

SELF-EFFICACY AFFECTS EVERY AREA OF HUMAN ENDEAVOR

Rakesh Jha

While it is possible to measure engagement itself through employee surveys, this does not assist in identifying areas for improvement within organizations. There are a range of factors, known as drivers that are thought to increase overall engagement. By managing the drivers, an organization can effectively manage engagement levels of its employees. Drivers such as communication, performance clarity and feedback, organizational culture, rewards and recognition, relationships with managers and peers, career development opportunities and knowledge of the organization's goals and vision are some of the factors that facilitate employee engagement. Some points from the research are presented below:

* **Employee perceptions of job importance** - "...an employee's attitude toward the job's importance and the company had the greatest impact on loyalty and customer service than all other employee factors combined.

* **Employee clarity of job expectations** - "If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed.

* **Career advancement/improvement opportunities** - "Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings."

* **Regular feedback and dialogue with superiors** - "Feedback is the key to giving employees a sense of where they're going, but many organizations are remarkably bad at giving it." What I really wanted to hear was 'Thanks. You did a good job.' But all my boss did was hand me a check."

* **Quality of working relationships with peers, superiors, and subordinates** - "...if employees' relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss."

* **Perceptions of the ethos and values of the organization** - "'Inspiration and values' is the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, it is unlikely to engage employees."

ORGANIZATIONAL SUPPORT:

Perceived Organizational Support (POS) is the degree to which employees believe that their organization values their contributions and cares about their well-being and fulfils employees' socio emotional needs.

POS is generally thought to be the organization's contribution to a positive reciprocity dynamic with employees, as employees tend to perform better to reciprocate received rewards and favourable treatment. This idea bloomed from Eisenberger and Rhoades' organizational support theory

Research on POS began with the observation that managers' concern with their employees' commitment to the organization is positively correlated with employees' focus on the organization's commitment to them. For employees, organizations serve as important sources of socio emotional resources like respect and care, as well as tangible benefits like wages and medical benefits.

- Being regarded highly by the organization helps to meet employees' needs for approval, esteem, and affiliation.
- Positive evaluation by the organization also provides an indication that increased effort will be noted and rewarded.
- Employees, therefore, take an active interest in the regard with which they are held by their employer.

COMMON ANTECEDENTS OF PERCEIVED ORGANIZATIONAL SUPPORT:

The three common antecedents of perceived organizational support are

- **Fairness:** When employees perceive that they are receiving fair treatment in comparison to their co-workers, they perceive more support.
- **Supervisor Support:** supervisor or higher employer is thought to care about the employee's experience at work and does what he or she can to show appreciation for the work done.
- **Organizational Rewards and Job condition:** Organizational rewards and job conditions play a large role in perceived organizational support as well. Sometimes, extrinsic motivation can mean more to an employee than motivation because perceived appreciation has the power to turn a bitter employee into a content employee.

ROLE OF SELF EFFICACY:

Self-efficacy is the measure of the belief in one's own ability to complete tasks and reach goals.

Self-efficacy affects every area of human endeavor. By determining the beliefs a person holds regarding his or her power to affect situations, it strongly influences both the power a person actually has to face challenges competently and the choices a person is most likely to make.

HOW SELF-EFFICACY AFFECTS HUMAN FUNCTION?

THOUGHT PATTERNS & RESPONSES:

Self-efficacy has several effects on thought patterns and responses:

- ✓ Low self-efficacy can lead people to believe tasks to be harder than they actually are. This often results in poor task planning, as well as increased stress.
- ✓ People become erratic and unpredictable when engaging in a task in which they have low self-efficacy.
- ✓ People with high self-efficacy tend to take a wider view of a task in order to determine the best plan.
- ✓ Obstacles often stimulate people with high self-efficacy to greater efforts, where someone with low self-efficacy will tend toward discouragement and giving up.
- ✓ A person with high self-efficacy will attribute failure to external factors, where a person with low self-efficacy will blame low ability. For example, someone with high self-efficacy in regards to mathematics may attribute a poor test grade to a harder-than-usual test, illness, lack of effort, or insufficient preparation. A person with a low self-efficacy will attribute the result to poor mathematical ability.

SUPERVISOR SUPPORT



Supervisor support is defined as the extent to which leaders value their employees' contributions and care about their well-being. A leader with high supervisor support is one that makes employees feel heard, valued, *and* cared about. Although it sounds simple, providing this kind of support is one of the hardest transitions to make when promoted from employee to supervisor. The move from “process expert” to “motivational leader” is possibly one of the largest steps one can take in his/her working life.

If you are a supervisor or manager, take a minute to reflect on how you handled this hurdle. Was it easy?

Harter, Schmidt, and Hayes (2002) in their study completed a meta-analysis of prior studies on employee engagement that were conducted by the Gallup Organization. The researchers examined the relationship between employee satisfaction-engagement, and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Harter et al. (2002) noted that one of the defining elements of employee engagement is the actionable quality of the measured concepts. In other words, employee engagement is related to meaningful business outcomes and many of the core issues of engagement are ones over which managers can have substantial influence. High levels of satisfaction and employee engagement were positively correlated with customer satisfaction, profitability, productivity, and safety outcomes. On average, business units that had employee scores in the top quartile range on the engagement scale had a one to four percent higher profitability. Additionally, businesses who scored in the top quartile on engagement boasted lower turnover percentage rates (Harter et al., 2002).

James K. Harter et al (2002), "Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis", They made a study on 7,939 business units in 36 companies, this study used meta-analysis to examine the relationship at the business-unit level between employee satisfaction–engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents. Generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction– engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

May, Gilson, and Harter (2004) conducted a field study in a large Midwestern insurance agency. Using a survey format they explored why some individuals fully engage in their work while others become alienated or completely disengaged. Results of this study confirmed that engagement differs from simple job satisfaction. They agreed that engagement actually entails the active use of emotions and behaviors in addition to cognitions. Overall, study results supported Kahn's earlier work in that psychological meaningfulness and safety were positively linked to employee investment in work roles. Additionally, job enrichment and role fit were positively related to psychological meaningfulness. Having a supportive supervisor and good relations with co-workers were related to feelings of psychological safety on the job.

WHY IS SUPERVISOR SUPPORT SO IMPORTANT FOR EFFECTIVE LEADERSHIP?

Because it is one of the key behaviors that effective leaders develop as soon as they move from individual contributor to manager. (In fact, it leads to positive outcomes at all levels of

leadership) In specific terms, organizational research has identified a myriad of **positive outcomes** associated with high supervisor support, including:

- Increased job satisfaction
- Stronger person-organization fit (degree to which personality/beliefs/values match organizational culture)
- Increased organizational citizenship behaviors (OCB)
- Improved employee perceptions of organizational support
- Improved relationships with employees
- In-role and extra-role performance
- Reduced job tension
- Reduced work-family conflict
- Reduced turnover (a secondary effect)

Supervisor support is a strong predictor of numerous positive outcomes

ENGAGE/INVOLVE EMPLOYEES: involve employees in task-planning and decision making, ask for their ideas and implement them, hold process-improvement meetings where facilitate brainstorming sessions to identify creative ways to improve the structure of your work.

CONCERN FOR EMPLOYEES: it is important for employees to know that employees see them as more than a cog in a greater machine. Take the time to inquire into their lives, ask how they feel about their work and listen to what they have to say without interrupting or becoming defensive. The goal here is to convey that supervisor care about how employees feel.



BIBLIOGRAPHY:

1. Sekran Uma (4th Edition), *"Business Research methodology"*, Himalaya publication, New Delhi, pp.no-118-125
2. Malhotra K Naresh(5th Edition), *"Marketing Research: An Applied Orientation"*, Prentice Hall of India, New Delhi, pp no. 10-17
3. Kothari C.R. (2nd Revised Edition), *"Research Methodology Methods and Technique"*, New Age International (P) Limited, New Delhi, pp 45- 49, 301-306, 236-243';
4. **Sekaran Uma** "(4th Edition), *"Research Methods for Business"* Himalaya Publication, New Delhi, pp 117-130, 196-207,263-298,300-336
5. Coakes J Sheridan, Steed Lyndall & Dzidic Peta, *"SPSS Version 13.0 for windows"*, Wiley India (P) Limited, New Delhi, pp. no. 132-139
6. Jain T.R., *"Statistics for M.B.A"*, Tata McGraw Hill Publishing Housing, New Delhi, pp no. 256-265.
7. **Pareekh Udai**,"(Third Edition),"*understanding organizational behavior*"
Pp no. 20-21
8. Ashwathappa K(5th Edition), *"Human Resource Management"*, Tata McGraw Hill Publishing companies limited, New Delhi, pp. no. 103-107,205-210,231,390,396
9. **Tripathi C.P.**,"(Sixth Edition),"*human resource development*" pp. no. 298-299.
10. **Robbins P. Stephens**,"(Eighth Edition),"*organizational behavior*"
130-131
11. **Venkataratnam S.C. and Srivastava K.B.**, *"personnel management and human resource"* pp. no.243-244