

RELATIONSHIP OF EMPLOYEE SELF-EFFICACY AND EMPLOYEE PERFORMANCE IN MEDIUM PRIVATE HIGHER EDUCATION INSTITUTIONS IN THE PHILIPPINES

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ABSTRACT

Self-efficacy influence how long employees will persist when engaging with challenging tasks. It is important to note that employees with high self-efficacy will continue longer in the face of complex tasks because they are more confident that they will learn and successfully execute the task. High self-efficacy will lead to the employee's outstanding performance and successfully contribute to the organization as a whole. The main concern for conducting this study is determining if there is an important relationship between employee self-efficacy and performance in medium private higher education institutions in the Philippines. A literature review on the topic was anchored to the chosen study on self-efficacy and performance. The investigation hypothesizes a significant relationship between employee self-efficacy, employee performance, and personal demographics moderates the significant relationship between employee self-efficacy and performance. The study used the descriptive-correlational research design, and to gather and collect the data, instruments were used. The population comprises 333 employees, and a sample of 182 individuals was taken for the study and was selected using stratified random sampling. Results of the study confirmed that self-efficacy has a significant relationship with employee performance, meaning that the success of self-efficacy can effectively improve the performance of employees. The results of this study shed light on the relationship between employee self-efficacy and performance, but several practical implications of the results that help enhance self-efficacy through training, ultimately resulting in higher performance of employees.

Keywords: *Self-Efficacy, Performance, Human Resource, Training, Higher Educational Institutions*

1. Introduction

Human resources' concern is continuously centering on organizational performance and its goals. Organizational performance cannot be achieved without employee work performance. Managing organizational performance means operating employee work performance. Managing employee work performance has no single solution because many factors can affect performance. One of the variables given much consideration by the management within the academe setting is to consider self-efficacy within the performance of its workers (Abun et al., 2021)

Human resources have been focusing on improving employee performance which is the key to improving the quality of support and instructional services. Thus, the researcher analyzes different factors affecting employees' self-efficacy and performance. The researcher has been inquiring about some factors that affect organizational performance in general, such as employee treatment and performance (Abun et al., 2020), corporate

transparency and engagement (Abun et al., 2020), workplace relationships, and job satisfaction (Abun et al., 2019), and many more other types of research. However, none has been done focusing on employee self-efficacy and work performance. Self-efficacy is one of the crucial components that affect employee performance. In the business setting, some studies have been conducted on the effect of self-efficacy on employees' work performance, such as Cetin and Askun (2018). Their study proved that self-efficacy significantly correlates with employee performance and efficiency. Output was similar also presented by Machmud (2018, Paramita et al., 2020). Their studies found that self-efficacy influences job satisfaction, work performance, and work engagement. The results of recent studies are consistent with the earlier studies on the effect of self-efficacy on motivation and work performance such as the study of Randhawa (2004), Cherian and Jacob (2013), Tojjari et al. (2013). However, the existing studies on employee self-efficacy and employee performance were conducted in the business setting. There have been no current studies concerning self-efficacy and work performance, particularly in academe.

Human Resources (HR) is one of the most critical assets of an organization since the employees are the heart of the institution (Nissan Philippines, Inc., 2014) seen from work productivity and the quality of work; hence, it deserves the organization's attention. Robbins and Judge (2012: 112) state that employee performance is the ability to do their jobs according to their knowledge, skills, and abilities. Employee performance depends on the capacity of employees to carry out assigned tasks; therefore, some clear and measurable criteria are needed (Wulantika & Ayuningtias, 2020). Performance is a multidimensional concept including three factors: attitude, ability, and accomplishment. Meanwhile, Diamantidis and Chatzoglou (2019) say that performance results from a planned work process at a particular time. Employee performance is the generic result while carrying out tasks, such as employee performance standards and criteria, and has been mutually agreed upon (Em and Mukhlis, 2016). It is not just information to do promotions or wage increases but can motivate employees and develop a plan to improve performance (Çetin & Aşkun, 2018). Moreover, it can enhance the development of self-efficacy, which impacts the interpersonal for employees to improve work performance (Mustafa et al., 2019).

Based on the above studies, thus, the researcher needs to study the extent of self-efficacy of the employees, both academic and non-academic, and its effect on their performance. Employees' training and development program should be oriented toward enhancing employee self-efficacy, which may improve their performance and organizational goals, which will help self-efficacy flourish and consequently affect performance. The researchers have not touched on this area; furthermore, this investigation tries to close the gap. This study assumes that employee self-efficacy affects performance as long as faculty and employees enjoy the institution's development program. The study's objective is not to problematize the self-efficacy theory because it is the domain of psychology but to use the approach to provide necessary information for the Human Resource Managers to plan training and development programs to improve the employee performance by enhancing employees' self-efficacy. This study was divided into several parts. The first part focuses on the introduction, which explains and discusses the study's rationale and background. The second part was the literature review and theoretical framework. It will investigate the existing literature and studies that discuss self-efficacy and its effect on work performance, which will establish the study's theoretical foundation. The third part is the research method that concerns the study's design, population, locale/area, research gathering procedures, research instruments/questionnaires, and statistical tools. The last part is the presentation of data and analysis. This part presents the data gathered through research instruments and tabulated using statistical software (SPSS) Version 26 as the basis for interpretation and analysis. The fifth part is the result and discussion. This part discusses the different outcomes of the study and the implication and its contribution to the theory of self-efficacy and work performance. Given the above, this investigation is to play out a quantitative overview plan with attention to descriptive-correlation analysis, which relates to the connection between self-efficacy, the business-related performance of the workers, and huge components influencing them. This investigation likewise saw that the self-efficacy hypothesis could be applied for business-related performance by spurring various worker-related features just as hierarchical pursuits. Thus, in this investigation, the researcher has endeavored to survey the relationship between self-efficacy on employees' performance in the medium private higher education institutions in the Philippines and the variables by which an individual's self-efficacy decides their business-related performance. Hence, it becomes essential to distinguish the practical ramifications of the results identified by further developing employee self-efficacy and performance.

This study manages the relationship between employee self-efficacy and employee performance. In this study, employee performance is conceptualized and operationalized as performance to the institution or the work done in the institution. Thus, the study incorporates researching the build and measure performance, exploring the relationship between employee self-efficacy on employee's performance, and the conceivable intercession needs

to improve apparent self-efficacy. The investigation will be directly inside the Philippines; anyway, the Locale of the Study will be limited to Medium Private Higher Education Institutions in Roxas City.

Furthermore, this study utilized a review of literature on the topic. It is subdivided as follows; the Social Cognitive Theory of Self-Efficacy by Albert Bandura, relationship between Self-efficacy and Job Performance, and Expectancy Theory by Victor Vroom.

Figure

The research framework showing the relationship between employee self-efficacy and employee performance and different factors affecting them.

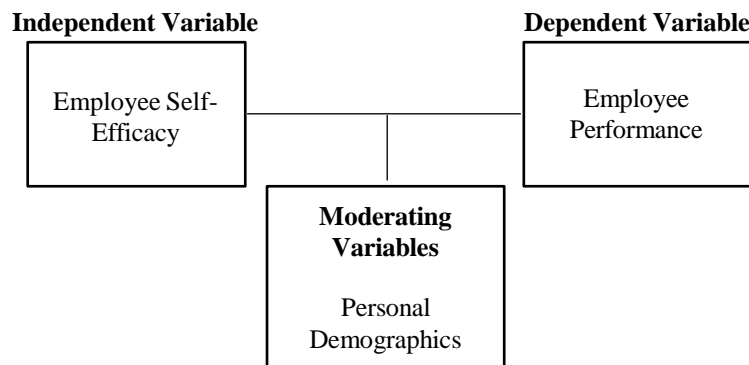


Figure 1. Research framework
(Source: Researchers, 2022)

2. Method

A quantitative survey design focusing on descriptive-correlation analysis was used to achieve the research objectives and test the research hypotheses. In contrast, the structural model predicts the relationship between the two variables and hypothesized variables (Ghozali & Latan, 2015). The population for this study comprised 333 employees who are both academic and non-academic personnel of five (5) identified Medium Private Higher Education Institutions in Roxas City, both male and female, regardless of civil status, above 21 years old, who are at least college level, whom are employees of the institution for at least one (1) year of service and attended both internal and external training given by the institutions. The respondents of this study were grouped according to their sex, age, civil status, number of years in service, educational attainment, and number of trainings attended. In terms of sex, they were further categorized as male or female. While, in terms of age, they were categorized according to the stages in life, namely: early adulthood (18-33), middle adulthood (34-49), and late adulthood (50 over). Furthermore, in terms of civil status, they were characterized base on their situation according to marital status, named: single, married, divorced, and widowed/widower. Moreover, in terms of the number of years in service, they were classified base on the tenure of employment, short (1-15 years), long (16-30 years), and very long (31-45 years) of employee has spent within the institution. In addition, the educational attainment they were arranged based on their educational qualification, to wit: college level, college degree, with master's unit, master's degree, with doctorate units, and doctorate degree. To end, in terms of the number of trainings attended, they were classified based on the number of internal and external trainings attended. The respondents of this study were 182 employees of the Medium Private Higher Education Institutions (HEIs) in Roxas City, who were selected using stratified sampling technique with replacement. The researcher used the Slovin's formula to determine the 182 employees as respondents from the total of 333 employees of five (5) Private Higher Education Institutions in Roxas City.

3. Results and Discussion

The Pearson r correlation coefficient demonstrates the analysis and results that there is a significant correlation at 0.01 level (2-tailed) between employee self-efficacy and employee performance, particularly in medium private higher education institutions in the Philippines. In other words, self-efficacy affects with regards to the efficiency and effectiveness of the performance of employees. The present investigation findings likewise conformed to Damianus Abun, Marlene Nicolas, Estrella Apollo, Theogenia Magallanes, and Mary Encarnacion (2021) that there is a significant relationship between employee self-efficacy and individual work performance

using a correlation of 0.01 level (2-tailed). Further, Self-efficacy positively affects the performance of employees, which affirms by Zaki, W., Ali, A., Bakar, A., & Sarwar, B. (2019).

The level of employee self-efficacy in medium private higher education in the Philippines, when taken as a whole and grouped according to personal demographics, was more efficient in terms of sex, age, civil status, educational attainment, in-house, and external training, HEIs affiliated, current position in the organization, and employment status both academic and non-academic personnel. It implies that the management of Higher Education Institutions is advised to enhance the available program, particularly for the development of their employees, by incorporating in-house and external training and, at the same time, educational development, factors that optimally influence employees' self-efficacy. It was found in an analysis that training contributes significantly toward self-efficacy enhancement.

The level of employee performance among employees in Medium Private Higher Education Institutions in the Philippines, when taken as a whole and grouped according to personal demographics, was very satisfactory in terms of sex, age, civil status, educational attainment, in-house, and external training, HEIs affiliated, current position in the organization, and employment status both academic and non-academic personnel. In order to make optimum utilization of human resources, the HEIs management needs to make improvements in its training and development programs that will help improve employees' performance and achieve organizational goals. It was also found that in-house, external training, and educational attainment were considered the main factors were influencing employees' performance, which implies that training and educational attainment improve employees' performance. Therefore, HEIs management should review its program specifically on training and development to encourage better performance for its employees.

The results of this study suggested that conducting training programs and development programs can positively enhance the performance of employees.

Table

Table 1 shows the result on the relationship of employee self-efficacy and employee performance in Medium private higher education institutions in the Philippines using Pearson r correlation coefficient.

Table 1. Relationship of Employee Self-Efficacy and Employee Performance in Medium Private Higher Education Institutions in the Philippines

Variables	Value	df	Asymptotic Significance (2-sided)	Interpretation
Employee Self-Efficacy	Pearson Correlation	1	.427**	
	Sig. (2-tailed)		.000	Significant Relationship
	N	182	179	
Employee Performance	Pearson Correlation	.427**	1	
	Sig. (2-tailed)	.000		Significant Relationship
	N	179	179	

Source: Researchers, 2022

4. Conclusion and Implications

Self-efficacy has a significant relationship with employee performance, meaning that the success of self-efficacy can effectively improve the performance of employees. Personal demographics and factors can moderate if there is a significant relationship between employee self-efficacy and employee performance in medium private higher education institutions in the Philippines. This means that the organization's high training and educational attainment play an essential role in improving employee self-efficacy and performance.

The results of this study suggested that conducting training programs and development programs can positively enhance the performance of employees. There is a strong positive relationship between employee self-efficacy and employees' performance in medium private higher education institutions in the Philippines. The hypothesis was proposed to determine if there is a significant relationship between employee self-efficacy and employees' performance. This research question evaluates and validates the notion of self-efficacy affecting their performance, resulting in a substantial connection between the two. Results suggested that self-efficacy

positively influenced employee performance, implying that enhanced self-efficacy leads to better performance, and reduced employee self-efficacy will lead to poor performance.

There are several practical implications of the findings that help enhance self-efficacy through training, ultimately resulting in higher performance of employees. The study also discussed that performance should be focused on which human resource managers must create effective training programs keeping determinants of self-efficacy in view. Also, the top management/policy maker has focused on strategic organizational objectives while developing the training programs and educational development to make an effective for their employees. Furthermore, the study also suggests that the training aims to attempt a positive behavioral change in employees. Therefore, the influence of self-efficacy while developing the training design is the one way to help bridge the gap between employee performance and expected performance from the higher education institutions in the Philippines. Therefore, human Resource Managers must reinforce training in self-efficacy because individuals who are at the highest level of self-efficacy can perform challenging and desired tasks. For this reason, they will be called the higher performance achievers in an organization.

Some of the results of the chi-square test on the determination of the relationship between employee self-efficacy and employees performance in medium private higher education institutions in the Philippines, in particular to organizational demographics, are insignificant since the main aim of this study is to determine only the relationship of employee self-efficacy and employees' performance and the purpose of organizational demographics it moderates whether there is a significant relationship of employee self-efficacy and performance on personal demographics. Therefore, some factors are tested for a significant relationship, but others are insignificant. The following implications were formulated. Bandura's social cognitive theory of self-efficacy may not apply directly to performance but may be a factor in or combined with other elements or variables. Therefore, the extent to which self-efficacy alone and other organizational demographics impact performance is not known, likewise with employee self-efficacy. This is an area or line of direction for future research. In all the researchers examined, there seems to be a direct effect of self-efficacy on work performance; several moderating variables were involved in the self-efficacy/work performance relationships. The moderating variables included sex, age, civil status, educational attainment, number of training attended (in-house/external), HEI Affiliated, Current Position in the Organization, and Employment Status (Teaching/Non-Teaching).

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