Impact of Human Efficacy and Non - Human Efficacy on Employee Attitude

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Abstract

This study examines the impact of human and non-human efficacy on employee attitudes, specifically in the banking sector of Madhya Pradesh, India. Human efficacy, including performance accomplishment, psychological emotional state, and social persuasion, was measured alongside non-human efficacy, such as work culture and job security, using a re-standardized questionnaire. The study employed judgmental sampling to select 250 participants, with data measured on a Likert scale. The researchers used SPSS and Smart PLS version 4 for statistical analysis to ensure the accuracy and robustness of the study's results. The study's findings provide insights for organizations seeking to improve employee well-being and performance by developing policies and practices that support employee development. This study can also contribute to the broader literature on employee attitudes and efficacy, informing future research in this area.

Keywords:- *Employee, Attitude, Efficacy, Motivation, Performance.*

1. INTRODUCTION

Self-efficacy plays a crucial role in an individual's motivation and behavior towards a particular task or activity (Bandura, 1997). It is the belief in one's ability to succeed in a specific situation, and this belief can significantly impact an employee's job performance. Employees with high self-efficacy are more likely to initiate coping behavior, exert effort towards their tasks, and sustain that effort despite facing challenges or setbacks. On the other hand, employees with low self-efficacy may feel discouraged and avoid taking on challenging tasks or responsibilities.

Performance evaluation can help managers understand the employee's motivation level and how invested they are in their job description (Locke & Latham, 2002). By creating a positive organizational culture, providing job security, and promoting employee satisfaction and performance, managers can encourage employees to develop their self-efficacy and improve their job performance, leading to successful outcomes for the organization.

Research has shown that the quality of supervision can have a significant impact on employee well-being. For example, supportive supervision has been linked to reduced levels of burnout and stress, improved job satisfaction, and increased productivity (Eisenberger et al., 2002; Ragins & McFarlin, 1990; Riggio, Riggio, Salinas, & Cole, 2003). On the other hand, unsupportive or abusive supervision can lead to a range of negative outcomes, such as increased stress, anxiety, depression, and turnover intentions (Tepper, 2000; Einarsen, Skogstad, & Einarsen, 2017; Aryee, Chen, Sun, & Debrah, 2007).

Furthermore, research has shown that specific supervisory behaviors, such as providing feedback and recognition, setting clear expectations, and involving employees in decision-making, are associated with improved employee well-being (Eisenberger et al., 2002; Ragins & McFarlin, 1990; Riggio et al., 2003). By contrast, behaviors such as micromanaging, belittling, and blaming employees for mistakes are linked to negative outcomes (Tepper, 2000; Einarsen et al., 2017; Aryee et al., 2007).

Therefore, improving supervisor behavior may be an effective way to improve employee psychological well-being and performance. However, it is important to note that individual differences may also play a role in the relationship between supervision and employee outcomes. For example, employees with high levels of self-efficacy may be less affected by unsupportive supervision than those with low self-efficacy (Tepper, 2000). Therefore, interventions aimed at improving supervision should take into account individual differences in personality, motivation, and other relevant factors.

Culture is a complex and multifaceted concept that is difficult to define and understand (Kroeber & Kluckhohn, 1952). Clifford Geertz's statement emphasizes that culture is not something that directly causes events or behaviors, but rather provides a framework within which these events and behaviors can be meaningfully understood (Geertz, 1973). In other words, culture is a lens through which we view and interpret the world around us.

Culture is closely linked to other aspects of human activity, such as social structure, economics, politics, and history. These factors shape and influence culture, and culture in turn shapes and influences these factors. Therefore, it is challenging to isolate the effects of culture from other factors and to study them in isolation. In the context of social persuasion, the culture in which an individual operates can influence how they perceive feedback and support from others. For example, in some cultures, direct and explicit feedback may be more valued and appreciated, while in others, indirect and implicit feedback may be more appropriate. Therefore, understanding the cultural context in which an individual operates is crucial for effective social persuasion.

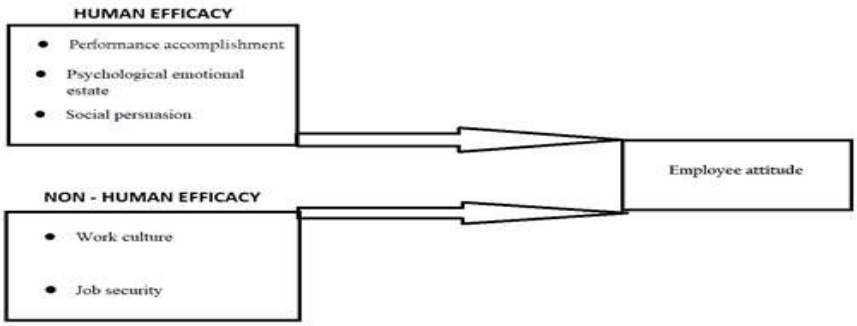
This study aims to fill this research gap by examining the impact of human efficacy, which includes performance accomplishment, psychological emotional state, and social persuasion, on employee attitudes. Additionally, the study seeks to evaluate the impact of non-human efficacy, which includes work culture and job security, on employee attitudes. Understanding the relationship between these dimensions of efficacy and employee attitudes has important implications for organizations seeking to improve employee well-being and performance. By identifying the factors that influence employee attitudes, organizations can develop policies and practices that support employee development and well-being. Furthermore, this study can contribute to the broader literature on employee attitudes and efficacy, informing future research in this area.

In summary, this study aims to evaluate the impact of human efficacy and non-human efficacy on employee attitudes, providing insights that can inform organizational policies and practices aimed at enhancing employee well-being and performance. On the basis of this gap the objective of study framed and build conceptual model shown in Figure 1 are mentioned below:

1. To evaluate the impact of Human efficacy (performance accomplishment, psychological emotional state, social persuasion) on employee attitude.
2. To evaluate the impact of non-human efficacy (work culture, job security) on employee attitude.

CONCEPTUAL MODEL

Figure: 1



2. LITERATURE REVIEW

WORK CULTURE ON EMPLOYEES ATTITUDE

Early research on organizational behavior by Peters and Waterman (1982), Deal and Kennedy (1982), and Pascale and Athos (1981) established a clear relationship between organizational culture and performance. They found that values and cultural strategies were the drivers of productivity and effectiveness in successful organizations. Later, Gordon and DiTomaso (1992) and Denison (1990) argued that cultural features can impact performance, but only in specific settings, and that cultural qualities cannot be easily replicated, making them a potential source of organizational sustainability. Thus, a strong culture can contribute to sustainability and production, as Klein et al. (1995) defined it as key activities that significantly influence general services, product quality, and staff performance. The term "performance" can refer to various factors, such as societal, organizational, employee, or individual performance, among others. Research has shown that a healthy and sustainable organizational culture can improve employee performance on a wide scale, as Hellriegel and Slocum (2009) pointed out. Mercer and Bilson (1985) highlighted the link between organizational culture and employee performance, as defined in terms of organizational performance, productivity, and outcomes such as customer satisfaction. Renn and Vandenberd (1995) also discovered a substantial correlation between culture and organizational and personnel performance, with many organizations viewing performance as the dependent variable and culture as the independent variable. Strong cultures sustain and improve employee performance by motivating people to work towards the organization's common goals and objectives, and they also have an influence on behavior, as stated by Daft (2010).

JOB SECURITY ON EMPLYEES ATTITUDE

In today's competitive business environment, organizations are constantly under pressure to change their business systems, procedures, and structures to stay competitive and survive. This has resulted in a rise in events such as mergers, downsizing, and reorganizations, which have a significant impact on the nature of jobs and employees' perceptions, pressures, and concerns about their job descriptions. Consequently, job insecurity and stress have become increasingly prevalent (Ashford, Lee, & Bobko, 1989; Greenhalgh & Rosenblatt, 1984; Hartley, Jacobson, Klandermans, & van Vuuren, 1991; Sverke et al., 2004).

Numerous studies have provided evidence of the negative effects of job insecurity on employee well-being (see Sverke, Hellgren, & Näswall, 2002 for a review and meta-analysis). Job insecurity is associated with mental health and physical problems (Ashford et al., 1989; Barling & Kelloway, 1996; Chirumbolo & Hellgren, 2003; De Witte, 1999; Ferrie et al., 2001; Heaney, Israel & House, 1994; Hellgren & Sverke, 2003; Hellgren et al., 2003; Lim, 1). Therefore, it is important for organizations to address job security concerns to promote a healthy and safe work environment.

PERFORMANCE ACCOMPLISHMENET ON EMPLOYEE ATTITUDE

Bandura (1997) identifies the factors that can enhance self-efficacy, including task knowledge, a short delay between self-efficacy ratings and task performance, and self-efficacy measurements and performance in the same behavioral area (Pajares, 1996). Peter Awini Seidu (2012) conducted a study on performance assessment biases or inaccuracies in a polytechnic in Takoradi, Ghana, and aimed to find practical approaches to correct any biases in the appraisal system. Ukaejiofo Rex Uzonna (2013) focused on employee motivation in organizations and emphasized the importance of effective motivational programs to achieve organizational goals and develop a healthy organizational culture. Such programs can enhance employee motivation and ultimately improve organizational performance.

PSYCHOLOGICAL EMOTIONAL STATE ON EMPLOYEES ATTITUDE

Boman, 1988; Burke, Shearer, & Deszca, 1984; Dormann & Zapf, 1999; Ganster, Schaubroeck, Sime, & Mayes, 1990; Johnson, Stewart, Hall, Fredlund, & Theorell, 1996; KivimakiWork may have an impact on health not just physically, but also psychologically. Workplace psychosocial characteristics such as social support, job control, and role conflict have been associated to sick leave, hypertension, depression, burnout, cardiovascular disease, and other maladies. They have also been shown to predict healthcare expenses

(Manning, Jackson, & Fusilier, 1996). To protect employee health, we must understand how to mitigate not just physical threats, but also psychosocial ones. Improving employee supervision practices might be a realistic method to improve the psychosocial work environment and employee well-being. Many employees believe that their supervisor's behaviour has a substantial impact on their emotional and physical wellbeing. However, before pushing firms to invest time, money, and effort in improving supervisor behaviour, we need to know how much it affects employee psychological well-being. The purpose of this study was to meet this requirement by investigating the extent to which supervisor behaviour is related to employee well-being.

Good communication, a high degree of self-esteem for work, and confidence in one's capacity to accomplish work will make one feel happy, therefore there is a simultaneous link between communication, self-esteem, and self-efficacy on job satisfaction (Prasetyo & Marlina, 2019). This is supported by the findings of Iska Maulina's (2018) research, which found a link between communication, self-esteem, and self-efficacy and job happiness.

SOCIAL PERSUASION ON EMPLOYEE ATTITUDE

The study by Zhenzhen Zhang, QiaoZhan Liang, and Jie Li (2019) examined the impact of different types of employee communication on leader receptivity. The researchers found that leaders were more receptive to promotional speech, which focuses on promoting ideas or suggestions, than prohibitive voice, which focuses on identifying and addressing potential problems or issues. The study also found that the receptivity of leaders was influenced by both authentic leadership and employee expertise. When either of these factors was high, the relationship between promotional speech and leader receptivity was stronger, while the relationship between prohibitive voice and leader receptivity was weaker. In the context of persuasion attempts, Petty and Cacioppo's (1986) social persuasion theory suggests that four types of variables - source, message, context, and receiver variables - will impact the effectiveness of persuasion attempts. This theory highlights the importance of considering various factors in a persuasive communication attempt, such as the credibility of the source, the content of the message, the context in which the communication occurs, and the characteristics of the receiver. Understanding these variables can help to determine the success of persuasive communication attempts.

In terms of employee participation, the effectiveness of receptivity is significant only when authentic leadership or employee expertise is high. This highlights the importance of considering not only the content of communication but also the characteristics of both the sender and receiver in communication efforts. Effective communication relies on a deep understanding of the target audience and the ability to craft messages that resonate with them.

On the basis of this review the hypothesis of study are framed which is mentioned Below:

H1: There is significant impact of performance accomplishment on employee attitude.
H2: There is significant impact of psychological emotional state on employee attitude.
H3: There is significant impact of social persuasion on employee attitude.
H4: There is significant impact of work culture on employee attitude.
H5: There is significant impact of job security on employee attitude.

3. RESEARCH METHODOLOGY

The purpose of the study was to investigate the attitudes of employees in the banking sector of Madhya Pradesh, India, with respect to their human and non-human efficacy. Human efficacy was measured in terms of performance accomplishment, psychological and emotional state, and social persuasion, while non-human efficacy was assessed through work culture and job security. The study used a judgmental sampling technique to select 250 participants from a population of 250 people residing in the region. Data were collected using a re-standardized questionnaire, and responses were measured on a Likert scale ranging from 1 to 5. The study was conducted by Damianus Abun, Theogenia Magallanes, T. Nicols Marlene, Julian P. Fredoline, and Michael B. Madamba and published in the Research in Business & Social Science journal (IJRBS VOL 10 NO 7 ISSN: 2147-4478), enabling the researchers to compare and analyze responses from participants in a standardized and objective manner.

The researchers used SPSS to analyze demographic factors' frequency in their study briefly. It summarized the participants' characteristics, including age, gender, and income. This helped them understand their sample better. SPSS is a popular software for statistical analysis with various tools to analyze and visualize data.

The study employed several statistical techniques to assess the reliability and validity of the collected data using Smart PLS version 4. These techniques include evaluating internal consistency, convergent validity, and discriminant validity. The study also assessed the strength and significance of relationships between constructs and the goodness of fit of the structural equation model. By using these techniques, the researchers aimed to ensure the accuracy and robustness of the study's results.

4. DATA ANALYSIS

Demographic Analysis

The paragraph you provided discusses the results of a survey that collected data on three demographic variables such as Age, Gender, and Income. These variables are often used to categorize and understand populations, and analyzing them can provide valuable insights into the characteristics of a specific group of people.

The paragraph indicates that there are subsequent tables and figures that provide a more detailed analysis of the profile obtained from the survey. These tables and figures may include charts, graphs, or other visual representations of the data collected in the survey, and can help to highlight patterns or trends that might not be immediately apparent from the raw data.

Overall, the paragraph suggests that the survey has yielded valuable information about the demographic profile of the group being studied, and that this information can be further analyzed and interpreted using the tables and figures provided.

1. Demographic Factor: Age

Table 1 : Age		
25 Years - 30 Years	67	26.8%
31 Years - 35 Years	82	32.8%
36 Years - 40 Years	51	20.4%
41 Years - 45 Years	50	20%

Within this particular category, the study focused on four age groups. The total sample size consisted of 250 respondents, with 26.8% falling within the age range of 25 to 30 years, 32.8% belonging to the 31 to 35 year age group, 20.4% representing the age group of 36 to 40 years, and only 20% of respondents falling between the ages of 41 to 45 years. These percentages provide an overview of the distribution of respondents across the different age groups, which can help to inform further analysis and interpretation of the survey data.

2. **Demographic Factor: Gender**

Table 2: Gender		
Male	127	50.8%
Female	123	49.2%
	250	

Out of the total sample, 250 respondents, 127 individuals or 50.8% were males, while 123 individuals or 49.2% were females. This provides information about the gender distribution within the sample, which can be used to identify any potential gender-related patterns or trends in the survey data.

3. Demographic Factor: Income

Table 3: Income		
Below 20K	82	32.8%
21 K- 35K	51	20.4%
36 K - 45 K	50	20%
Above 45 K	67	26.8%
	250	

Within this category, the study analyzed four income groups among the 250 total respondents. Of these, 82 individuals or 32.8% fell under the income level of below 20K, 51 individuals or 20.4% belonged to the income level of 21K-35K, 50 individuals or 20% represented the income level of 36K-45K, while 67 individuals or 26.8% had an income above 45K. This information can be used to better understand the distribution of income levels within the sample and identify any income-related trends or patterns that may be relevant to the study.

Model Assessment

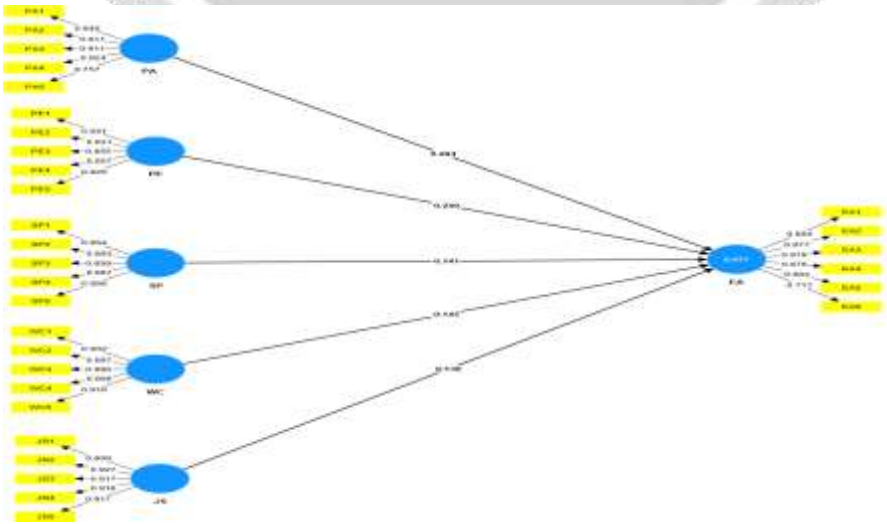
The study utilized the Smart PLS 4 software tool to analyze the PLS (partial least squares) path model. This involved estimating the results of the PLS algorithm with independent constructs, dependent constructs, correlations among constructs, and indicators of constructs. Additionally, the figure displays the measurements of Outer Loadings for reflective construct indicators. In summary, the study used Smart PLS 4 to analyze the relationships among constructs and their indicators in the PLS path model.

Valuation of Measurement Model

The study evaluated the reflective model to ensure that the indicators were reliable and valid measures of their respective constructs. This step was crucial in accurately interpreting the study's findings.

Conceptual Model

FIGURE: 2



The study assessed the internal reliability and validity of the reflective constructs using several measures, as presented in a table. Firstly, Cronbach's Alpha values were computed for all six constructs, which provide a measure of internal consistency or reliability of the items within each construct. The results showed that the Cronbach's Alpha values for all constructs were above the threshold limit of 0.7, which indicates that the items within each construct are highly reliable.

Secondly, Composite Reliability values were computed for all reflective constructs. Composite reliability is another measure of internal consistency that takes into account the correlations between the items within each construct. The study found that the Composite Reliability values for all constructs were also above the threshold limit of 0.7, as recommended by Hair et al. (2017), which suggests that the constructs have a high degree of internal consistency.

Finally, the study also computed the Rho_A values for all reflective constructs. Rho_A is a newer measure of internal consistency that has been suggested to be a more accurate estimate of the true reliability of a construct. The results showed that the Rho_A values for all constructs were above the threshold limit of 0.7, as recommended by Hair et al. (2019), which further confirms the high degree of internal consistency and convergent validity of the constructs. Overall, these measures provide evidence that the reflective constructs used in the study are reliable and valid measures of the theoretical constructs they are intended to represent.

After assessing the internal reliability and validity of the reflective constructs, the next step in evaluating the measurement model is to examine the degree to which the indicators converge in their measurement of their respective constructs. This is done by assessing the variance shared among the indicators of each construct, which is also known as communality.

The average variance extracted (AVE) is a commonly used measure of convergent validity that quantifies the amount of variance that is explained by the construct relative to the amount of variance due to measurement error. The AVE is computed as the mean of the squared factor loadings (for standardized data) of all the indicators associated with the construct.

In summary, the AVE provides a measure of the extent to which the indicators of a construct share variance due to their common association with the construct. If the AVE for a construct is high (i.e., above 0.5), this indicates that the indicators are converging well in their measurement of the construct and that the construct has good convergent validity. On the other hand, if the AVE is low, it suggests that the indicators are not converging well and that the construct may have poor convergent validity. As mentioned earlier, the AVE is a measure of convergent validity, which quantifies the amount of variance that is shared among the indicators of a construct. In general, an AVE threshold of 0.50 or higher is considered appropriate, as it indicates that, on average, more than 50% of the variability in the indicators is explained by the construct they measure. This suggests that the construct is converging well in its measurement and has good convergent validity.

In the present study, the AVE values for all constructs were found to be above the threshold limit of 0.50, indicating that the indicators are converging well in their measurement of their respective constructs. This suggests that all the constructs have good convergent validity and are measuring the intended underlying concepts accurately. Values are demonstrated in Table 4

Table 4: Assessment of Reflective Measurement Models

Construct	Cronbach's Alpha	rho_A	Composite Reliability	AVE
PA	0.831	0.811	0.832	0.569
PE	0.776	0.822	0.865	0.621
SP	0.781	0.814	0.766	0.534
WC	0.802	0.734	0.745	0.671
JS	0.821	0.723	0.855	0.51
EA	0.765	0.854	0.838	0.546

Abbreviation: PA: Performance Accomplishment, PE: Psychological emotional state, SP: Social Persuasion, WC: Work culture, JS: Job Security, EA: Employee Attitude

Matrix of Outer Loading

To evaluate the reliability of indicators, the square of outer loadings of reflective constructs is used, which provides an estimate of the amount of variance that is explained by each indicator. When used collectively, these outer loadings provide a reliable measurement model that accurately reflects the underlying constructs.

The outer loading represents the strength of the relationship between the latent variables (constructs) and their measured indicators. It is an important indicator of measurement quality, as it indicates the extent to which each indicator is measuring the construct it is intended to measure. In this study, the outer loading of reflective constructs was found to be above the threshold limit of 0.708, indicating that the reliability of the indicators is acceptable and suitable for future research.

The matrix of outer loading values for all indicators is presented in the table, which provides a clear picture of the relationship between each indicator and its corresponding construct. Overall, the high outer loading values suggest that the indicators are reliable and are measuring their respective constructs accurately. As shown in table 5

Table 5: Matrix of Outer Loading

Constructs Statements	EA	JS	PA	PE	SP	WC
EA1	0.884					
EA2	0.877					
EA3	0.879					
EA4	0.876					
EA5	0.884					
EA6	0.711					
JS1		0.909				
JS2		0.927				
JS3		0.917				
JS4		0.916				
JS5		0.917				
PA1			0.84			
PA2			0.911			

PA3			0.911			
PA4			0.924			
PA5			0.757			
PE1				0.841		
PE2				0.831		
PE3				0.855		
PE4				0.857		
PE5				0.82		
SP1					0.854	
SP2					0.893	
SP3					0.859	
SP4					0.887	
SP5					0.866	
WC1						0.902
WC2						0.887
WC3						0.896
WC4						0.906
WC5						0.916

Abbreviation: PA: Performance Accomplishment, PE: Psychological emotional state, SP: Social Persuasion, WC: Work culture, JS: Job Security, EA: Employee Attitude

Discriminant validity

The first approach is the Fornell-Larcker criterion, which assesses whether the square root of the AVE for each construct is greater than its highest correlation with any other construct in the model. The second approach is the heterotrait-monotrait ratio (HTMT), which examines whether the correlation between two constructs is lower than the average correlation between that construct and all other constructs. The third approach is the examination of the cross-loadings of indicators, where each indicator should have a higher loading on its respective construct than on any other construct in the model. By using these approaches, the study ensures that the measures of the constructs are distinct and not measuring the same thing. The results for discriminant validity are reported in the study.

Fornell-Larcker criterion of discriminant validity

The first method used to assess discriminant validity is the Fornell-Larcker criterion (1981), which examines the degree of variance between all the constructs. The square root of the average variance extracted (AVE) is used to represent the construct on the diagonal. The Fornell-Larcker criterion compares the diagonal values

with the inter-item correlation values. The constructs that have higher diagonal values than their inter-item correlation values are considered to have good discriminant validity. The table 6 shows that the diagonal values are in bold and higher than their inter-item correlation values, indicating good discriminant validity for further analysis.

Table 6: Measurement of Fornell-Larcker criterion

Constructs	PA	PE	SP	WC	JS	EA
PA	**0.853**					
PE	0.423	**0.876**				
SP	0.546	0.534	**0.865**			
WC	0.565	0.476	0.456	**0.754**		
JS	0.657	0.465	0.476	0.453	**0.865**	
EA	0.542	0.476	0.514	0.476	0.523	**0.734**

Abbreviation: PA: Performance Accomplishment, PE: Psychological emotional state, SP: Social Persuasion, WC: Work culture, JS: Job Security, EA: Employee Attitude

Heterotrait – Monotrait Ratio (HTMT)

HTMT (Heterotrait-Monotrait ratio of correlations) is a criterion that assesses discriminant validity by comparing the correlation between two constructs to the average correlation of each construct with all other constructs in the model. The purpose of this is to ensure that the constructs are more strongly correlated with their own indicators than with indicators of other constructs in the model.

As mentioned earlier, HTMT outperforms more conventional methods like the Fornell & Lacker criterion (1981), according to Monte Carlo simulations. HTMT can be used as a statistical measure or as a criterion. If the HTMT value is greater than the threshold limit of 0.85 (Kline, 2011) or 0.90 (Gold et al., 2001), researchers must address the issue of discrimination in relation to the criterion.

In the present study, the values of the constructs have been found to be suitable for further research work of SEM (Structure Equation Modeling), as indicated by their HTMT values in the table. Therefore, it can be concluded that discriminant validity has been established in the measurement model. As shown in Table 7

Table 7: Measurement of Heterotrait- monotrait ratio

Constructs	PA	PE	SP	WC	JS	EA
PA						
PE	0.194					
SP	0.382	0.323				
WC	0.595	0.145	0.233			
JS	0.185	0.395	0.593	0.26		
EA	0.291	0.324	0.45	0.6	0.6	

Abbreviation: PA: Performance Accomplishment, PE: Psychological emotional state, SP: Social Persuasion, WC: Work culture, JS: Job Security, EA: Employee Attitude

Structure Equation Modeling

The significance and relevance of the structural model relationships

The significance of path coefficients was evaluated using bootstrapping with a subset of 5000 within the PLS algorithm to test the strength of the relationships proposed by the model. The results were presented in Table, which illustrated the path coefficients generated by the SmartPLS algorithm for a Path analysis in a structural model. The R2 values of the endogenous constructs were displayed in Figure. High positive correlation in path coefficients indicated strong relationships, while low negative correlation denoted weak relationships. The bootstrapping method provided t and P values, as well as p-values (the probability of incorrectly rejecting the null hypothesis) to determine the statistical significance of path coefficients. An empirical t-test was conducted and compared with critical values (2.57, 1.96, and 1.65 for a significance level of 1%, 5%, and 10%, respectively) to determine whether the sample met the required standard. The Table listed the path coefficients that were significantly related to the predictors.

Table 8: Measurement of Hypothesis Testing

Hypothesis Testing	Constructs Relationship	Original Sample (O)	T Statistics (|O/STDEV|)	2.50%	97.50%	P Values	Hypothesis Decision
H1	PA -> EA	0.134	2.197	0.016	0.235	0.027	Supported
H2	PE -> EA	0.343	8.594	0.274	0.437	0	Supported
H3	SP -> EA	0.153	3.614	0.073	0.246	0	Supported
H4	WC -> EA	0.23	4.695	0.128	0.35	0	Supported
H5	JS -> EA	0.1	2.796	0.028	0.165	0	Supported

Abbreviation: PA: Performance Accomplishment, PE: Psychological emotional state, SP: Social Persuasion, WC: Work culture, JS: Job Security, EA: Employee Attitude

In the context of the study, "independent constructs" refer to the variables or factors that are hypothesized to have an effect on the "dependent constructs", which are the variables or factors that are being measured. The study hypothesized that there are direct relationships between the independent constructs and the dependent constructs.

To test these hypotheses, the study used a statistical analysis that involved calculating t-values and p-values. The t-value measures the difference between the hypothesized relationship and the actual

relationship, taking into account the variability of the data. The p-value, on the other hand, represents the probability of obtaining the observed results (or more extreme results) under the assumption that the null hypothesis is true.

The Table 8 presents the results of these statistical analyses, showing the t-values and p-values for each of the hypothesized relationships between the independent constructs and the dependent constructs. Based on the results, the Table provides evidence supporting the direct relationships between the independent constructs and the dependent constructs.

The R2 value is a measure of the predictive power of a structural equation model, indicating the extent to which independent constructs explain the variation in the dependent construct. In this model, the computed R2 value is 0.477, suggesting that the independent constructs explain 47.7% of the variation in the dependent construct, Employee Attitude. However, other factors outside of the model may also influence Employee Attitude. Evaluating the fit of the model is crucial, and one approach in PLS-SEM is using SRMR, a goodness-of-fit measure. The SRMR value of 0.075 in this study indicates a good fit. Henseler and Sarstedt (2014) suggest a threshold of 0.08, while some scholars recommend 0.05. Overall, SRMR is an essential tool for assessing the PLS-SEM model fit.

5. GENERAL DISCUSSION

Overall, this study provides valuable insights for both organizations and employees in terms of improving work efficiency. By understanding the factors that contribute to employee self-efficacy and non-human efficacy, organizations can create a work environment that supports and enhances these factors. For employees, having a positive attitude toward performance and a good psychological and emotional state can help them feel more confident in their abilities and perform better on the job. The findings of this study suggest that investing in employee attitudes, emotional well-being, and social support can lead to better performance and job satisfaction. Additionally, promoting a positive work culture and job security can increase employees' confidence in their ability to perform tasks that require the use of non-human resources, such as technology or equipment. Overall, the study highlights the importance of considering both personal and environmental factors in improving employee efficiency and effectiveness. In the context of this study, the "independent constructs" are the variables or factors that the researchers believe have an effect on the "dependent constructs", which are the variables or factors that the researchers are interested in measuring. For example, the independent constructs in this study include attitude toward performance accomplishment, psychological emotional estate, and social persuasion, while the dependent constructs include employee self-efficacy, work culture, and job security. The researchers hypothesized that there are direct relationships between these independent and dependent constructs, meaning that changes in the independent constructs would lead to changes in the dependent constructs.

The results showed that there was a statistically significant relationship between the independent and dependent constructs, supporting the hypotheses of the study

6. IMPLICATIONS OF THE STUDY

1. Improve human and non-human efficacy by supporting employee development through training and skill-building opportunities.

2. Boost self-efficacy by providing feedback and recognition to employees, motivating them to perform well.

3. Foster a positive work environment by promoting clear communication, supportive leadership, and a culture of collaboration.

4. Enhance non-human efficacy by ensuring employees have access to necessary resources like technology and equipment.

5. Encourage autonomy to improve human efficacy, allowing employees to have control over their job tasks.

By implementing these general implications, employers can help to improve employee attitudes and efficacy, which can lead to better outcomes for both the employee and the organization

7. LIMITATIONS OF THE STUDY

1. Self-reported data can be biased and inaccurate. Researchers should use multiple sources of data to supplement self-reported data.

2. Establishing causality between efficacy and attitudes can be challenging. Researchers should consider using experimental designs or longitudinal studies.

3. Findings may be limited to specific contexts or populations. Researchers should explore diverse populations and contexts to better understand the impact of efficacy on employee attitudes.

4. Efficacy is a complex construct. Researchers should consider exploring the specific dimensions of efficacy that are most relevant to employee attitudes in their particular context.

5. There may be variability in how efficacy is measured across studies. Researchers should use established and validated measures of efficacy to ensure consistency across studies.

By being mindful of these limitations, researchers can ensure a rigorous approach to studying efficacy and attitudes, and build a stronger understanding of their impact on employee attitudes.

8. CONCLUSION

The purpose of the study was to examine the impact of attitude toward performance accomplishment, psychological emotional estate, and social persuasion on employee self-efficacy, as well as the effect of non-human efficacy on work culture and job security. The researchers analyzed the data and found that there was a significantly positive relationship between these constructs. This means that when employees have a positive attitude toward performance, a good psychological and emotional state, and supportive social persuasion, their self-efficacy is likely to be higher. In addition, when there is a positive work culture and job security, employees tend to have higher non-human efficacy. Based on these findings, the researchers accepted their hypothesis that these factors contribute to higher efficiency and effectiveness in the workplace. These results have important implications for both organizations and employees, as they suggest ways to enhance employee performance and well-being.

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