Klang Valley, Malaysia, with a population size of 33,000 (HRDF, 2019). The convenience sampling was utilized in this study. These respondents were chosen because of their significant contribution to the economy of Malaysia as the food and beverage manufacturing sector was the fifth largest in Malaysia. The number of responses collected were 183. Responses were collected using a self-administered surveys via email and Google Forms.

### 3.2 Reliability Analysis

**Table 3.1:** Reliability Test (N = 183)

Variables	Cronbach's Alpha	N of Items
Behavioural engagement	0.920	10
Cognitive engagement	0.888	10
Motivational engagement	0.956	10
Job performance	0.915	10

Based on Table 3.1 Reliability Test, the value of Cronbach Alpha for Behavioural engagement is 0.920 with 10 items, the value for Cognitive engagement is 0.888 with 10

items, Motivational engagement is 0.956 with 10 items, and Job performance is 0.915 with 10 items. Since Cronbach's Alpha value is more than 0.6 and between 0.8 and 0.9 for all 4 variables, the construct is adequate.

### 3.3 Normality Test Using Q-Q Plot

In this study, the Q-Q Plot served as the evidence for normality tests to determine if there were extreme outliers for Self-efficacy (Behavioural, Cognitive and Motivational engagement) towards Job performance. For normally distributed data, observations should lie approximately on a straight line. If the data is not normal, the points form a curve that scatters away from a straight line (Allen, 2018).

Based on the overall findings, as shown in Figures 3.3.1 to 3.3.4 below, it was found that all variables tested indicated normal distribution. Therefore, Pearson's Correlation Coefficient was used to determine the association between self-efficacy factors and job performance.

Figure 3.3.1: Q-Q Plot for Behavioral Engagement

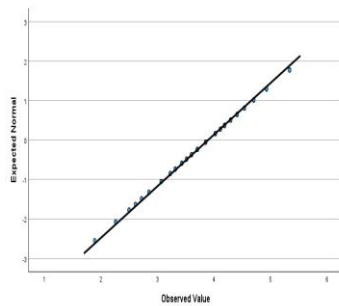


Figure 3.3.2: Q-Q Plot for Cognitive Engagement

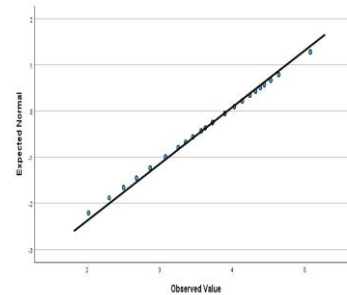


Figure 3.3.3: Q-Q Plot for Motivational Engagement

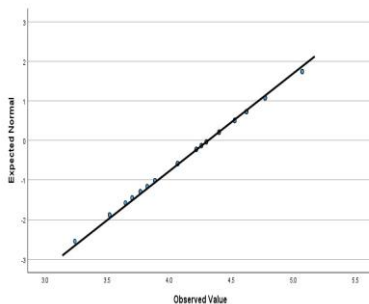
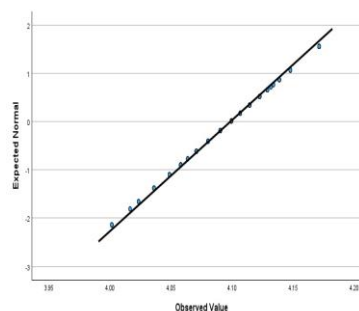


Figure 3.3.4: Q-Q Plot for Job Performance



## 4. Findings and Interpretation

In this section, the respondents' demographic profiles, descriptive statistics, correlation analysis, and regression analysis, are presented.

## 4.1 Demographic Profile of Respondents

**Table 4.1:** Demographic Profile of the Respondents (N=183)

Variables	Description	Frequency	Percentage (%)
Gender	Female	106	57.9
	Male	77	42.1
Ethnicity	Malay	136	74.3
	Indian	12	6.6
	Chinese	14	7.7
	Others	21	11.5
Age	Below 25 years	26	14.2
	26-34 years	114	62.3
	35-45 years	22	12.0
	46-55 years	21	11.5
Highest Education	Diploma	35	19.1
	Bachelor's degree	131	71.6
	Master's degree	14	7.7
	Others	3	1.6
Tenure	Below 5 years	112	61.2
	5-10 years	24	13.1
	11-15 years	25	13.7
	Above 16 years	22	12.0

Based on Table 4.1 Demographic Profile of Respondents, the number of respondents in this research (N=183). The majority of respondents who participated in this survey were females, 57.9% or 106. Based on the ethnicity of the respondents, the majority were Malays, 74.3% or 136. In terms of age, the majority of the respondents were from age 26-34, with 114 of them contributing to 62.3%. The demographic result shows that 131 respondents, with a percentage of 71.6%, have obtained a bachelor's degree. As for tenure, 112 respondents, with 61.2%, were below 5 years.

## 4.2 Mean and Standard Deviation Analysis

Table 4.2 shows the mean and standard deviation of the individual variables in the study.

**Table 4.2:** Descriptive Statistics (N =183)

Factors	Mean	SD	Min	Max
Behavioural engagement	3.892	0.058	1	5
Cognitive engagement	4.311	0.300	1	5
Motivational engagement	3.914	0.060	1	5
Job performance	4.105	0.003	1	5

These descriptive statistics provided insights into the central tendency, variability, and range of each variable. The mean for the first independent variable, behavioural engagement, is  $3.892 \pm 0.058$ . The mean for the second independent variable, cognitive engagement, is  $4.311 \pm 0.300$ . The mean for the third independent variable, motivational

engagement, is  $3.914 \pm 0.060$ . The mean for the dependent variable, job performance, is  $4.105 \pm 0.003$ . cognitive engagement has the highest mean value, while behavioural engagement has the lowest mean value.

### 4.3 Pearson's Correlation Coefficient Analysis

**Table 4.3:** Pearson's Correlation Analysis (N = 183)

Variable	BE	CE	ME	JP
Behavioural engagement (BE)	1			
Cognitive engagement (CE)	0.701**	1		
Motivational engagement (ME)	0.796**	0.793**	1	
Job performance (JP)	0.616**	0.710**	0.714**	1

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

According to the Pearson's correlation analysis shown in Table 4.3, it was noted that the data significantly supported the measurement model. The correlation matrix recorded that the variable behavioural engagement and job performance is significantly positive and highly correlated ( $r = 0.616, p < 0.001$ ). The association between cognitive engagement and job performance is also significantly positive and highly correlated ( $r = 0.710, p < 0.001$ ). The association between the variable motivational engagement and job performance is significantly positive and highly correlated ( $r = 0.714, p < 0.001$ ).

Additionally, the correlation matrix shows that behavioural engagement and cognitive engagement and motivational engagement are significantly positive and highly correlated ( $r = 0.701; p < 0.001$ ) and ( $r = 0.796; p < 0.001$ ), respectively. Lastly, Pearson's correlation matrix indicates that the association between cognitive engagement and motivational engagement is significantly positive and highly correlated ( $r = 0.793; p < 0.001$ ). Consequently, it can be deduced that all variables are significantly positive and strongly associated.

### 4.4 Multiple Regression Analysis

The regression analysis was conducted to further examine the relationship between variables which can be used to predict the underlying patterns.

**Table 4.4:** Model Summary

R	R Square	Adjusted R Square	Std. Error Est.
0.753 <sup>a</sup>	0.567	0.560	0.029

a. Predictors (Constant), Motivational engagement, Behavioural engagement, Cognitive engagement

The outcome illustrated that self-efficacy positively predicted job performance ( $R = 0.753$ ). Furthermore, R-square showed the total variation of the dependent variable that could be explained by the independent variables. In this case, R-square value was 0.567 signifying that the collective independent variables explain 56.7% of the variance found in the dependent variable. This further indicated that the model is accepted and effective

to determine the relationship between self-efficacy and job performance, given a very low standard error of estimate (0.029).

**Table 4.5: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.195	3	0.065	78.223	< 0.001 <sup>b</sup>
	Residual	0.149	179	0.001		
	Total	0.345	182			

b. Dependent variable: Job performance

Table 4.5 ANOVA shows that the independent factors statistically and substantially forecast the dependent variable ( $F = 78.223$ ,  $p < 0.001$ ). Therefore, the regression model fit is good. Hence, the independent variables (Behavioural engagement, Cognitive engagement and Motivational engagement) will be able to predict the dependent variable (Job performance).

**Table 4.6: Coefficient**

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.833	0.026		146.282	< 0.001
Behavioural engagement	0.003	0.005	0.057	0.685	0.494
Cognitive engagement	0.041	0.009	0.377	4.594	< 0.001
Motivational engagement	0.020	0.005	0.370	3.822	< 0.001

a. Dependent variable: Job performance

Table 4.6 Regression coefficient presents an analysis of the factors impacting job performance, using behavioural, cognitive, and motivational engagement as independent variables. The dependent variable in this model is job performance.

The unstandardized coefficients (B) indicate the change in job performance for a one-unit change in each predictor variable. The (constant = 3.833) represents the likely impact of job performance when all predictors are zero.

Behavioural engagement has an unstandardized coefficient ( $B = 0.003$ ;  $p = 0.494$ ), suggesting a minor increase in Job performance with an increase in behavioural engagement, but this relationship is insignificant.

Cognitive engagement shows a stronger positive effect with an unstandardized coefficient ( $B = 0.041$ ;  $p < 0.001$ ), which is statistically significant. Correspondingly, motivational engagement has a positive and significant impact on job performance, with an unstandardized coefficient ( $B = 0.020$ ;  $p < 0.001$ ).

The standardized coefficients (Beta) provide insight into the strength and direction of these relationships. Behavioural engagement has a ( $Beta = 0.057$ ), indicating a relatively small impact on job performance. Cognitive engagement, with a ( $Beta = 0.377$ ), and motivational engagement, with a ( $Beta = 0.370$ ), both demonstrate moderate to strong positive effects on job performance.

The t-statistics and significance values further reinforce these findings. The constant terms ( $t = 146.282$ ;  $p < 0.001$ ) indicate a highly significant intercept.

Behavioural engagement ( $t = 0.685$ ;  $p = 0.494$ ) confirms insignificance. Contrarywise, cognitive engagement ( $t = 4.594$ ,  $p < 0.001$ ) and motivational engagement ( $t = 3.822$ ,  $p < 0.001$ ) both show statistically significant influence on job performance.

Therefore, the regression coefficient reveals that cognitive and motivational engagement significantly enhance job performance, with both signifying moderate to strong positive influence. Behavioural engagement, however, does not have a significant impact on job performance in this study.

Based on Table 4.6 Regression Coefficients, the linear regression equation is as follows:

$$JP = 3.833 + 0.041 (CE) + 0.020 (ME)$$

where,

JP = Job performance; CE = Cognitive engagement; ME = Motivational engagement

Constant = 3.833

#### 4.5 Summary of Hypothesis Test

**Table 4.6.4:** Summary of Hypothesis Test

No	Hypothesis	p-value	Result
H1	There is a significant relationship between behavioural engagement and job performance.	0.494	Not accepted by data
H2	There is a significant relationship between cognitive engagement and job performance.	< 0.001	Accepted by data
H3	There is a significant relationship between motivational engagement and job performance.	< 0.001	Accepted by data

### 5. Discussion

This study delved into the analysis of data collected from respondents in the food & beverage manufacturing sector in Klang Valley. The results are computed using the IBM Statistical Package for Social Science version 29 (SPSS 29) software.

Firstly, this study tried to answer if there is a significant relationship between behavioural engagement and job performance subsequently assessing hypothesis H1: There is a significant relationship between behavioural engagement and job performance. The study's analysis revealed an insignificant relationship between behavioural engagement and job performance ( $B = 0.057$ ,  $p = 0.494$ ). This suggests that engaging in positive behaviours beyond formal duties did not significantly predict job performance. This finding contradicts prior literature, which found a strong relationship between behavioural engagement and job performance. Thus, the findings of scholars are negated (Salem *et al.*, 2023; Daspit *et al.*, 2017; Smith & Brown, 2017). The lack of a significant



relationship challenges the prevailing view that behavioural engagement substantially influences job performance in the food and beverage manufacturing industry. Therefore, this study supports previous scholars (Jones *et al.*, 2018; Smith *et al.*, 2017) who discovered that behavioural engagement does not significantly impact job performance. Consequently, the first research question is solved through this study.

Secondly, this study attempted to answer the question of whether there is a significant relationship between cognitive engagement and job performance, consequently testing hypothesis H2: There is a significant relationship between cognitive engagement and job performance. The regression analysis conducted in the study demonstrated a significant predictive effect of cognitive engagement on job performance, with a coefficient of ( $B = 0.377$ ;  $p < 0.001$ ). This aligns with previous research (El-Sayad *et al.*, 2021; Yao *et al.*, 2022) emphasizing the importance of cognitive engagement in influencing job performance within the manufacturing sector. The significant positive association found in this study provides robust empirical evidence to support the hypothesized relationship, contributing industry-specific insights that enhance the understanding of this relationship. Contrarily, this study has invalidated the findings of (Brown, 2017; Patel *et al.*, 2016), who has mentioned that cognitive engagement only enhances job performance in a non-sequential way, while the others are more causal and that cognitive engagement is not a determinant of job performance. Thus, the second research question is answered through this study.

Finally, this study tried to answer if there is a significant relationship between motivational engagement and job performance in turn testing hypothesis H3: There is a significant relationship between motivational engagement and job performance. This study shed light on the intricate relationship between motivational engagement and job performance among employees in the F&B manufacturing sector in Klang Valley, Malaysia. The findings aligned with previous research by (Lee & Smith, 2018) in the food industry. The empirical evidence highlighted the significant role of motivational engagement in improving employee effectiveness and productivity within this sector, with a statistically significant positive impact on job performance ( $B = 0.370$ ,  $p < 0.001$ ). Moreover, this study also supports the findings of (Raralio, 2023; Almalawali & Alam, 2021; Ismail *et al.*, 2019; Chen & Kim, 2018) that motivational engagement, within the context of self-efficacy, has a positive influence on job performance which allows employees to succeed and accomplish their duties. Conversely, this study invalidates the studies of (Kumar *et al.*, 2022; Wang *et al.*, 2017), who highlighted that motivational engagement does not impact job performance unless mediated by other factors. Therefore, the third research question is resolved through this study.

## 6. Conclusion

This study was conducted in the F&B manufacturing sector in Klang Valley, Malaysia, and aimed to explore the relationships between behavioural engagement, cognitive

engagement, motivational engagement, and job performance among employees. Based on the findings, it can be concluded that the gaps in the literature were narrowed.

The first objective of this study is to examine the significant relationship between behavioural engagement and job performance among employees in the F&B Manufacturing Sector at Klang Valley. The investigation into the connection between behavioural engagement and job performance did not yield a significant result. Therefore, this study is in line with the findings of previous scholars (Johnson, 2018; Lee, 2016; Smith *et al.*, 2017; Jones *et al.*, 2018; Alias *et al.*, 2018) who have also discovered that behavioural engagement does not influence job performance. Concurrently, this study negates the findings of (Salem *et al.*, 2023; Kanapathipillai *et al.*, 2021; Tensay & Singh, 2020; Daspit *et al.*, 2017), who revealed that behavioural engagement significantly impacts job performance.

In this study, behavioural engagement did not impact on job performance for multiple reasons. First, although employees were willing to participate and were present, their engagement might have been only a surface-level type that did not entail any intrinsic motivation. Thus, while the specific activities might have been completed, there may not have been a significant contribution to job performance since the behaviour was not based on adequate cognitive engagement. Second, it is possible that the behavioural aspect of performance is related to more administrative or standard parts of the job that are necessary for its accomplishment but do not drive performance-related outcomes. Finally, it is likely that the impact of behavioural engagement on job performance depends on the job's context. In many practical or instrumental types of employment, being present at the workplace is necessary for accomplishing the job. There are different types of employment, however, where cognitive and motivational engagement must be more meaningful and influence job performance in a more direct way. Therefore, this study has bridged the gap in the literature and achieved the first research objective.

The second objective of this study is to scrutinize the significant relationship between cognitive engagement and job performance. Therefore, this study supports the findings of previous scholars (Kilic & Kitapçı, 2023; Yao *et al.*, 2022; Chhajer *et al.*, 2018; Thompson *et al.*, 2018; Reina-Tamayo *et al.*, 2018). These scholars claim that fostering a culture of cognitive engagement within organizations could potentially improve overall job performance, and this applies to the food and beverage manufacturing sector. On the other hand, this study contradicts the outcomes of scholars (Lauring & Selmer, 2015; Patel *et al.*, 2016); Brown, 2017; Deepa, 2020) who previously revealed that cognitive engagement decreases the job performance of employees.

This study has clarified that cognitive engagement has a crucial and positive effect on job performance for several reasons. First, when talking about cognitive engagement, it is rather clear that employees start analysing and evaluating the collected information. They can express their thoughts and feelings more freely and even think critically and, what is more important, in a creative way. Critical thinking helps individuals to propose arguments toward a problem, whereas thinking outside the box helps to find peculiar and innovative solutions to the problem. It can be said that job performance is high

because the problems that employees experience may be solved effectively. Second, cognitive engagement leads to life-long learning and skill development. When every worker is trying to acquire new knowledge and improve their skills, it appears that such individuals will dedicate their time and effort to achieve better job performance, because all the acquired knowledge will be applied to the tasks. Finally, cognitive engagement leads to paying attention to the work and maintaining accuracy in all tasks. Therefore, this study has narrowed the gap in the literature and achieved the second research objective.

The third objective of this study is to analyse the significant relationship between motivational engagement and job performance. This study proves that enhancing motivational factors could potentially improve overall job performance. This assertion is in line with previous research (Raralio, 2023; Susanto *et al.*, 2023; Mohamed *et al.*, 2023; Azila-Gbettor *et al.*, 2021; Santos-Vijande *et al.*, 2021; Almawali & Alam, 2021; Ali *et al.*, 2020; Ismail *et al.*, 2019; Ahmat & Arendt, 2019; Chen & Kim, 2018; Christian *et al.*, 2011). Conversely, this study refutes previous scholars (Kumar *et al.*, 2022; Wang *et al.*, 2017; Lee *et al.*, 2016; Trépanier *et al.*, 2015; Yang *et al.*, 2015).

This study strongly maintains that motivational engagement has a significant and positive impact on job performance for several reasons. First, employees who are motivated to behave in a particular way are driven by factors that have to do with intrinsic rewards, such as personal growth, satisfaction with the tasks performed, and a sense of accomplishment. Such motivation makes people work harder and never give up. The other reason is that motivation often goes hand in hand with goals. People who have a goal to get motivated and employed are less worried about barriers in their ways and always try to set challenging goals to reach them. The final reason is that such employees are better at dealing with stress and remain as optimistic and resilient to adversarial moments.

## **7. Limitations and Further Research**

Research limitations are central to determining the extent to which the conclusions reached in a particular study can be applied regarding the goal they were set. In this context and in relation to the present study, which focused on self-efficacy components and job performance in the food and beverage manufacturing sector in the Klang Valley, Malaysia, a number of limitations were established. First, the need to rely on self-reported data presents a prominent limitation issue, and it affects the accuracy of results and the potential for response bias. Second, the geographical focus and industry-limited research results may also be a factor limiting generalizability in other sectors and regions. Third, the use of cross-sectional survey data as part of the research design restricts the ability to determine causal relationships between the self-efficacy components and job performance. Fourth, the exclusion of variables with the greatest potential for influencing self-efficacy components in this study, such as organisational culture, leadership styles, and external market conditions, may be seen as a considerable scope limitation.

Moreover, every methodological element can be viewed as a prospective limitation, such as focusing on one geographical setting and having a limited sample size. The resulting accumulated limitations can lead to the conclusion that the absence of generalizability is the most severe limitation of this study. The limitations created the need for increased attention to the validity issues in general, sequentially high, and descriptive validity in particular. Additionally, the absence of longitudinal data forced an assumption that self-efficacy levels and job performance changes were occurring predominantly simultaneously. The absence of experience with qualitative data and in-depth interviews led to a limited understanding of the ultimate causes of mechanisms through which the correlations between self-efficacy categories and job performance operate.

Therefore, the present study demonstrated considerable and limiting research conditions for future development in the field. These limitations should be the subject of future research into self-efficacy components and their impact on job and industry performance in order to expand the ability to explain why and how these processes happen. It can be assumed that these limitations are important, and in general, high validity-related issues should be considered as they may support broader applications while avoiding intentionally incorrect conclusions.

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### **Conflict of Interest Statement**

The authors affirm that the research was carried out without any commercial or financial associations that could be interpreted as a potential conflict of interest. The authors do not have any affiliations with or involvement in any organization or entity that holds a financial or non-financial interest in the subject matter or materials discussed in this manuscript.

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