The Effect of Self-efficacy on Work Engagement and Organizational Values

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Abstract

Organizations use adoption values in organization to inspire their employees as well as their customers. Organizational values are often discussed to be a powerful marketing tool, since clear organizational values are positively noted and they encourage potential buyers to buy or use company’s product. Values are utilized to help express how an organization works. The purpose of this study is proposing a model to determine the effect of self-efficacy on work engagement and organizational values. The goal of the implementing work engagement mediates the relationship between self-efficacy and values adoption in organization. Relevant to the issues above, this study intends to generate a new framework for further research pertaining to adoption of their hotel’s value in organization relationships. In addition, the paper provides insight of each variable of the theoretical model. Furthermore, understanding which self-efficacy can enhance quality of aligning employee across organization’s values identity as result of current study is most significant. It advances knowledge and understanding of how key variables which may affect in adoption of organizational values in hotel Industry in Kuala Lumpur, Malaysia, and it may also be used to assist organizations in formulating strategies to increase organization values in long term. The most significant result of current study will present novel experience in four and five stars hotels within academic studies. Finally, this study is one of the first to highlight the effect of self-efficacy on work engagement and organizational values.

Keywords self-efficacy, work engagement, organizational values

1. Introduction

Researcher focuses on self-efficacy as personal resources, because self-efficacy is one of the key personal resources in the Conservation of Resources, COR theory (Gorgievski & Hobfoll, 2008). Self efficacy is a critical predictor of adjustment and the degree to which employees use affective behavioral strategies. According to self-efficacy theory, individuals judge their ability to successfully cope with new challenges, thus developing domain-specific self-efficacy beliefs (Raghuram et al., 2003).

Work engagement is a relatively concept of “positive psychology” referring optimal functioning and positive experiences at work (Mauno et al., 2007). As stated by Bakker (2011) and Othman (2012), engaged employees are more likely to work harder through elevated levels of discretionary efforts when compared to those who are disengaged. However, it should be noted that employees cannot always be engaged in their work; they need some time and opportunities for recovery (Bakker, 2011; Othman, 2012). Recent efforts have highlighted the importance of research engagement which focuses on human strengths and optimal functioning (Nasurdin & Ling Suan, 2014). Despite its potential functional outcomes, research on the prevalence and antecedents of research engagement remains scarce (Nasurdin & Ling Suan, 2014). However, it should be reiterated that regarding the commitment of the employees to the employers or if their degree of engagement affects the adoption of their values has not been fully understood.

Organizational values are the standards and desirable end states on which the organizational behaviour of employees is based. The importance of organizational values for organizations is shown even strongly now in the time of economic uncertainty then even before. Urde et al. (2013) states that adoption of organization’s values might be clarified in a few ways, and are utilized to help express how an organization works. He represents that values could be translated as the guidelines of the
organization, the religion of the organization, gives an organization an iron mission and vision. Urde (2013) states that the capacity of core organizational values is to capably aid organization brand development; consequently this infers that core brand values have an instrumental part in employee performance and correspondence.

There is another issue which related to this study examined relationships between self-efficacy and work engagement. First, empirical evidence in the research stream between self-efficacy, work engagement and organizational values in the tourism and hospitality literature is meager (Pienaar & Willemse, 2008; Kim et al., 2009). Furthermore, there is little empirical research in the extant literature, which pertains to the antecedents of work engagement (Llorens et al., 2007; Mauno et al., 2007; Xanthopoulou et al., 2007; Othman, 2012). Second, much of the extant research on self-efficacy and work engagement has centered on the samples of the developed Western countries such as the Finland (Bakker et al., 2007), Netherlands (Schaufeli & Bakker, 2004; Xanthopoulou et al., 2007), Canada (Saks, 2006), Sweden (Hallberg et al., 2007), and Spain (Salanova et al., 2005). It likewise has been demonstrated that the examples determined from the developing countries are still underrepresented in the services marketing literature such as Malaysia. Moreover, there is a need for additional work related to strategic decision-making in hospitality industry to build branded businesses (Olsen, 2004; Enz, 2010).

This paper concentrates upon hotels’ staff as a leading tool which can influence clients. In other words, values can be seen as leading functions of behaviour, or the finishing points (Meglino & Ravlin, 1998; Rokeach, 1973). They make it clear for staff respecting the kind of manner they should behave (Meglino & Ravlin, 1998) or illustrate preferred end-states.

This current paper is opened through the exploration of the literature with respect to the instinct of values, self-efficacy and work engagement as consequences of organizational values, the research objectives driving this study are as follows:

1) To investigate the influence of self-efficacy on organizational values.
2) To investigate the influence of self-efficacy on work engagement.
3) To investigate the influence work engagement on organizational values.
4) To investigate the influence of self-efficacy on organizational values as mediated by work engagement.

![Diagram](image)

**Figure 1**
Proposed theoretical model

The proposed model is designed with self-efficacy as independent variable. Work engagement with three dimensions namely, vigor, dedication and absorption plays role as mediator, whereas organizational values is a dependent variable. The following discussion provides an overview of variables and conclusion as well.
2. Self-efficacy

Self-efficacy is defined as people’s beliefs about their capabilities to produce designated levels of performance that exercise influence over events that affect their lives. Self-efficacy beliefs determine how think, motivate themselves, people feel and behave. Such beliefs produce these diverse effects through four major processes. They include motivational, affective, cognitive and selection processes (Bandura, 2009).

One of the key of self-efficacy is personal resources in the Conservation of Resources, COR theory (Luthans et al., 2008). Self-efficacy is derived from social cognitive theory (Gist & Mitchell, 1992) and is a positive psychological strength (Luthans et al., 2008). It refers to “people’s beliefs in their capabilities to mobilize the motivation, cognitive resources, and courses of action needed to exercise control over events in their lives” (Wood & Bandura, 1989, p. 364).

Self-efficacy is described as part of reciprocal process that determines behaviour - a person feels confident in his or her ability to carry out behaviour and to achieve a desired result. This confidence comes from the interaction of personal, behavioural and environmental factors. A person draws upon his or her own knowledge and feelings, obtains technical advice and support and then tries out behaviour (Bandura, 2009). That person than observes the results, makes judgments and conclusions. If the behaviour produces the desired results, it is more likely to be tried again and the person’s belief in oneself (self-efficacy) will increase (Bandura, 2009).

Self-efficacy is not the only influence on behaviour. High self-efficacy will not produce a competent performance when requisite knowledge and skill are lacking. In this instance, a sense of self-efficacy for learning is beneficial because it motivates individuals to improve their competence, outcome expectations, or beliefs concerning the probable outcomes of actions, are important because people strive for positive outcomes.

3. Organizational Values

The measurement of values offers organizations an opportunity to evaluate the level of closeness between the values of the employee, and the values of the organization or those considered paramount for a job. If an employee’s values are not in accordance with the values of the organization, then they may exhibit lower levels of profit or even show expanded plan to leave the organization. The capacity to measure values permits recruiters to assess the fit in the middle of organizational values (Cable & Judge, 1996).

One level of the environment that a person can achieve fit with is the organization that they work in or may intend to work in. Just like when a person fits into a peer group on the basis of shared interests so a person can fit into an organization through their similarity. In other words, Person-Organization fit is the supplementary fit between the characteristics of the person and the characteristics of the organization (Cable & DeRue, 2002; Vogel & Feldman, 2009).

Measured as such Person-Organization fit (POF), has been shown to be related to a number of important work related outcomes. For example, higher levels of value and goal congruence between the person and the organization are associated with higher levels of organizational commitment and organizational citizenship behaviour (Cable & DeRue, 2002). Organizational citizenship behaviours are those extra-role or “going the extra mile” behaviours that employees may engage in to help achieve organizational values. Furthermore, higher levels of Person-Organization fit, are associated with more perceived organizational support, or positive attributions for organization’s behaviour, Job satisfaction, and lower levels of intentions to leave the organization (Cable & DeRue, 2002). For example, workers at Google buy into the idea that Google is a company on the cutting edge of innovation and has a reputation for being a cool place to work. Someone chooses to work at Google because he believes he’s the kind of person who fits that corporate brand.

The importance of organizational values is significantly more focused by Musek Lešnik (2008) when he says that organization is just like a human; it makes decisions, does what it thinks it’s right, has legal limitations on what it can do, has ethical limitations, creates and implements its own rules and beliefs, it advances on the basis of its decisions, creates myths, legends and habits and so on. It can say that organizational values are integrated into personality of an organization thus playing a similar
role as values do in lives of individuals; directing behavioural examples, affecting relationships inside the organization and impacting how organization perceives its suppliers, clients, and competition.

4. Work Engagement

Kahn’s definition, Maslach et al. (2001, p. 417) also refer to engagement as a psychological and emotional state, a ‘persistent, positive affective- motivational state of fulfilment’ and Hallberg and Schaufeli (2006) define it as ‘being charged with energy and fully dedicated to one’s work’. Rothbard (2001) supports and expands Kahn’s definition to suggest that engagement also reflects being absorbed and intensely focused in one’s work. This is consistent with Schaufeli et al.’s (2002), cited in Sonnentag (2003) definition which reports vigor, dedication and absorption as being the core dimensions of engagement.

Other academic definitions have focused more on the outcomes of engagement, much in the same way as those proposed by companies:

‘An engaged employee extends themselves to meet the organization’s needs, takes initiative, is proactive, reinforces and supports the organization’s values, is in the flow, shares the values of the organization, stays focused and vigilant and believes he/she can make a difference’.

(Macey and Schneider (2008) cited in Kaufman et al., 2007)

Macey and Schneider (2008) define engagement as ‘discretionary effort or a form of in- role or extra- role effort or behaviour’ (p. 6), involving innovative and adaptive performance and going ‘beyond preserving the status quo, and instead focus on initiating or fostering change in the sense of doing something more and/or different’ (p. 24). Similarly, Tasker (2004) describes engagement as ‘a beneficial two- way relationship where employees and employers “go the extra mile” for one another’.

As employees become more engaged, they find their work more meaningful, self-fulfilling, and inspirational and, accordingly, concentrated, become more dedicated, and engrossed in their jobs. This positive and motivated state of mind should carry over to how they treat and serve customers. In that capacity research has shown that engagement influences not only in-role behaviour but also proactive behaviour (Sonnentag, 2003) and extra-role behaviour for example organizational behaviour (Rich et al., 2010). It seems that engaged employees have an expanded view of their job role and reach out to a broader set of activities in their jobs. This infers that, at the very least, engagement will have a positive effect on how employees handle their in-role duties, including providing superior service to clients.

Harter et al. (2002) reported that engagement is positively related to important business performance metrics such as profitability, loyalty, customer satisfaction, productivity and values. Researchers expect similar result in that engaged employees will work out of excitement, happiness and the sheer joy of providing excellent service to clients. It is required engaged employees to be friendly, attentive to customer problems prompt in service delivery, and motivated to recommend appropriate products based on customer needs (Young et al., 2009).

5. Conclusion

In this research, an attempt was made to conceptually clarify the implementation of self-efficacy on making tough relationship with organizational values. In this study, we proposed a model that describes the connections between self-efficacy, work engagement and organizational values. Self-efficacy that is explained based on motivational, cognitive and affective employee has been employed in this research. The highlight point in this study is the application of this model to determine the impact of work engagement as mediated between self-efficacy and organizational values. Hopefully, the findings from this research will be useful for hotel values and their brand value are now being utilized as a means to construct strong connections, rebuild trust and engender customer loyalty. It is critical that hotel industry employees live their brand values, to ascertain that the brand message is strengthened via employee communications with customers. This study thus contributes towards more self-efficacy by suggesting that its implementation must take into account the proposed mediating factor, work engagement so that appropriate measures can be undertaken to ensure that the performance of the hotel can be sustained through its employees so that they can provide better service quality to the hotel guests.
References


