**Summary of the Ph.D. Thesis**

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The title of the thesis: The role of organizational and personal resources in building work engagement

Key words phrases: task resources, interpersonal resources, leadership resources, occupational self-efficacy, occupational hardiness, Polish adaptation, longitudinal study, structural equation modeling, mediation

Abstract:

The overarching goal of the series of three studies included in this dissertation, was to understand the mechanisms by which organizational resources and personal resources shape engagement in a group of employees working in direct contact with customers. Based on the principle of Hobfoll's (2006) Conservation of Resources (COR) theory, according to which different types of resources are interconnected and mutually reinforcing, the dissertation proposed a comprehensive approach to resources, incorporating three aggregated groups (higher-order constructs) including: task resources (i.e.: influence at work, variation of work, and possibilities for development), interpersonal resources (i.e.: social support from colleagues, horizontal trust, and sense of community at work), and leadership resources (i.e.: social support from supervisor, vertical trust, and quality of leadership).

Two types of personal resources, contextually related to the functioning of employees in their work environment, were also examined – occupational self-efficacy and occupational hardiness. Using Job Demands-Resources theory (JD-R theory; Demerouti et al., 2001) as a theoretical context, the relationships between these organizational and personal resources, and work engagement were tested, as well as the mediating role of personal resources in the relationship between organizational resources and work engagement.

Since the personal resources analyzed in this dissertation have not been previously studied in Poland, Study 1 included an assessment of the psychometric properties of two measurement tools – the Short Version of the Occupational Self-Efficacy Scale (SVOSES, Rigotti et al., 2008) measuring the level of occupational self-efficacy, and the Occupational Hardiness Questionnaire (OHQ, Moreno-Jiménez et al., 2014), designed to measure occupational hardiness. Adaptation studies (in paper-and-pencil form) were conducted on two samples: 1) a sample of 1,315 employees (cross-sectionally – to estimate factor validity, theoretical validity, and internal consistency) and 2) a group of 205 employees (longitudinally – to estimate test-retest stability). The results showed that the Polish versions of both tools were characterized by satisfactory psychometric parameters: confirmed factor validity (one-factor for SVOSES and three-factor for OHQ), confirmed theoretical validity, very good internal consistency, and relative test-retest stability.

Study 2 tested correlations between three organizational resources (task, interpersonal, and leadership), two personal resources (occupational self-efficacy and occupational hardiness), and work engagement. This study was conducted (online), in a cross-sectional design, on a sample of customer service employees (*N* = 436). Among organizational resources, task and leadership resources were the most strongly correlated with work engagement, and among personal resources, the strongest correlation of engagement was occupational hardiness.

The purpose of Study 3 was to examine whether the relationship between task, interpersonal, and leadership resources and engagement would be mediated by occupational self-efficacy and occupational hardiness. Study 3 was a two-wave longitudinal (on-line) study with a 10-month interval. The participants were public administration employees. The number of employees who completed a set of questionnaires in both waves was 250. The results of confirmatory factor analyses (CFA) confirmed the three-factor structure of task resources, interpersonal resources, leadership resources, and occupational hardiness, and the one-factor structure occupational self-efficacy and work engagement. The results of mediation analyses, conducted using structural equation modeling (SEM), showed that occupational hardiness (fully) mediates the relationship between task resources and engagement, and (fully) the relationship between leadership resources and engagement. Contrary to predictions, occupational hardiness did not mediate the relationship between interpersonal resources and engagement. Also, contrary to predictions, occupational self-efficacy did not mediate any of the relationships between organizational resources and engagement. The results of Studies 2 and 3 confirmed 7 out of 11 hypotheses. Although the results of Studies 2 and 3 were only partially consistent with JD-R theory (Demerouti et al., 2001), both are relevant to science and practice. They suggest that strengthening certain resources in an organization is associated with "better" performance of service workers, which is not insignificant for managerial practice.