

# Employee performance through self efficacy : A case study of Malaysia

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Article History :

**ABSTRACT-** This paper seeks to determine the impact of self-efficacy on employee performance in the insurance business of Malaysia. The paper delineates the fundamental components of self-efficacy and emphasises its significance in shaping the culture of the service industry to enhance productivity. This can be influenced by factors such as job satisfaction, motivation, and stress. Additionally, it highlights the insurance company's inclination towards developmental interventions as a response to environmental changes, both within Malaysia and globally. This study offers insights into the potential impact of self-efficacy on employee performance by examining existing literature and adding case examples.

**KEYWORDS :** *Employee performance, Self-efficacy, Vicarious experience, Physiological and Emotion.*

## 1.0 INTRODUCTION

Individual performance in the workplace is a persistent issue that is evaluated based on an individual's ability to successfully accomplish a goal or aim, which establishes the limits of their performance (Cascio, 2006). The work performance of a corporation has a significant impact on its organisational culture due to its ability to enhance productivity. Employee commitment and collaboration are crucial elements in improving performance in relation to the organization's sustainability. In this study, the definition of employee performance suggested by Campbell (1990) will be adopted. Campbell defines employee performance as a variable at the individual level, encompassing any task or activity carried out by a single person. Consequently, it demonstrates the correlation between conduct, job requirements, and employee performance in the workplace. According to Campbell (1999), an individual's work performance is directly influenced by their knowledge, skills, abilities, and drive. When discussing employee performance, it is important to recognise the distinction between behaviour and the outcomes of performance in order to define what constitutes good performance. Nawawi (2006) argues that performance is the result of an individual's exertion following the completion of a task. Performance is the outcome resulting from the completion of tasks by staff members. Performance is distinguished by the procedures of judging, assessment, and evaluation, rather than the actual action, as indicated by several research (Ilgen et al., 1991; Motowidlo et al., 1997). In addition, as stated by Campbell (1993), performance is defined as any behaviour that may be evaluated or measured.

Employee performance is an ongoing issue in the workplace. The impact of employee performance on an organisation is significant due to its positive influence on production. Employee commitment and collaboration are crucial elements in improving performance in relation to the organization's sustainability. The effectiveness and long-term viability of an organisation are impacted by the character and robustness of its organisational culture (N. Kumari & Singh, 2018). As per Cascio (2006), performance can be assessed based on the extent to which a goal or objective that establishes performance limits is accomplished. Dastisheh and Farooq (2018) assert that there is a strong and positive correlation between employee engagement and employee performance in Malaysia's IT industry. According to Bandura (1997), employees who consistently failed at a task were found to be more adversely affected by vicarious experience, also known as self-efficacy. In addition, as stated by Kaesler (2020), the implementation of MCO (Movement Control Order) in March 2020 has significantly exacerbated the issue of employee turnover during

the COVID era, posing additional difficulties for service-oriented sectors such as the insurance industry. The findings of this study elucidate the influence of occupational stress on an employee's psychological and emotional well-being, as well as its impact on employee productivity. There is a correlation between high levels of physiological and emotional self-efficacy and decreased levels of stress and adversity, improved work performance, good lifestyle choices, and academic achievement (Lopez, 2020).

## 2.0 SELF EFFICACY - CONCEPT AND DEFINITION LITERATURE

There is a high correlation between performance and self-efficacy. An employee's level of self-efficacy is a crucial determinant in evaluating their likelihood of achieving success. Self-efficacy, a widely embraced concept, is considered a significant determinant of success. Akhtar (2008) asserts that workers must possess self-assurance in their competence to successfully do tasks in order to surmount workplace challenges. (Stajkovic & Luthans, 1998) defined self-efficacy as an employee's belief or confidence in their ability to effectively utilise their talents and motivation to successfully complete specified tasks inside the workplace. Bandura (1999) defines self-efficacy as a concept under the social cognitive theory, which encompasses both cognitive and social environmental factors. The notion of self-efficacy, formulated by Albert Bandura, has profound implications for motivation. In a study conducted by Gist (1987), it was discovered that an employee's self-efficacy has an impact on various aspects, including the difficulty level of the chosen aim, interest, tenacity, and effort put into completing the task. An individual's perspectives and actions are commonly referred to be self-efficacious. Self-efficacy is comprehensive since it considers an employee's behavioural, emotional, and cognitive processes. This is an endeavour to illustrate the sequential actions that employees undertake when confronted with unfamiliar obstacles in their job. Workers with a higher level of self-efficacy in the entrepreneurial sector can act as exemplars for others (Cetin, 2011; Mohd, R. et al., 2014).

Ultimately, individuals that possess elevated levels of self-efficacy will be perceived as being more advantageous to the organisation. This phenomenon is exemplified by Bandura (1994, 1977, 1997), who argues that increased self-efficacy and beliefs in one's own abilities would result in elevated levels of motivation, involvement, and achievement among employees. An employee's level of self-efficacy is a crucial aspect in determining their likelihood of success. The appeal of self-efficacy is easily understandable, and this has unquestionably contributed to its increasing popularity. Akhtar (2008) states that in order to proactively address challenges, an employee needs possess self-assurance in their abilities to successfully accomplish the task. (Stajkovic & Luthans, 1998) defined self-efficacy as an employee's belief or confidence in their ability to effectively carry out specific tasks within a given context by utilising motivation and guidance. This definition is relevant to the study of employee performance in the workplace. Self-efficacy, as defined by Bandura (1977), refers to the belief in one's capability to successfully complete a task using one's own skills and abilities. Snyder & Lopez (2002) found that self-efficacy had a favourable effect on employee motivation. Moreover, self-efficacy distinguishes itself from other motivating components such as self-concept and outcome anticipation by evaluating an individual's mental competence. Zimmerman's study was conducted in 2000. Similarly, Gist (1987) impacts the level of complexity of the chosen objective, as well as the worker's exertion, excitement, and persistence in completing the task.

There is a high correlation between performance and self-efficacy. Panatik, O'Driscoll, and Anderson (2011) found that self-efficacy among Malaysian technical workers weakened the impact of job expectations and work-related psychological reactions. According to Çelik et al. (2016), an individual's dedication to an organisation may be affected by their level of occupational self-efficacy. Jackson, Shaw, Scott, and Rich (2007) found that self-efficacy had a significant predictive effect on job performance, especially in less complex job roles. Self-efficacy refers to the belief that an individual possesses the determination, cognitive abilities, and tactics required to successfully accomplish a task in a specific circumstance. Nafei (2015) conducted a study. It is

crucial to identify the source of self-efficacy, considering its powerful impact on companies. In this study, the two sources of self-efficacy will be susceptible to modification. Consequently, the theories can be summarised as:

## **2.1 The relationship between vicarious experience and employee performance**

Bandura (1997) suggests that repeated failure at a task amplifies the negative impact of vicarious experience on workers. Observing competent coworkers successfully performing a specific activity can serve as a secondary means of enhancing one's self-efficacy, referred to as vicarious experience, hence increasing self-efficacy. Bandura argues that when workers perceive themselves as exemplars for others, the impact becomes more potent. The promotion of self-efficacy through success modelling is effective because individuals assess their own capabilities by comparing them to those of their colleagues.

Employers acknowledge this aspect of the phenomenon and convince individuals of their likelihood of success by emphasising the accomplishments of other participants. Individuals can employ norm-referencing and social comparison to assess how their abilities measure up against the achievements and shortcomings of others. Observing the achievements of others can enhance individuals' self-assurance in their own capacity to successfully undertake comparable endeavours. The reference is Schunk et al., 1987.

## **2.2 The relationship between physiological and emotion with employee performance**

The impact of physiological and emotional factors is recognised within the realm of self-efficacy. Workers who experience disappointment, irritation, or depression are less likely to achieve success and are more susceptible to becoming distracted. It pertains mostly to the emotional response to stimuli. According to Lunenburg (2011), those who expect to fail or perceive a task as too challenging are more prone to experiencing psychological symptoms like as headaches, flushed skin, and a racing heart. He further stated that individuals may vary in their experience of symptoms, and if the employee continues to feel them, it could be linked to inadequate job performance.

Our perception of capability is shaped by our understanding of how the body reacts to particular tasks in relation to strength, stamina, and emotion (Bandura, 1997). The subjective experiences of employees, such as feelings of resilience in the face of challenges, calmness in the presence of stress, vitality despite fatigue, or enthusiasm despite sadness, can all influence their perceived ability to persist in their work. When evaluating employee performance, it is particularly important to take into account situations where workers are required to take on additional tasks or work longer hours. Bandura (1977) conducted a study.

## **3.0 The Research Gaps**

This study aims to elucidate the broader correlation between employee performance and self-efficacy through its research framework. According to a study conducted by Akhtar (2018), the relationship between the ideas indicates that behaviour plays a crucial role in determining the importance of employee performance in the workplace. This study proposes that managers who possess a favourable perception of their own efficacy are more inclined to demonstrate innovative work methods. Resilience capacity was found to have a favourable correlation with workplace self-efficacy, behavioural and presenting abilities, timeliness, and organisational aptitude.

Resilience Capacity discovered a favourable correlation between problem-solving abilities and work responsibility, job self-efficacy, presenting and behavioural skills, timeliness, and organisational abilities.(P. Kumari et al., 2015). According to Grable (2014), further research is needed to determine other variables that can enhance the explained variance in the physiological and emotional elements of vicarious experience. The purpose of this study was to examine the relationship between employee performance and self-efficacy, both of which are considered essential for achieving the organization's goals.

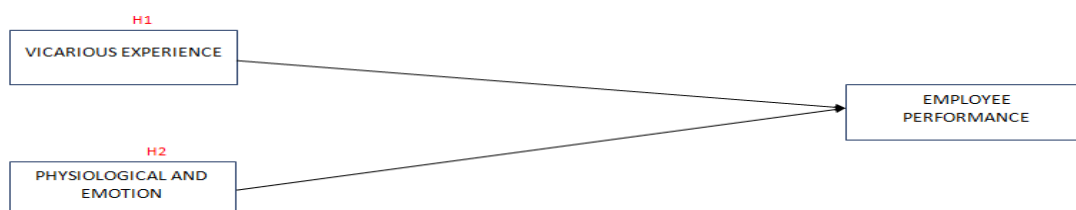


Figure 1: Conceptual Framework

#### 4.0 Conceptual Framework

This study presents a conceptual research framework, illustrated in Figure 1, that explores the connections between vicarious experiences (both physiological and emotional) and employee performance. These connections are founded on the arguments put out in the existing literature. Finally, the research hypotheses are generated. As said by Bandura in 1997 Individuals who possess a clear understanding of the correlation between abilities and outcomes tend to be more efficient and effective. Bandura (1997) suggests that the most captivating similarities lie in the achievements and shortcomings of the model. Enactive mastery experiences refer to situations where the observation of a model might have a greater influence than the indirect experience itself.

For example, Brown & Inouye (1978) discovered that individuals who possess confidence exhibit a greater capacity to persist in the presence of recurring failures. Bandura and Jourden (1991) found that self-efficacy views were shaped by positive and negative feedback. Individuals who received good feedback, indicating that they were outperforming their counterparts, experienced benefits. On the other hand, individuals who received negative feedback experienced a gradual fall in their self-efficacy beliefs when comparing themselves to others. To summarise, modelled achievements act as a means by which vicarious experiences are conveyed. Modelling is an effective approach for enhancing self-efficacy, and workers frequently need to evaluate their skills in comparison to the achievements of others. The primary emphasis of modelled performances designed to alter self-efficacy is in the concepts of controllability and predictability.

According to Bandura (1997), physiological and affective states encompass Physiological and affective states encompass bodily manifestations such as perspiration, muscle tension, and shivering, along with other somatic signs. Physiological indicators encompass symptoms such as debility, fatigue, and discomfort. Hence, the fourth crucial strategy for modifying efficacy beliefs involves enhancing one's physical condition, reducing stress levels and negative emotional

tendencies, and altering one's perspective of one's body. The Influence of Mood on Self-Efficacy Judgement states have the potential to affect the processing, organising, and retention of experiences, and can also lead to distortions in attention. Employees, for example, learn more rapidly when their mood aligns with the task at hand. Furthermore, the ability to remember information is enhanced when individuals are in the same mental state as when they initially acquired it. Mood can distort the extent to which self-efficacy is influenced by events. For instance, achieving success while feeling joyful might result in a strong perception of one's own ability to accomplish tasks, but experiencing failure while feeling negative emotions can result in a diminished belief in one's own capabilities. Individuals often display an inclination to amplify their skills when experiencing happiness, while conversely, they have a tendency to underestimate their capabilities when feeling unhappy..

## **5.0 Proposed Methodology**

The study aims to utilise a quantitative research methodology to gather comprehensive data that aligns with the objectives of the study. The method is widely regarded as the most effective for doing extensive research, as the results of a comprehensive statistical analysis are more reliable for developing generalisations. Nevertheless, the study design and execution methods are determined based on the approaches that effectively address the practical requirements of a specific inquiry. The research utilises statistical analysis to examine if employee performance is influenced by self-efficacy. The study's relationships are assessed quantitatively through testing. The data collection sample comprises employees in the insurance industry.

This sampling strategy entails purposefully selecting persons who hold critical positions that allow them to offer the necessary information in the most efficient and effective manner. The researchers will initiate contact with the chosen participants via telephone and email, providing a succinct overview of the study that highlights the necessity of their involvement. According to Anderson and Gerbing (1988), the primary goal of Partial Least Squares Structural Equation Modelling (PLS-SEM) is to conduct causal-predictive analysis. The investigator use SmartPLS 4 as the chosen software application for this inquiry. Moreover, the conceptual frameworks regarding corporate performance are developed by adapting and expanding current scholarly works in the subject of supply chain management. The researcher will conduct a literature review to aid in the development of the conceptual framework and establish the relationship variable.

## **6.0 Conclusion and Recommendations**

This paper examines the influence of self-efficacy on the performance of employees inside a particular organisation in Malaysia. The article highlights the importance of self-efficacy in shaping the culture of the service industry and eventually enhancing efficiency. It indicates that self-efficacy can be impacted by multiple elements, such as job satisfaction, motivation, stress, and developmental treatments. This research utilises established scholarly works and empirical case studies to offer valuable insights into the potential impact of self-efficacy on employee performance. Employee performance is characterised as an individual's capacity to accomplish predetermined goals and objectives in the workplace. It highlights the importance of employee performance in shaping organisational culture, enhancing productivity, and ensuring long-term viability.

Additionally, it emphasises the correlation between employee performance and variables such as job satisfaction, motivation, and stress, particularly within the framework of shifts in the corporate landscape. The concept of self-efficacy is thoroughly examined, highlighting its

significance in forecasting an individual's likelihood of achieving success. Self-efficacy refers to an individual's confidence in their capacity to successfully do tasks and is seen as a crucial determinant of work performance. The article states that self-efficacy is impacted by multiple sources, such as vicarious experience, physiological and emotional aspects, and enactive mastery experiences. There is a direct correlation between vicarious experience and employee performance, with vicarious experience having a favourable impact on performance. It implies that when employees witness their coworkers effectively accomplishing tasks, they are more likely to enhance their own self-efficacy and, consequently, improve their performance. There is a direct correlation between physiological and emotional elements and employee performance.

This emphasises the influence of an individual's emotional and physical condition on their belief in their own abilities and, as a result, their performance. The research continues by highlighting the necessity for additional research to gain a deeper comprehension of the correlation between self-efficacy, vicarious experience, and physiological and emotional aspects in the context of employee performance. The text introduces a theoretical framework that visually demonstrates the connections between these factors and prepares the way for future research. This conceptual paper discussed several constraints. Initially, the discourse is founded upon the comprehensive examination of existing research. The ideas, methodology, and variables are derived from the gaps revealed in previous studies addressing employee performance and self-efficacy. Furthermore, this research solely elucidates the factors and their interconnection. The projections of impacts are derived from the current body of literature. Insufficient research exists to demonstrate the impact of self-efficacy on employee performance. Given the constraints of the study, it is recommended that future research endeavours focus on examining the correlation between self-efficacy and employee performance. Conducting empirical study is necessary to establish the connections between these constructs.

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