

SELF-EFFICACY, AFFECTIVE COMMITMENT AND EMPLOYEE PERFORMANCE OF NURSES IN PAKISTAN: A PERSPECTIVE OF BALOCHISTAN

*Mitho Khan Bhatti**
Dr. Naimatullah Shah[†]
Dr. Ghulam Ali Jariko[‡]

Abstract

Training and development is an important activity to improve knowledge, skill and attitude for the achievement of organizational efficiency and productivity. The aim of this research is to check the effects of Self-efficacy and affective commitment on performance of nurses in Pakistan specifically Balochistan. This is a cross sectional study. The quantitative method of research is used. A sample of 306 trained nurses as respondents is used through the appropriate formula of sample size from public health sector of Balochistan. The sample respondent data is processed and analysed through the SPSS version 21.0 computer software for windows. In general consistency of the survey questionnaire is .894. However, the hypotheses are tested through AMOS version 21. The results illustrate that there is significant effect of affective commitment on employee performance whereas the effect of self-efficacy is non-significant on employee performance. There may be a good contribution of this research in the training literature particularly for Pakistan. A remarkable understanding may be developed through this research into the current situation of training and development, health sector planners, Policy makers and government regarding the youth of Pakistan. It can also help to address the problem of unemployment of low level like intermediate and graduate degree holders who are excited to join health sector.

Keywords: *Self-efficacy, Affective Commitment and Employee Performance.*

* Assistant Professor, Institute of Management Sciences, University of Balochistan, Quetta

[†] Professor, Department of Public Administration, University of Sindh.

[‡] Professor, Dr. Abida Taherani Sindh Development Studies Centre, University of Sindh, Jamshoro

Introduction

Employee performance is the key goal of every work organization to manage their resources for optimal use to satisfy the investors and shareholders. In this regard, globalization, nonstop mechanical advances and changes in the nature of work have brought pressure on work organizations to enhance optimal employee performance. The organizations face major problems of poor performance from their employees that needs to be improved. However, human resource management research justified about organizational value due to human resource interference and practices (Aguinis & Kraiger, 2009; Becker & Huselid, 2006; Chuang & Liao, 2010). Porter & Lawler (1974) demarcated the role of distinct capability, skills and struggles in particular conditions. It has become a solid confidence in research that training is important not only to maintain a worker's ability to perform high, but also it helps organizations to take and maintain a reasonable competitive advantage (Salas et al., 2012). Training is thought to be a key strategic human resource activity which could be beneficial for individual, teams, organizations and the general public as well (Baldwin et al., 2009). Kelloway & Barling (2000) state that it is feeling of practitioners that organizations should make expenditures on training their employees who are regarded as a key for competitive advantage, and opens door for aptitude improvement and skill development. On other side Grossman & Salas (2011) rightly called professional training as a very costly activity for organizations. In United States organizations made expenditure of about \$1103 per employee and \$ 134.39 billion to increase their employees' skills and competencies in 2007 (ASTD, 2008). There was \$ 171.5 billion investment on HRD and professional training in 2010 (Green & McGill, 2011) and this investment was agreed by practitioners and researchers as a necessary action for the attraction and retaining talented and qualified employees and to continue the progressive, innovative requirements and upper hand (Aguinis & Kraiger, 2009; Martin, 2010;). According to various researchers such as (Baldwin &

Ford, 1988; Velada et al., 2007) that there is no positive effect of training on trainees' performance on their original job tasks, duties and work activities until the learnt knowledge, skills and behaviour are properly transferred. Transfer of training is very beautifully demarcated as proper usage of learnt information, and skills on employees' original job (Gegenfurtner et al., 2013: 76). It has been described by the competent researchers like (Wexley & Latham, 2002; Velada et al., 2007) that nearly 40% percent learnt training contents are transferred immediately after the completion of training. After six months it goes down to 25% percent and finally after one year it remains to 15% percent which proves that this situation is due to little motivation on the part of trainees to remember the learnt knowledge, skills and behaviour. According to studies, the time and investment of organization in the shape of money is wasted due to minor part of training is transferred on employees' original job which affects their performance and is a concern for training researchers, practitioners and organizations as well (Velada & Caetano, 2007; Velada et al., 2007: 283). Various researchers take an interest in the knowledge learnt from training that it is the one movement to advance the capability of workers and it improves their skills, information and experience which is essential for them. Ford et al., (1992) recognized that employee additionally perceives that it is crucial for them to continue to get themselves capable to become powerful in their present occupations and be ready to move into different circumstances with self-efficacy and affective commitment. The sophisticated performance demands worker to attend self-efficacy in training which may improve trainees' capacity for the reliable and key performance (Holton, 2002). Therefore, Training is connected with current progress of an employee whereas development is related with the future performance of employee (Javed et al., 2012). Finally, it can be said that training helps to contribute through learnt knowledge and it also helps employee to increases employee job satisfaction.

Literature Review

In literature review, two factors have been discussed carefully such as self-efficacy and affective commitment. Self-efficacy is a first factor of trainee characteristics and according to Betz et al., (1996: 47) that Albert Bandura's social cognitive idea was used in 1986 and targeted the idea of self-efficacy, which is viewed as one of the essential and valuable standards formulated with psychology. Self-efficacy is a judgment as Lent et al., (1996: 83) mentioned in their research that self-efficacy truly observed individuals' decision of their capacities to perform activity to achieve performance. A key researcher of self-efficacy Bandura (1977: 2) regarded self-efficacy as a common degree of motivation and emotional condition of person. Self-efficacy is also outlined as a perception about person's capabilities to get efficiency that would influence his life (Bandura, 1977: 8). Self-efficacy will be considered as a function of self-belief which contributes towards performance achievement (Bandura, 1986). Hence, it is recognized that self-efficacy identifies people's judgment about their capabilities, motivation and affective conditions of people and their movements for performance. Self-efficacy also confirmed an effect on a man or woman's emotional reactions. Therefore, it can be said that top decision that is identified with self-efficacy will most certainly result in quick performance and efficiency. Self-efficacy has ended up being a decent estimation to anticipate behavioral outcomes when in correlation with another motivational development, particularly in brain science. Day & Allen (2004: 72) investigated the impact of motivation and self-efficacy on enhanced occupational proficiency of the employees. Finally, Tai (2006: 51) has also illustrated the impact of training on the self-efficacy of employees. Better self-efficacy in a domain is identified with great impacts beginning from bigger occupation and performance, to higher physical and mental prosperity, and to higher instructive execution (Judge & Bono, 2001: 80; Bandura, 1997; Bandura 1997: 3; Robbins et al., 2004: 261). Researchers with better instructive self-efficacy indicate better

pedagogic performance (Robbins et al., 2004: 261). The above statements and arguments from different researchers are a proof for the connection between the self-efficacy and employee performance to get the capacity to adjust advancements in the workplace, capacity to make changes in the talent, capability to produce new developments in work place, capacity to take an interest and ability to accumulate additional capacities (Hill et al., 1987: 307; Stump et al., 1987: 91; Gist et al. 1989; Wood & Bailey, 1990: 181; Mitchell et al. 1994: 506). This connection among the training and successful performance is originated through motivation and self-efficacy. This is the important connection among training, self-efficacy, motivation and performance.

In the literature review, affective commitment is organizational commitment or dedication that is the second component of trainee traits. Porter & Lawler (1974) state that it is the relative strong point and quality of an individual. Meyer & Allen (1991) in their research described that it is part of (a) emotional attachments (affective commitment); (b) cost of leaving or losing attractive benefits (continued commitment) and (c) the individual's personal values (normative dedication). Commitment according to (Jaw & Liu, 2004: 223) incorporates human power and human understanding. It encourages the favorable position through inducing employees' commitment or dedication to the organization that is also equipped with a good business strategy or technique, policy, practices and scope (Arthur, 1994: 670). Walton (1995:76) endorsed commitment as a different strategy for HRM whose impact will be felt and used for developing capability and other outcomes such as low labour turn over, absenteeism, better motivation and improved performance. Various scholars inquire about human value in organization which enhances that human commitment, expand capability and interests for achieving organizational objectives (Arthur, 1994: 670). Aims at increasing effectiveness, productivity and rely on conditions that encourage employees to identify the goals of the organization and

also work accordingly (Sweetman, 2001: 10-16). Confirmations got from social science investigations that devotion and dedication improve performance and efficiency (Boxall & Macky, 2007). Individual performance is result of dedication, commitment if it is taking place continuously in the organization (Purcell et al., 2003; Peccei, 2004). Regardless of all, the devotion and commitment strategy can be fixed to all organization human resource practices; recruitment, selection, performance evaluation (Scholl, 2003). It is used likely to increase mental relations between the company and worker as a method for achieving the goal (Arthur, 1994). employees with affective commitment continue the job with company for the reason that they wish to do so and prove the attachment and emotion of a man or women to the organization. Mowday et al. (1979: 488) confirmed that the affective commitment or dedication is the real quality of a man's relationship with organization. Along these lines, a worker who is affectively committed and dedicated with the organization (i) consider inside the reason and estimations of the organization, (ii) works intense for the organization and (iii) expect the achievement (Mowday et al., 1982). Meyer & Allen (1997) coassociates the affective commitment with work experience where worker's ability is mentally relaxed (akin to approachable managers), and growing their sense of capability (response or feedback). The progress of affective commitment or dedication includes perceiving the worth, its standards and benchmarks. Training is used by organizations might have an impact on both employees' motivation and organizational commitment for performance (Meyer & Allen, 1991). By the arrangement of suitable training program for every employee, the organizations can get higher efficiency (Becker, 1975). So, the real performance of the organizations' employee is connected with the commitment or dedication of the employer and that can be enhanced by training. It was also found in the research that commitment or dedication of employees can increased by giving them a chance to participate in training. Finally, it can be said that affective commitment has been related with positive results, for

example, bring down turnover rates, higher motivation, commitment and devotion and employee behavior (Meyer & Allen, 1997).

Problem Statement

The performance of employee specifically nurses in government hospitals of developing nations is always criticised frequently which is most effectively affected by lack of self-efficacy and affective Commitment.

Purpose of Study

The purpose of this study is to check the effects of Self-efficacy, Affective Commitment on employee performance of Nurses in Pakistan with special reference to health sector of Balochistan.

Objectives of Study

- a. To find out the effects of self-efficacy on employee performance.
- b. To check the effects of affective commitment on employee performance.

Hypotheses

- H1. There is positive and significant effect of Self-efficacy on employee performance.
- H2. There is positive and significant effect of affective commitment on employee performance.

Limitations of Study

This research study is conducted in public health sector of one province (Balochistan) only not overall country (Pakistan). Other employees in health sector are trained and regular employees, but

only trained nurses are respondents in this research. Only civil hospitals were covered. No theory was used in this research study. Only quantitative method is applied instead of using qualitative method which is very difficult for policy makers and to some extent it is inflexible and artificial. It may be hard for policy makers to infer what variations, transformations and achievements in the future.

Research Methodology

The targeted samples for the current study were the trained or skilled nurses. The planned sample size was total 306 in 11 civil hospitals of Balochistan out of the whole population of nurses consisting of numbers 1250 in health sector which is above two hundred ninety (290) as used by the Krejcie & Morgan (1970). It was therefore decided to apply the random sampling for data collection in civil hospitals of Balochistan. Self-Efficacy $\alpha.889$ is according to Bandura (1986) peoples' decisions of their abilities to establish and perform for the achievements was originally developed by Sherer & Maddux (1982). A sample item is "When I make plans, I am certain I can make them work.". Affective Commitment $\alpha.901$ is the psychological attachment to the organization. (Bhatti). Developed by Allen & Meyer's (1996) a sample item is "I really feel as if this organization's problems are my own." performance was found as $\alpha.847$. All items of both variables were measured through 6 items. All the substances are dignified with five-point Likert scale ranging from strongly disagreed (1) to strongly agreed (5).

Findings

For this study, the regression technique was applied to have the results. The aim of current research was once to scrutinize the outcome of impartial variables (Self-efficacy, and affective commitment) toward the elegant variable (employee performance). The hypotheses had been validated via highest likelihood Estimates on the foundation of regression weights akin to general error (S.E)

and crucial ratio (C.R) by displaying large route on the .05 level where the three asterisks (***) point out importance smaller than .001. The results of regression for hypothesis 1 show (S. E=.028; C. R= -1.223; $p > \text{zero}.01$) (Table 2). Hence, speculation H1 was now not supported. For the hypothesis 2 regression weight show that (S. E=.032; C. R=2.882; $p > \text{zero}.01$) (table. 2). Accordingly, H2 used to be accepted.

Table 1: Regression Weights

Hypothesis	Path	Estimate	S.E	C. R	P
H1 Performance	<--- self-efficacy	-.034	.028	-1.223	.221
H2 Performance	<--- affective commitment	.093	.032	2.882	***

Note: SE=standard error, C. R= critical ratio, p =significance level

Table 2: Summary of Hypothesis Testing

H1	There is positive and significant effect of self-efficacy on employee Performance	Rejected
H2	There is positive and significant effect of affective commitment on Employee performance	Accepted

The finding of hypothesis 1 is that it is diagnosed that self-efficacy did not work independently as above studies identified. The samples of all above studies were taken from private sector organizations, while the sample of the current study is from the public-sector organization. Thus, further inquiries in the public-sector organizations are needed to confirm this result. Self-efficacy is defined as a trainee's decision about his/her capability to meet training requirements and master the program content (Bandura, 1982, Gist et.al., 1991; Tziner et.al., 2007; Robbins & Judge, 2009). This result confirmed the findings of (Colquitt et.al., 2000; Quinones, 1995). Therefore, the results of this hypothesis are consistent to the results from above researchers.

The finding of hypothesis 2 affective commitment need organizational support in shape of opportunities and to encourage the employee to participate in training programs and other practices for organization. Full of feeling Commitment is the passionate bond an individual feeling toward the employees which is depicted by recognized proof and commitment with the employees (Allen & Meyer, 1990; Meyer & Allen, 1991; Mowday et al., 1982) contended that employees who have elevated amounts of hierarchical identification have improved sentiments of belongingness to their organization and are more psychologically attached to it.

Conclusion

Performance is referred as to the accomplishment of something or only working effectiveness. Its importance is realized at the various levels of organization, processes and individuals and the interrelationships among all these characterize the advantage of the organization. The reason of this empirical study is to check the effect of self-efficacy and affective commitment on employee performance. A survey was conducted in 11 civil hospitals of government of Balochistan, Pakistan as cross-sectional study with random sampling of trained health nurses who are performing a significantly in caring the health complications of their patients in hospitals. The researcher tried to conceptualize the self-efficacy and affective commitment and employee performance as factors of the study and the results validated that there is optimistic and substantial consequence of affective commitment on employee performance whereas effect of self-efficacy is non-significant on employee performance. This proposes that it is crucial that training specialists and professionals take a look at all parts of the training procedure when directing research on training and development.

Recommendations

Researchers can apply other related theories like performance theory, motivation theory, expectance theory, and learning theory for such type of research studies. There are more factors like peers' support, supervisor support, organizational support, opportunity to perform, and motivation to perform which can be applied. This study can be expended out in other public-sector organizations of other provinces of Pakistan as context or organization. Other employees can be included in such study. For such research study, qualitative methods, mix methods and triangulation will also be useful. Other concerned items of other researchers can be used along with increased sample size. Finally, a comparative study on untrained and trained nurses can be conducted.

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