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SELF-EFFICACY AND EMPLOYEE PRODUCTIVITY: A LITERATURE REVIEW

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Abstract
This research is a literature review which analyzed the findings of existing empirical studies to draw a conclusion between the relationship between self-Efficacy and motivation and the impact of self-efficacy on employees' productivity. The study found a positive relationship between self-efficacy and motivation and a positive impact of self-efficacy on productivity of employees. The study concluded that employees with high self-efficacy perform better in organizations and are more creative. The study recommend the need for future researchers to conduct more studies to determine the impact of self-efficacy on employees' performance in different working environment. This is because employees' self-efficacy can be influenced by the environment in which they work
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Key Words: Self-Efficacy, Motivation, Productivity and Creativity

Introduction
In every organization, human resource is regarded as one of the most important resources of an organization. Employees are the intermediaries between the organization and its goal achievement. The objective of organizations cannot be met without the individual effort and performance of its employees. The quality of the organizations' workforce performance and creativity is the determining factor for an organizations success. Therefore, organizations aim at getting the best out of their employees. Employees are also expected to discharge their assigned duties effectively and efficiently and to come up with new ideas on products and processes to enable the business compete in the global market.

However, the problem of employee work evasion and failure cannot be ignored in organizations. To overcome these problems, organizations are responsible to develop various employee management tools by developing motivational factors besides extrinsic motivation that will develop employee inherent work devotion which will increase

performance. Many employees resist work because they do not have the motivation to perform their duties successfully. In contrast, people who doubt their capabilities avoid engaging in challenging tasks rather than facing the challenges and coming up with creative ways of solving organizational problems.
Employees' high self-efficacy is one of the best human resource management tool which stimulates employees' behavior towards achieving the overall goals of the organization. Without a motivated employee, companies could be placed in a very risky position. Motivated employees can lead to increased productivity and enable an organization achieve higher level of output. Self- efficacy is a major factor to consider by human resource management to determine its impact on employee motivation, creativity and productivity.

This paper set to explore the existing literature on self-efficacy by exploring the impact of self-efficacy on employees in organizations. This paper will reveal areas in the field which requires in-depth research by future researchers. This review intends to cover the following areas on self-efficacy: The relationship between self-efficacy and employee motivation and the impact of self-efficacy on employee productivity. Therefore, in the course of discussing these areas, focus will be in identifying areas for future research.

The objective of this research is to determine the relationship and impact of self-efficacy on motivation, performance and creativity of employees; by analyzing and drawing a conclusion of the empirical findings of different researchers.

LITREATURE REVIEW

Concept of Self Efficacy

The early theories of motivation were concerned with the need satisfaction. Abraham Maslow (1943) introduced the theory of human motivation by the hierarchy of needs pyramid. Current philosophy however do not disregard these theories but rather built up on them to include a self-concept outlook. Albert Bandura (1977) argued that ones' sense of self- efficacy is the drive which stimulates employees to perform specific tasks. Since then, the subject has become one of the most studied topics in employee behavior that leads to motivation. Bandura (1997) further highlights that self-efficacy influences individuals behavior and activities, how much effort they put forth, how persistent they are in the face of difficulties and the difficulties of the goals they set to achieve.

Self-efficacy reflects people's beliefs in their personal ability. Rolland (2012 suggests that self-efficacy as one's certainty in one's capability to succeed in specific situations or accomplish a task. Self-efficacy is a self-evaluation of one's ability to master a task. Bryan & Glynn (2011) argued that it includes judgments about one's ability to accomplish a task

and one's confidence in one's skills to perform that task. There are a number of factors that influence an individual's general outlook in life such as self-esteem. Moreover Saif (2014) also suggested that self-efficacy may be related to task based self-esteem. Mitchell & Michael (2011) found that self-efficacy is related to self - control, perseverance in accomplishing tasks and effective problem solving. Gist & Rolland (2012) argue that self-efficacy mediates the relation between self-motivation and performance.

Sources of Self-Efficacy

People's beliefs about their efficacy can be developed by four main sources of influence.

According to Bandura (1997) the most effective way of creating a strong sense of efficacy is through:

1. **Mastery experiences**.
   The most effective way of developing a strong sense of efficacy is through Mastery experience. Bandura (1998) explained that performing a task successfully strengthens our sense of self-efficacy. However, failing to adequately deal with a task or challenge can undermine or weaken self- efficacy. Success builds a robust belief in one's personal efficacy while Failure undermines it. Especially if the failures occur before a sense of efficacy was firmly established.
   Some setbacks and difficulties in human pursuit serve a useful purpose in teaching that success usually requires sustained effort. Abdulsalam (2018) argued that after people become convinced they have what it takes to succeed, they persist in the face of adversity and quickly recover from setbacks. By sticking it out through tough times, they emerge stronger from adversity.

2. **Vicarious Experience / Social Modeling**
   The second way of creating and strengthening self-beliefs of efficacy is through the
   vicarious experiences provided by social models. Witnessing other people successfully completing a task is another important source of self- efficacy. Taleb (2016) also argued that seeing people around you succeed by sustained effort rises a persons' beliefs that he can possess the capabilities to master comparable tasks to succeed. Wallin (2022) found that the impact of modeling on perceived self-efficacy is strongly influenced by perceived similarity to the models.

3. **Verbal Persuasion**
   According to Maureen (2018) Social persuasion is a third factor of strengthening employees' beliefs that they have the ability to succeed. Employees who are persuaded verbally that they possess the capabilities to master given activities are

likely to mobilize greater effort and sustain it than if they have self-doubts and settle on personal deficiencies when problems arise. (Michael et al 2011) succeeded in determining the extent that persuasion boosts perceived self-efficacy and lead people to try hard enough to succeed, it promotes development of skills and creativity in problem solving.

4. **Psychological Responses**

Our own responses and emotional reaction to situations also play an important role in self-efficacy. Moods, emotional states, physical reactions and stress levels can all impact how people feel about their personal abilities in a particular situation Bandura (1999). A person who becomes extremely nervous before speaking in public may develop a weak sense of self-efficacy in these situations. However, Bandura also notes "It is not the total intensity of emotional and physical reactions that is important but rather how they are perceived and interpreted."

People who have a high self-efficacy are likely to view their state of affective arousal as an energizing facilitator of performance, whereas those who are beset by self- doubts regard their arousal as an obstacle or threat. By learning to minimize stress and elevate mood when facing difficult or challenging tasks, people can improve their sense of self efficacy.

Self-Efficacy and Motivation

Motivation is an inner drive that directs an individual's behavior towards the accomplishment of a goal (Saif, 2014). Motivation is therefore based on an individual's desire to achieve a specific goal Mayer (2010). It is the driving force which stimulates individuals to act or perform a specific action. The degree to which people believe in themselves and their own capabilities is important for their motivation and success Bandura (1995). People's capabilities are important, but what they believe they can do is as important as their capabilities. Peoples' belief in what they are capable of doing serves as a stimulus to performance. So therefore, self-efficacy is the mediating factor between motivation and performance. Self- efficacy beliefs have proven to be consistent predictors of behavioral outcomes, such as performance and ctreativity (Ouweneel et al.,2013).

Self-Efficacy beliefs have been positively related to motivation and engagement and they lead to greater task involvement, accomplishment and perseverance. Several studies have shown self-efficacy to be one of the strongest predictors of performance Abdulsalam (2018). According to Smithson, (2012), people with self-efficacy try different solutions when they do not achieve their goals, and they put more effort by being more creative and coming up with new ideas and initiative to make it work. Moreover, they endure and remain

confident that they will be successful in the end, and as a result they are motivated to perform well. (Oluweneelet al., 2013).

Motivation has been identified as intrinsic and extrinsic. Intrinsic motivation refers to motivation to engage in an activity for its own sake because one has the desire or passion for it. (Tseng et al, 2010) argue that it is the tendency to engage in an activity because one finds it interesting and fun and also persevere in challenging and difficult tasks and sees it as his responsibility.

Rolland, (2012) states extrinsic motivation to include enthusiasm or the passion to engage in a task in order to obtain a reward for it such grade, praise, or other monetary incentive. Self-efficacy is therefore viewed as a factor which induces self-motivation among individuals and employees to perform tasks.

Self- Efficacy and Employee Performance

Employee' success in a task is closely linked to employees' self-efficacy in the task. (Judge & Bono, 2001) argue that higher self-efficacy in a task is associated with good outcomes, ranging from greater job satisfaction and performance which eventually leads to creative solutions in solving organizational problems. Job motivation and organizational commitment measures have been found to have an impact on employee performance. Any impact on an employee's commitment to his/ her career is found to be associated with his/her ability to link his motivation to his/her performance levels and an antecedent to this motivation is his self-efficacy (Morrow, 1993). There has been a great deal of importance given in research to the level of commitment an employee gives to his career. This is important as a career is not only a source of income for the individual to sustain but also one which presents a great deal of occupational meaning as well as continuity as well ensuring a great deal of employment security Erdil (2012). An individual or employees' career success is associated with the degree of commitment he shows. Any employee who has the ability to show commitment to his career is found to make an attempt to improve his skills and motivate himself to perform well. Such an employee is also found to spend time in terms of developing his skills and promoting his self- efficacy by showing better job involvement Maureen (2018).

Haddad and Taleb (2016) also argued that there has been a great deal of evidence which has linked the importance of employee self-efficacy and performance including the ability to adapt to advanced technologies in the workplace, the ability to cope with sudden changes in task performance, ability to generate new ideas and grow to a managerial level, ability to perform better as a team and the ability to acquire more skills.

Self-Efficacy and Creativity

Employee creativity is defined as employees' ability to invent new ideas into their work activities Farmer (2004). This has to do with new ideas in performing difficult tasks, the invention of new products, processes and new ways of carrying out activities for more effective and efficient outcome. Employee creativity is an important source of organizational innovation and competitive advantage (Zhouu,2003), Organizations are increasingly seeking to foster employee creativity (Oldham, 2003). Bandura (1997) defines self-efficacy as" A person's belief that he or she can successfully perform in a particular setting." While Creative self-efficacy as the belief the person has in his own ability to produce creative outcome in a specific setting or in general.

Ouweneel et al (2013) found that employees' self-efficacy is positively associated with employee creativity. Similarly in a study by Michael et al (2011) revealed that creative self-efficacy is a significant mediator of creativity expectation and creative performance. So therefore those with high self-efficacy will result in more creative self-efficacy, by believing they have the ability and capability to come up with new ways of doing things, it will actually be reflected in their creative performance.

So therefore, self-efficacy is the mediator of an individual's creative thinking and creative performance.

RESEARCH METHODOLOGY

The study adopted an analytical research design and reviewed empirical studies on self - efficacy by different researchers to establish the impact of self-efficacy on employee productivity.

FINDINGS

The study found a positive relationship between an employees' high self-efficacy with employee motivation. Self-efficacy also impacts positively on employee creativity and productivity. The study discovered that there is need for future studies on the mediators and moderators of self-efficacy on employee productivity. For instance, self-efficacy of employees can be influenced by the environment in which they work in.

CONCLUSION

The findings of this study revealed that self-efficacy is still a very important factor to be considered in schools, work places and other domain. This is because of the important role it plays in changing the behavior of individuals and employees in their working

environments to enable them progress and perform well. It serves as another factor of human resource management.

This study concluded that self- efficacy has a positive relationship with motivation of employees which also leads to employees' better performance. Self-efficacy is therefore the mediating variable between motivation and employees productivity. Self-efficacy motivates employees and positively impacts their performance by making them more creative and productive. No amount of extrinsic incentive can motivate employees without employees' prior belief in their own abilities that they have the capability to do the task correctly. This therefore highlights the importance of self-efficacy of employees in motivation and productivity. With self- efficacy, employees become motivated and persevere to produce desired outcomes in difficult tasks and also develop creative ways of managing organization task related problems.

RECOMMENDATION

Hence, the importance of self-efficacy is much known from previous empirical studies, this study strongly recommend the need for researchers to conduct more studies to determine the impact of self-efficacy on employees' performance in different working environment. This is because employees' self-efficacy can be influenced by the environment in which they work.

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