

# The Relationship Between Self Efficacy And Organizational Commitment Among Employees

FATHIMATHUZ ZOHRA ES

**Abstract-** *The purpose of the study was to find out the relationship between self-efficacy and organizational commitment among employees. General self-efficacy scale developed by Schwarzer, R., & Jerusalem, M. (1995) and Organizational commitment scale by Mowday, Steers, & Porter (1979) were selected for the study. The study sample consisted of 60 participants, out of which 30 were male and 30 were female. Pearson's product-moment correlation was computed to identify if there is any relationship. It was found out that there is a significant relationship between self-efficacy and organizational commitment among employees. Also, it was found that there is a moderate positive correlation between self-efficacy and organizational commitment. Given that the future research may focus on same variables with large sample size and may intrigued to identify the factors for self-efficacy and organizational commitment.*

**Keywords-** self-efficacy, organizational commitment, employees

## I. INTRODUCTION

### SELF EFFICACY

Self-efficacy is the belief in one's ability to plan and execute actions to achieve specific results (Bandura, 1997). Self-efficacy affects all areas of human activity. By determining one's beliefs about one's ability to influence a situation, self-efficacy strongly influences one's ability to face challenges and the choices one is likely to make. These effects are particularly pronounced and dramatic in terms of investment behavior in areas such as health, education and agriculture. A strong sense of self-efficacy can promote human performance and personal well-being. People with high self-efficacy see challenges as things to master, not threats to avoid. These people were able to recover more quickly from failure and were more likely to attribute failure to lack of effort. They believe they can control threatening situations. These things were linked to lower stress levels and less vulnerability to depression. In contrast, people with low self-efficacy see difficult tasks as personal threats and may have distracted them to focus on the skills they lack rather than the ones they have and avoid them. After a failure, they easily lose

confidence in their abilities. Low self-efficacy may be linked to higher levels of stress and depression.

### SOCIAL COGNITIVE THEORY

Psychologist Albert Bandura defined self-efficacy as a person's belief in their ability to succeed in each situation or accomplish a task. A person's sense of self-efficacy can play an important role in how well a person handles goals, tasks, and challenges. Self-efficacy theory is central to Bandura's social cognitive theory, emphasizing the role of observational learning and social experience in personality development. The main concept of social cognitive theory is that a person's behavior and responses, including social behavior and cognitive processes, are in almost all situations influenced by the behavior the person observes in others. Because self-efficacy develops from external experience and self-perception and is influential in determining the outcome of many events, it is an important aspect of social cognitive theory. Self-efficacy represents an individual's perception of external social factors. According to Bandura's theory, people with high self-efficacy, that is, those who believe they can do well, are more likely to see difficult tasks as things to master rather than things to avoid.

### SOCIAL LEARNING THEORY

Social learning theory describes skills learned exclusively or primarily in social groups. Social learning depends on how individuals succeed or fail in dynamic interactions within groups and facilitates the development of personal emotional and practical skills and an accurate perception of self and acceptance of others. According to this theory, people learn from each other through observation, imitation, and imitation. Self-efficacy reflects an individual's understanding of the skills they have to offer in a group setting.

### SELF CONCEPT THEORY

Self-Concept Theory attempts to explain how people perceive and interpret their own existence based on cues received from external sources, with an emphasis on how these impressions are organized and how they are active

throughout life. Success and failure are closely related to how people learn to see themselves and their relationships with others. The theory describes self-concept as learned (not present at birth), organized (in how it is applied to oneself), and dynamic (changing rather than fixed at a certain age).

## ATTRIBUTION THEORY

Attribution theory focuses on how people attribute events and how these beliefs interact with self-perception. Attribution theory defines three main elements of cause

- Locus is the location of the perceived cause. If the trajectory is internal (dispositional), self-esteem and self-efficacy will be enhanced by success and diminished by failure.
- Stability indicates whether the cause is static or dynamic over time. It is closely related to expectations and goals because when people attribute failure to stable factors such as the difficulty of a task, they anticipate future failure at that task.
- Controllability describes whether a person feels they have active control over causes. Failure at a task that a person believes is beyond their control can lead to feelings of humiliation, shame, and anger.

## ORGANIZATIONAL COMMITMENT

Organizational commitment refers to the extent to which employees are dedicated to their jobs and the company they work for. It can be broken down into three main types: affective, continuance, and normative. Affective commitment is observed when employees genuinely enjoy their work and feel a strong connection to the company's mission and values. Continuance commitment, conversely, is characterized by employees remaining in their current job because it is believed to be their best option, despite not being particularly passionate about it. The decision may be influenced by factors such as the benefits received or concerns about finding another job. Normative commitment involves a sense of duty or obligation toward the organization, often due to the company's support and treatment of the employee. Understanding these different types of commitment is deemed essential for organizations as it assists in creating environments where employees are motivated and engaged, ultimately resulting in improved performance.

## IMPORTANCE OF ORGANIZATIONAL COMMITMENT IN THE WORKPLACE

Organizational commitment in the workplace is the sense of connection and dedication employees feel toward their organization. When employees are committed, they typically feel like they belong and understand the organization's objectives. This connection is valuable because committed employees often exhibit higher levels of determination, productivity, and proactive support. Committed employees are like the backbone of an organization. Their sense of belonging and alignment with the organization's goals drive them to work harder and contribute more effectively. They're not just showing up to fulfill their duties; they're actively engaged and invested in the success of the organization. This dedication translates into tangible benefits for the organization. Committed employees tend to be more focused and motivated, leading to increased productivity. They're also more likely to go the extra mile, whether it's lending a helping hand to a colleague or brainstorming new ideas to improve processes. Moreover, committed employees contribute to a positive work culture. Their enthusiasm and dedication are contagious, inspiring their colleagues to also give their best effort. This can lead to a more collaborative and supportive environment where everyone works together toward common goals. In essence, organizational commitment is crucial for fostering a productive, positive, and thriving workplace. When employees feel connected to their organization and its objectives, they become valuable assets that drive success and growth.

## NEED FOR THE STUDY

Understanding the relationship between self-efficacy and organisational commitment in male and female employees is critical for learning about workplace dynamics. Self-efficacy, or belief in one's ability to complete tasks successfully, has a substantial impact on job performance and motivation. Researchers can inform strategies for improving employee engagement and retention by researching how self-efficacy promotes organisational commitment, or the degree of loyalty people feel towards their business. Furthermore, investigating potential gender variations in self-efficacy and commitment can shed light on inequities or obstacles experienced by male and female employees. This study aims to contribute to the development of effective human resource management practices that promote employee satisfaction and organizational success.

## OBJECTIVES

1. To investigate the relationship between self-efficacy and organizational commitment.
2. To investigate the significant difference in the levels self-efficacy among male and female employees.

3. To investigate the significant differences in the level of organizational commitment among male and female employees.

## LIMITATIONS OF THE STUDY

1. The main limitation of the study is smaller sample size
2. The study was done in a short period of time
3. The responses given by the employees can be out of boredom. Hence they would not have given the accurate data

## II. REVIEW OF LITERATURE

A literature review is a comprehensive summary of previous research on a topic. The literature review surveys scholarly articles, books, and other sources relevant to a particular area of research. The review should enumerate, describe, summarize, objectively evaluate and clarify this previous research. It should give a theoretical base for the research and help the author determine the nature of your research. The literature review acknowledges the work of previous researchers, and in so doing, assures the reader that your work has been well conceived. It is assumed that by mentioning a previous work in the field of study, that the author has read, evaluated, and assimilated that work into the work at hand.

### STUDIES RELATED TO SELF EFFICACY AND ORGANIZATIONAL COMMITMENT OF EMPLOYEES

**Cheryl M. Wagner (2007)** conducted a study on the role of organizational commitment as a predictor variable in nursing turnover research. Despite its proven predictability, organizational commitment is often overlooked compared to the more commonly studied job satisfaction. Wagner's review, covering the period from 1960 to 2006, involved accessing published research studies in English across various databases. Search terms included nursing turnover, organizational commitment, and job satisfaction. Analysis of 25 studies revealed organizational commitment as a robust predictor of turnover, surpassing job satisfaction in predictability. The findings underscored the significant impact of organizational commitment on turnover antecedents, particularly intent to stay. Wagner emphasized the necessity of incorporating organizational commitment as a variable in nursing turnover research to accurately gauge turnover rates and understand factors influencing nurse retention. This highlights the importance of routinely integrating organizational

commitment into future research frameworks to enhance comprehension of turnover dynamics in nursing contexts.

**Syabarrudin, Agus, et al. (2020)** explored the correlation between employees' self-efficacy and organizational commitment. Their study aimed to determine whether self-efficacy directly influences organizational commitment or if job satisfaction serves as a mediator. Data were gathered from 50 employees of PT Semen Gresik (Persero) Tbk, representing approximately 88% of the total workforce, predominantly from the sales office. Surveys were utilized to collect information, ensuring clarity and minimizing misunderstandings. Analytical methods were employed for data analysis. The findings underscored the significance of self-efficacy in fostering employee engagement. Additionally, the study revealed that self-efficacy has a direct impact on organizational commitment by influencing job satisfaction. These results emphasize the critical role of self-efficacy in bolstering organizational commitment and offer potential insights for management in shaping policies and regulations.

**Rabindra Kumar Pradhan (2020)** conducted a study on the topic of Self-efficacy and Workplace Well-Being, focusing on the role of resilience in manufacturing organizations. Pradhan's investigation aimed to understand the relationship between self-efficacy and workplace well-being, with a specific focus on resilience as a moderating factor. The study involved 527 full-time executives from both public and private manufacturing industries in India and utilized methods such as confirmatory factor analysis and hierarchical regression analysis. Results indicated a positive correlation between self-efficacy and workplace well-being, with resilience playing a moderating role. The findings emphasized the significance of considering resilience alongside self-efficacy in promoting workplace well-being. Pradhan's study contributes to the emerging field of positive organizational behaviour, shedding light on the importance of resilience in manufacturing contexts.

**Gurpreet Randhawa (2004)** conducted research on self-efficacy and performance, focusing on the relationship between researchers' self-efficacy and performance. This study aims to investigate the relationship between an individual's specific job and work using data collected by 150 individuals and 300 researchers from the National Dairy Research Institute, Karnal and Haryana Agricultural Extension Centres. The results of the study showed a positive relationship between job-specific personality and job performance. This showed that high levels of job-specific personal performance corresponded to job development. In addition, comparative analysis of the two groups of researchers found no significant differences in self-efficacy and performance evaluation.

Randhawa's research adds to a growing body of research on the importance of self-efficacy in achieving performance outcomes and echoes similar findings in the study of character.

### III. RESEARCH METHODOLOGY

According to the American Psychological Association, research methodology can be defined as a procedure for the formulation and evaluation of hypotheses that is intended to reveal relationships between variables and provide an understanding of the phenomenon under investigation. In psychology, this generally involves empirical testing and takes the form of the scientific method.

This chapter of research methodology includes the aim, objectives, hypotheses, research design, operational definition of the study, sampling technique, sample size, description of the tools, procedure and the statistical analyses.

#### AIM

The aim of the present study was to find the effect of self-efficacy towards organizational commitment among male and female employees.

#### HYPOTHESIS

1. There is a significant relationship between self-efficacy and organizational commitment among both male and female employees.
2. Gender moderates the relationship between self-efficacy and organizational commitment, such that the relationship is stronger for male employees compared to female employees.
3. There is a significant interaction effect between self-efficacy and gender on organizational commitment, indicating that the relationship between self-efficacy and commitment differs between male and female employees.

#### RESEARCH DESIGN

The study adopted the Ex post facto research design - a category of research design in which the investigation starts after the fact has occurred without interference from the researcher.

#### SAMPLING TECHNIQUE

Convenient sampling and snow bowling technique is used as a sampling design for this study.

According to the American Psychological Association, Convenient sampling can be defined as any process for selecting a sample of individuals or cases that is neither random nor systematic but rather is governed by chance or ready availability. Snowball technique can be defined as a technique to identify and recruit candidates for a study in which existing participants recommend additional potential participants, who themselves are observed and asked to nominate others, and so on until a sufficient number of participants is obtained.

#### SAMPLE SIZE

This study consists of a total sample of 60 people, with 30male and 30 female within the age group of 21-50.

### IV. DESCRIPTION OF TOOLS

#### *General self-efficacy scale*

General self-efficacy scale was designed by schwarzer and Jerusalem (1995). It is a 10 item scale ranging from not at all true to exactly true (not at all true-1, hardly true-2, moderately true-3, exactly true-4).The internal consistency reliability coefficient of the general self-efficacy scale is equal to Cronbach's alphas between .76 and .90.The general self-efficacy is correlated to emotion, optimism, and work-satisfaction. Negative coefficients were found to be depression, stress, health complaints, burn out and anxiety.

#### *Scoring*

The total score is calculated by finding the sum of the all items. For the GSE, the total score ranges between 10 and 40, with a higher score indicating more self-efficacy

#### *Organizational commitment scale*

Organizational Commitment Questionnaire (OCQ) by (Mowday, Steers, and Porter, 1979). This 15 item questionnaire requires the respondent to answer each item on a 7 point rating scale ranging from strongly disagree to strongly agree. The OCQ has been validated using data collected in a variety of different organizations and job classifications.

#### *Scoring*

Each item are measured on a 7-point scale with scale point anchors labelled: (1) strongly disagree: (2) moderately disagree: (3) slightly disagree: (4) neither disagree nor agree: (5) slightly agree: (6) moderately agree: (7) strongly agree. An "R" denotes a negatively phrased and reverse scored item

**PROCEDURE**

Google forms were used to collect the data from the participants. Google form link was shared through social media such as whatsapp and instagram and the data was collected. The participants were given instructions such as “I am conducting this research among employees. Your participation in this study is greatly appreciated, as it will provide valuable insights. Your participation is **voluntary** and you can withdraw at any time during the study if you don’t feel comfortable. There is no right or wrong answers and all your personal information and answers would be kept confidential”.

**V. RESULTS AND DISCUSSION**

The Results section in an empirical research paper describes what the researcher(s) found when they analysed their data. Its primary purpose is to use the data collected to answer the research question(s) posed in the introduction, even if the findings challenge the hypothesis.

In the Discussion section of a research paper, the results are evaluated and implications of study results are interpreted with respect to the original hypotheses. It also discusses the study’s importance, presents its strengths and limitations, and proposes new directions for future research.

*Table 1*

Showing mean scores and standard deviation for self-efficacy and organizational commitment

variable	N	Mean	Standard deviation
<b>Self-efficacy</b>	<b>60</b>	30.33	4.98
<b>Organizational commitment</b>	<b>60</b>	68.66	10.34

The above table shows the mean and standard deviation for variables self-efficacy and organizational commitment. It is inferred that the mean score and standard deviation for self-efficacy (M=303.3, SD=4.98) can be interpreted as high and the mean score and standard deviation (M=68.66, SD=10.34) can be interpreted as moderate level of organizational commitment.

*Table 2*

Pearson correlation coefficient between dimensions of self-efficacy and organizational commitment among employees.

variable	N	P- value	R- value
<b>Self- efficacy</b>	<b>60</b>		
<b>Organizational commitment</b>	<b>60</b>	<b>0.00004*S</b>	<b>0.5042</b>

**The result is significant at p<0.05**

Pearson correlation coefficient was computed to find out if there was a significant relationship between self-efficacy and organizational commitment. Results of the Pearson correlation indicated that there is a significant correlation between self-efficacy and organizational commitment ( $r(60) = 0.5042, p = 0.00004$ ). Hence the null hypothesis that stated that there will be a significant relationship between self-efficacy and organizational commitment was accepted. This is a moderate positive correlation which means there is a tendency for high X variable scores go with high Y variable score.

**VI. CONCLUSION**

The conclusion is intended to help the reader understand why your research should matter to them after they have finished reading the paper. A conclusion is not merely a summary of your points or a re-statement of research problem but a synthesis of key points

The study aims to find out the relationship between self-efficacy and organizational commitment among employees. It can be concluded that there is a significant relationship between self-efficacy and organizational commitment among employees. Results of Pearson correlation stated that there is a moderate positive correlation, which means there is a tendency for high X variable scores go with high Y variable score.

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