

THE IMPACT OF EMPLOYEE'S SELF-EFFICACY AND COMMITMENT ON JOB PERFORMANCE

LIANG ZHEN LONG

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH
2007**



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**THE IMPACT OF EMPLOYEE'S SELF-EFFICACY
AND COMMITMENT ON JOB PERFORMANCE**

LIANG ZHEN LONG

**Dissertation Submitted in Partial Fulfillment
of the Requirements for the Degree of Master
of Human Capital Management (MHCM)**

**SCHOOL OF BUSINESS AND ECONOMICS
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JUDUL: KESAN "EMPLOYEE'S SELF-EFICACY" DAN KOMITMEN TERHADAP PRESTASI KERJA

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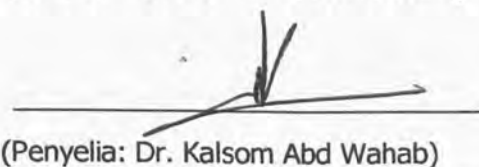
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DECLARATION

The materials in this dissertation are original except for quotations, excerpts, summaries and references, which have been duly acknowledged.

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ABSTRACT

A significant amount of research has been conducted into the factors and facets that contribute to effective performance in organizations. While much of the early research into performance focused on the issues of performance management system. However, in this study, the focused objective is the impacts of employee's self-efficacy and commitment. It was to investigate whether they have any influence on job performance; and whether age, education level, position, job tenure plays a moderate role in the relationship between employee's self-efficacy, commitment and job performance. The literature review provided detail description of former researches on how these variables influence job performance. It used questionnaires as the main study instrument. The sample comprises staffs, supervisors and middle managers in Kota Kinabalu, Malaysia. A sample of 250 questionnaires were distributed, however, only 234 questionnaires have been returned and collected for statistic analysis. Ten hypotheses were constructed and tested using SPSS program of multiple regression and hierarchical regression. The research has discovered that employee's self-efficacy and commitment have a positive impact on job performance. Age, education level, job tenure and job sort do not play a moderate role in the relationship between self-efficacy or commitment and job performance.



ABSTRAK

KESAN "EMPLOYEE'S SELF-EFFICACY" DAN KOMITMEN TERHADAP PRESTASI KERJA

Beberapa kajian telahpun dijalankan keatas faktor-faktor dan pelbagai aspek yang menyumbang kepada keberkesanan prestasi dalam organisasi. Sementara itu, terdapat banyak kajian awal yang dijalankan keatas prestasi yang memfokuskan kepada system pengurusan prestasi. Walaubagaimanapun, objektif kajian ini memfokuskan kesan Employee's self-efficacy dan komitmen mereka. Ianya cuba untuk mengenal pasti samaada terdapat sebarang pengaruh keatas prestasi kerja dan samaada umur, tahap pendidikan, jawatan dan tempoh memegang jawatan memainkan peranan yang sederhana keatas hubungan diantara Employee's self-efficacy, komitmen dan prestasi kerja. Sorotan literatur dari pengkaji yang terdahulu telah memberikan maklumat yang mendalam tentang bagaimana variabel ini mempengaruhi prestasi kerja. Ianya menggunakan soal selidik sebagai instrumen utama kajian. Manakala sample terdiri daripada staf, penyelia dan pengurus pertengahan di Kota Kinabalu, Malaysia. Sebanyak 250 borang soal selidik telah diagihkan. Walaubagaimanapun, hanya sebanyak 234 borang soal selidik telah dijawab dan dikembalikan untuk analisis statistik. Sebanyak 10 hipotesis telahpun dibuat dan diuji menggunakan program SPSS multiple regression and hierarchical regression. Kajian ini mendapati bahawa Employee's self-efficacy dan komitmen mempunyai kesan positif keatas prestasi kerja. Manakala umur, tahap pendidikan, tempoh memegang jawatan dan jenis pekerjaan tidak memainkan peranan yang sederhana dalam hubungan diantara Self-efficacy atau komitmen dan prestasi kerja.



TABLE OF CONTENTS

	Page
DECLARATION	i
ACKNOWLEDGEMENTS	ii
ABSTRACT	iii
ABSTRAK	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	viii
LIST OF TABLES	ix
CHAPTER 1: INTRODUCTION	
1.1 Overview	1
1.2 Problem Statement	2
1.3 Objectives of Study	3
1.4 Scope of Study	4
1.5 Significance of Study	5
1.6 Definition of Key Terms in This Study	5
1.7 Organization of Thesis	6
CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction	8
2.2 Definition of Concept	8
2.2.1 Self-efficacy	8
2.2.2. Commitment	11
2.2.3. Job performance	15
2.2.4. Individual Attributes	16
2.3 The relationship between self-efficacy and job performance	16
2.4 The Relationship between commitment and job performance	19
2.5 Summary	21



CHAPTER 3: RESEARCH METHODOLOGY AND FRAMEWORK

3.1	Introduction	23
3.2	Research Framework	23
3.2.1.	Independent Variables	24
3.2.2.	Dependent variables	26
3.2.3.	Moderating Factors	27
3.3	Research Hypotheses	27
3.4	Research Design	28
3.5	Unit of Analysis	28
3.6	Sample Design	29
3.6.1.	Location of Study and Population	29
3.6.2.	Sampling Frame	29
3.6.3.	Sampling Technique	30
3.6.4.	Sampling Size	30
3.7	Instrument Design	30
3.7.1.	Employee's Self-efficacy Questionnaire	31
3.7.2.	Employee's Commitment Questionnaire	31
3.7.3.	Job Performance Questionnaire	33
3.7.4.	Demographic Questionnaire	34
3.8	Data Collection Method	35
3.9	Data Analysis Methods	35
3.10	Summary	36

CHAPTER 4: ANALYSIS OF RESULTS

4.1	Introduction	37
4.2	Profile of Respondents	38
4.3	Reliability of Measures	39
4.4	Descriptive Statistics	40
4.5	Hypotheses Testing	42
4.5.1	Hypotheses Testing on Independent Variables	42
4.5.2	Hypotheses Testing on Moderating Variables	43
4.6	Summary of Findings	49



CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction	50
5.2 Recapitulation of Study	50
5.3 Implication and Discussion	52
5.4 Limitation of Study	55
5.5 Suggestions for Future Research	55
5.6 Conclusion	57

REFERENCE	58
------------------	----

APPENDIX A	65
-------------------	----

APPENDIX B	71
-------------------	----



LIST OF FIGURES

		Page
Figure 1	Relationships between Self-efficacy and Job performance	18
Figure 2	The different self-efficacy influence individual productivity of managers	19
Figure 3	The commitment-effect model	21
Figure 4	Research Framework	24



LIST OF TABLES

	Page
Table 3.1	5-point Scale Response on Self-efficacy 31
Table 3.2	5-point Scale Response on Commitment 33
Table 3.3	5-point Scale Response on Job Performance 34
Table 3.4	Statistical Tools for Hypothesis Testing 36
Table 4.1	Profile of Respondents 38
Table 4.2	Cronbach Alpha for Variables 40
Table 4.3	Descriptive Statistics of Self-efficacy 41
Table 4.4	Descriptive Statistics of Commitment 41
Table 4.5	Descriptive Statistics of Job Performance 41
Table 4.6	Multiple Regression Analysis results on Independent Variables 42
Table 4.7	Hierarchical Regression Analysis on Age (Self-efficacy) 44
Table 4.8	Hierarchical Regression Analysis on Age (Commitment) 45
Table 4.9	Hierarchical Regression Analysis on Education Level (Self-efficacy) 45
Table 5.0	Hierarchical Regression Analysis on Education Level (Commitment) 46
Table 5.1	Hierarchical Regression Analysis on Job Position (Self-efficacy) 46
Table 5.2	Hierarchical Regression Analysis on Job Position (Commitment) 47
Table 5.3	Hierarchical Regression Analysis on Job Tenure (Self-efficacy) 48
Table 5.4	Hierarchical Regression Analysis on Job Tenure (Commitment) 48
Table 5.5	Summary of the Findings 50



CHAPTER 5: DISCUSSION AND CONCLUSION

5.1 Introduction	50
5.2 Recapitulation of Study	50
5.3 Implication and Discussion	52
5.4 Limitation of Study	55
5.5 Suggestions for Future Research	55
5.6 Conclusion	57

REFERENCE	58
------------------	----

APPENDIX A	65
-------------------	----

APPENDIX B	71
-------------------	----



LIST OF FIGURES

		Page
Figure 1	Relationships between Self-efficacy and Job performance	18
Figure 2	The different self-efficacy influence individual productivity of managers	19
Figure 3	The commitment-effect model	21
Figure 4	Research Framework	24



LIST OF TABLES

	Page
Table 3.1	5-point Scale Response on Self-efficacy 31
Table 3.2	5-point Scale Response on Commitment 33
Table 3.3	5-point Scale Response on Job Performance 34
Table 3.4	Statistical Tools for Hypothesis Testing 36
Table 4.1	Profile of Respondents 38
Table 4.2	Cronbach Alpha for Variables 40
Table 4.3	Descriptive Statistics of Self-efficacy 41
Table 4.4	Descriptive Statistics of Commitment 41
Table 4.5	Descriptive Statistics of Job Performance 41
Table 4.6	Multiple Regression Analysis results on Independent Variables 42
Table 4.7	Hierarchical Regression Analysis on Age (Self-efficacy) 44
Table 4.8	Hierarchical Regression Analysis on Age (Commitment) 45
Table 4.9	Hierarchical Regression Analysis on Education Level (Self-efficacy) 45
Table 5.0	Hierarchical Regression Analysis on Education Level (Commitment) 46
Table 5.1	Hierarchical Regression Analysis on Job Position (Self-efficacy) 46
Table 5.2	Hierarchical Regression Analysis on Job Position (Commitment) 47
Table 5.3	Hierarchical Regression Analysis on Job Tenure (Self-efficacy) 48
Table 5.4	Hierarchical Regression Analysis on Job Tenure (Commitment) 48
Table 5.5	Summary of the Findings 50



CHAPTER 1

INTRODUCTION

1.1 Overview

Nowadays, globalizations, scientific and technological innovation of our society all shows that we have entered an era of knowledge economy and encountered a more competitive environment. This requires employers to pay more attention to human resource--the intellectual resource of our world.

Human resource is the most valuable resource of organization. Nobel laureate in economics, American economist Becker pointed out: in developed countries, more than 75% of economic resource is not material resource anymore, but human resource (Becker, 1997). Human resource has been becoming the source for creating human wealth and promoting economic progress. Human being is the most important factor in all of the elements of productive forces, because all the knowledge, technology and information are carried out by human being.

In the field of organization management, human resource has been becoming a very crucial factor in the organization strategic object. Meanwhile, the support and commitment of employees determine the success or failure of an organization. Self-efficacy has positively influence job performance, which is used for an indicator of capability. (Bandura, 1997). Thereby, how could an organization improve employee's job



performance? Such as: how to retain and enhance the committed employee; to inspire high self-efficacy employees at their work, and to reduce employee turnover. All of these have been becoming the acute problems to the top managers, human resource managers and department supervisors to face and solve. Basically, the organization management is the management on human being (Huselid & Jackson, 1997).

In this paper, the researcher focused on employee's factors, and found the association between these factors and job performance. The researcher hoped this study could provide valuable and available recommendation to human resource management, and finally help organization resolve performance problems.

1.2 Problem Statement

An organization achieves high performance and organization goal via investing on human resource. Many enterprises have invested large effort on human resource and established precise management policies. However, their performance still did not reach the level that they expect to be; the input which was the enterprises have invested on human resource did not match the output of human resource (Ivancevich, 2004), even they established the kinds of advanced management system and concept. Many home and abroad researches indicated that the employee's self-efficacy and commitment influences job performance (Payne & Holt, 2001).

Analyzing the reason, some researches found that self-efficacy beliefs are the most influential element of human activity (Bandura, 2001). Furthermore, because the



mastery experience of the employee is the most important factor deciding a person's self-efficacy. Simply put, success raises self efficacy, failure lowers it. Modeling powerfully influences employee behavior when an employee takes part in particular work, for example, some of employees might think "If they could do it, I could do it as well." Social persuasions relate to encouragements and discouragements to affect employee's behavior and job performance. Physiological response also affects employee's self-efficacy, such as shakes, aches and pains, fatigue, fear, nausea, etc.

On the other hand, researches of organization behavior showed, employee's commitment could be decided and affected by employees honest or dishonest to their organization; and it would influence employee's work attitude, behavior and performance. A research paper pointed out: "if a company owns loyal employee, it would gain loyal customer easily, because whether the customer is loyal or not which is decided by the attitude and effort of employee, but all of these factors are relating with employee's commitment closely" (the World Scientific Prediction Association, 2001).

According to the above, it could be known that job performance could be influenced by employee's self-efficacy and commitment. These factors influencing job performance differ with the others, such as the self-shortage of performance management systems or policies.

1.3 Objectives of Study

Employee's job performance is a result which is made from some mechanisms and

several variables (Richard & Thelwell, 2005). The main objective of this study was to investigate the relationship between the employee's self-efficacy, employee's commitment and the job performance. The primary intention of this study was in the following:

1. Understanding whether individual attribute cause different employee's self-efficacy, commitment and job performance, such as age, education level, position, job tenure.
2. Testing whether Self-efficacy has a forecast function towards the job performance.
3. Discussing the system of active function between employee self-efficacy and commitment towards job performance;

According to the finding of this study, it might provide some recommendations and theoretical support for human resource management practices.

1.4 Scope of the Study

The objective of this research was to find the relationship between employee's self-efficacy, commitment and job performance. The population of this study was the small and medium enterprises (SMEs) in Kota Kinabalu (K.K). The researcher surveyed 250 employees in small and medium enterprises in K.K, Malaysia. The survey occurred through questionnaires. Those small and medium enterprises in K.K were selected conveniently. A total of 250 samples were picked. Those questionnaires attempted to evaluate the relationship between employee self-efficacy, commitment and job



performance. Staffs, supervisors and middle managers from these companies were selected as the respondents.

1.5 Significance of Study

Currently, the competition is higher in business environment. In fact, for each organization, the competition means to contend the talents. Contending the talent is in order to attain the higher performance (Andrew & Lane, 2005). The difference of employee has different inherent quality; therefore their job performance is different. Meanwhile, the different human resource management of organization makes the employee has different job performance, when he or she is holding the same job. For this case, it requires the human resources management to solve those problems:

- How to predict of suitable candidates in future?
- How to intervene some factors to improve job performance?
- How to maintain and improve high performance continually?

No doubt, this study limited in certain region. But the finding of this research might serve as a general reference for further investigation of job performance.

1.6 Key Variables

Self-efficacy is the belief which has the capabilities to execute the courses of actions required to manage prospective situations (Bandura, 1995).

Commitment could be understand as loyalty, which is faithfulness or devotion to a

person. Plato said that only a man who is just could be loyal, and that loyalty is a condition of genuine philosophy. The philosopher Josiah Royce said it was the supreme moral good, and that one's devotion to an object mattered more than the merits of the object itself (Encyclopedia Britannica Eleventh Edition, 2000).

Originally, Self-efficacy and Commitment are the psychology and the sociology concepts, accompanying the development of times and economy, they have been introduced into the economic field. The variables are below:

Independent variable:

- Employee's Self-efficacy
- Employee's Commitment

Dependent variable:

- Job performance

Moderating Variables:

- Individual attributes

Because job performance is resulted by certain mechanisms and variables, this study investigated the relationship between employee's self-efficacy, commitment and job performance, and investigated whether the moderating variable influence between employee's self-efficacy, commitment and job performance.

1.7 Organization of Thesis

In this study, introduction, problem statement, objectives, significance and scope were



outlined in Chapter 1. In Chapter 2, elaborated literature reviews and the conceptual framework on employees' self-efficacy, commitment and job performance. The research methodology of this study was exhibited in Chapter 3 through the four factors with hypotheses testing. The result of the data analyses were presented in Chapter 4. The focus of this study was examining the status of employee's self-efficacy, commitment affect on job performance, and followed with implication, limitation and recommendation for human resource management and future research were presented in Chapter 5.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Many researches have done on job performance, so as to employee's self-efficacy or commitment. To best understand the factors of individual character influences job performance and utilize the result of former researchers, a review of all these studies, especially the factors discussed above and its variables were as outlined in this chapter.

2.2 Definition of Key Concepts

Each concept defined in origin and showed the relationship of job performance and the variables of employee's self-efficacy and commitment. This study related to these concepts with the findings in the latter chapters.

2.2.1 Self-efficacy

The concept of self-efficacy is the focal point of Albert Bandura's social cognitive theory. Self-efficacy is the belief that one has the capabilities to execute the courses of actions required to manage prospective situations. Unlike efficacy, which is the power to produce an effect (in essence, competence), self-efficacy is the belief (whether or not accurate) that one has the power to produce that effect (Bandura, 1977). It is important here to understand the distinction between self-esteem and self-efficacy. Self-esteem relates to a person's sense of self-worth, whereas self-efficacy relates to a person's perception of their ability to reach a goal. For example, say a person is a terrible rock climber. They would likely have a poor efficacy about rock climbing, but this would not need to affect



their self-esteem; most people do not invest much of their self-esteem in this activity (Baron, 2004). Self-efficacy beliefs determine how people feel, think, motivate themselves and behave. Such beliefs produce these diverse effects through four major processes. They include cognitive, motivational, affective and selection processes (Bandura, 1986).

A strong sense of self-efficacy enhances human accomplishment and personal well-being in many ways. People with high assurance in their capabilities approach difficult tasks as challenges to be mastered rather than as threats to be avoided. Such an efficacious outlook fosters intrinsic interest and deep engrossment in activities. They set themselves challenging goals and maintain strong commitment to them. They heighten and sustain their efforts in the face of failure. They quickly recover their sense of efficacy after failures or setbacks. They attribute failure to insufficient effort or deficient knowledge and skills, which are acquirable (Bandura, 1991a). They approach threatening situations with assurance that they can exercise control over them. Such an efficacious outlook produces personal accomplishments, reduces stress and lowers vulnerability to depression (Bandura, 1991b). In contrast, people who doubt their capabilities shy away from difficult tasks, which they view as personal threats. They have low aspirations and weak commitment to the goals they choose to pursue. When faced with difficult tasks, they dwell on their personal deficiencies, on the obstacles they will encounter, and all kinds of adverse outcomes rather than concentrate on how to perform successfully. They slacken their efforts and give up quickly in the face of difficulties. They are slow to recover their sense of efficacy following failure or setbacks. Because they view insufficient performance as deficient aptitude, it does not require much failure for them to lose faith in their capabilities. They fall easy victim to stress and depression (Schwarzer, 1992). In this study, the focus was on employee's self-efficacy, which means employee's beliefs about their capabilities to produce designated levels of job



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