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SELF-EFFICACY AND JOB SATISFACTION: THE MODERATING EFFECT OF ABUSIVE SUPERVISION

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ABSTRACT

Self-efficacy is the internal belief of a person to do any type of task unless people do not give a try to do a task. To achieve any goal self-belief is playing a major function to set goals, expectations and get output. Self-efficacy leads to the job satisfaction of employees. The major purpose of this study is to give an insight to the higher education institutes of Pakistan to identify the impact of abusive behavior as a moderator with respect to self-efficacy and job satisfaction. Result showed that leaders abusive behavior moderates the relationship between self-efficacy and job satisfaction of employees such that positive relationship between self-efficacy and job satisfaction is weaker with the moderation of abusive supervision.

KEYWORDS: Self Efficacy, Job Satisfaction, Abusive Supervision.

1. INTRODUCTION

There are many challenges faced by employees during their job. Broadly, it is documented that there are many challenges of principle ship. It is reported that self-esteem, appreciation and rewards provided by any job are the most significant to make work relationships healthier and effective. Motivation and performance are interlinked with each other and this is further related to employee satisfaction that either the employee working under your supervision is satisfied while working with you or not. While uncertainty leads to dissatisfaction of employee and this also lower confidence and respect of that specific employee. It was found by Boone (1978) some job traits are related to job satisfaction. The difference can be created in job satisfaction of employees by changing the leadership style of the appointed supervisor. If the leader is much rude the employee would not get satisfied with him and this will lead to dissatisfaction of the employee and his performance will decrease automatically. Overall job satisfaction is defined as "relation between ones wants and one's job and what one is getting" (Locke, 1969). Many of the studies shows the relation between organizational commitments and job satisfaction (Agho et al., 1993; Brooke et al., 1988; Cramer, 1996; Currivan, 1999; Glisson & Durick, 1988; Lance, 1991).

Abusive behavior has not been often used to examine higher education. On specific decisions such as tenure and promotion decisions many of the research has been (Ambrose and Cropanzano,2003). Research begun to use this framework to more thoroughly examine the resource distribution decisions on the academic side of the institution Bradley,Mahony, Fitzgerald and Crawford (2015). However, there were some differences in these studies related to these relationships, including which aspects of abusive behavior are related to which variables by Thorn (2015). Relationship between abusive

behavior as a moderating role with job satisfaction and most importantly, the performance of both individual employees and academic unit is not been study yet Daniel (2017). The major objective of this research is to examine the effect of self-efficacy on job satisfaction of employees and the moderating effect of abusive behavior between self-efficacy and job satisfaction on employees working in higher education institutes of employees.

2. REVIEW OF LITERATURE

2.1 Self-Efficacy and Job satisfaction

Recent searches identify that work wellness are done only if employees know how to manage their behavior in accordance with the situation (Irfan et al., 2015). And self-controlling makes employees achieve their objective towards the firm. Controlling self-behavior at work leads to self-efficacy. Employees with proactive behavior have challenging personality and they are very good at performing tasks, then other people having low self-efficacy (Bandura, 2001; Stajkovic & Luthans, 1998). Self-efficacy is a plus point for employees work satisfaction and well-being (Luthanset al., 2007; Stajkovic & Luthans, 1998). Self-efficient employees" shows less stress for daunting tasks than people having low self-efficacy (Bandura et al., 1985). Research shows that people have more self-efficacy are more work engaged, then weak efficacy people (XanthoPoulou et al., 2007). Self-efficacy gives rise to job satisfaction and decreases emotional exhaustion (Poulou et al., 2007). Bandura (2006) says self-efficacy is the internal belief of a person to do any type of task unless people do not give a try to do a task. To achieve any goal self-belief is playing a major function to set goals, expectations and get output (Bandura & Locke, 2003).

In any firm employees, job satisfaction and employees' emotions are the key functions of employees wellbeing (Schaufeli, 1998). Emotional exhaustion occurs because of lacking strength for work and needed freshness by taking a rest or proper sleep, which results in work completion otherwise work depletion (Maslachet al., 2001). Job satisfaction define that individual at what level they are satisfied with their job. If employees are fully satisfied with their job they perform more accurately and effectively and they can achieve organizational goals easily. (Afolabi, Awosola & Omole, 2010). Employees will be satisfied with their jobs only if they are fairly evaluated for their work and get motivation if work is done properly (Weiss & Cropanzano, 1996). And this all makes employees wellbeing (Keyes et al., 2002).Self-efficacy plays an important role in employee self-regulation and motivation and also increases stress for the employees (Bandura, 1993; Hobfoll, 2002).

H₁: There is a positive relationship between Self-efficacy and job satisfaction.

2.2 Moderation of Abusive supervision

In the previous research employees' reaction to the negative supervisor behavior in regard to the work related behaviors, such as resisting the supervisor attempts (Tepper et al., 2001), reduced organizational citizenship behavior (Hoobler & Ensley, 2004), reduced organizational commitment and it increased counterproductive behaviors (Duffy & Ganster, 2002). We know very little about the employee reaction to the negative interpersonal behavior in terms of the intellectual processing and attribution of such behavior to either internal or external causes. Since abusive supervision may pose a threat to the employee's self-respect (Duffy et al., 2002). Many studies show that women are less motivated than men and that's become the reason of less effective performance of women because efficacy, reduced due to less motivation (Chenevert & Tremblay, 2002; Ng et al., 2005). Moreover, women are not that much more productive at work than men that's why they receive less salary, bonuses and promotions then a man (Chenevert & Tremblay, 2002; Eden, 2007). Women self-efficacy, reduced because they are not satisfied with their achievements and they thought these are the mistake of the male (Judge et al., 1998). Organizations cannot accomplish their required goal or set target if their workers are not satisfied (Franek & Vecera, 2008).

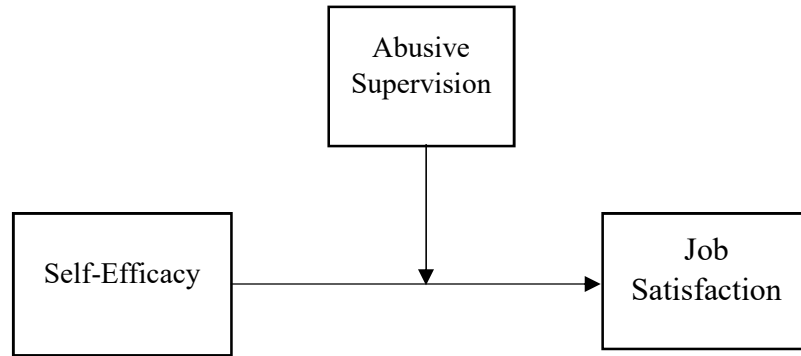**H₂:** Abusive behavior will moderate the relationship between self-efficacy and job satisfaction.

Figure 01: Theoretical Framework

3. METHODOLOGY

3.1 Sample and Procedures

Survey questionnaires were used to collect data for this research. These survey questionnaires contained close ended questions. All questions were adapted using the five Likertscale(Likert,1967). Job Satisfaction (Scandura & Willian,2004), Self-Efficacy (Jeffer B,2006, Abusive Supervision (Carlson,2012).The sample size of the study included employees of the educational sector from Islamabad and Rawalpindi from Pakistan. The sampling strategy used for this study is a convenience sampling technique. Structured questionnaire was used as an instrument for data collection total number of 300 questionnaires were distributed out of which 250 were returned back with a response rate of 83%.

4. ANALYSIS AND RESULTS

4.1 Descriptive Analysis

Table 01: Demographic Profile

	Frequency
Gender	
Male	146
Female	104
Age	
25 years old	57
26-35 years old	89
36-45 years old	90
Above 45	14

We floated 250 questionnaires among employees working in the educational sector of Pakistan. Out of those 250 questionnaires 146 were filled by males and other 104 were filled out by females, which make 58% and 42% respectively. For the age variable, we had a response of those respondents with age 25 were 57 (23 %), those with age between 26-35 years old were 89 (36%), those with age between 36-45 years old were 90 (36%), and those with above 45 years old are 14 (6%) of the total respondents (n=250). Education of employees among whom we collected our data was as follows 30% employees were graduated (n=75), 28% were post graduated (n=71), 40% have done MS (n=100), and another 2% have

done masters (n=4).

Table 02: Correlation

	J_S	A_B	S_E
J_S	1		
A_B	-.662[**]	1	
S_E	.308[**]	-.108	1

**. Correlation is significant at the 0.01 level (2-tailed)

The table shows the correlations which were calculated to analyze the extent and direction of relationship among different variables of the study. The result indicates a moderate negative (r=. 622, p=. 000) between abusive behavior and job satisfaction and the result indicates a moderate negative (r=. 308, p=. 000) between job satisfaction and self-efficacy and abusive behavior has the negative relation to self-efficacy (r=. 108, p=.000).

Table 03: Regression Tests

Hypothesis	IV	R^2	F-test	β	t-test	Sig.
H_1	S_E	0.198	20.234	0.344	3.535	.000

The results for H1 R-square (R^2=.198) which indicates that 19.8% variation in job satisfaction because of self-efficacy. To check the model fitness, we applied F-test. The model was fit for regression (F=20.234, P=.000). The beta between self-efficacy and job satisfaction (β =0.344) shows that with one unit change in self efficacy will cause 0.344 units change in job satisfaction. The result of hypothesis testing for H1 (t=3.344, p=.000) is significant that there is a positive impact of self-efficacy on job satisfaction. Therefore, H1 is accepted. So, there is a positive impact of self-efficacy on job satisfaction. For the testing of moderation tests.

Table 04: Conditional effect of X on Y at values of the moderator(s)

A_B	Effect	Se	T	P	LLCI	ULCI
-0.788	0.2093	0.0887	2.3588	0.0191	0.0345	0.3841
0	0.2884	0.0815	3.5383	0.0005	0.1279	0.449
1.0277	0.3916	0.1491	2.6255	0.0092	0.0978	0.6853

To test moderation of abusive supervision on self-efficacy and job satisfaction boots strapping method suggested by Hayes, 2009 was applied. When the presence of the moderator was kept minimum, β=. 2093. When the presence of the moderator was kept average, β=. 2884. When the presence of the moderator was kept maximum, β=. 3916. In the full presence of moderator β has increased from.2093 to .3916 which means it is positive moderator.

5. DISCUSSION AND CONCLUSION

For the managers the study provides a scientific knowledge about the impact of social awareness on job satisfaction with the moderating role of abusive behavior in the organization. The capabilities of the managers and usefulness of the management system can make the organization more effective and active until they have a good behavior by the employees. The availability of the respondent was limited because the target population consisted of only professionals who are already

employees.

The study is conducted on the response of only 250 employees for only Islamabad and Rawalpindi. Other cities can be targeted for the future research. However, this research is quite complicated and the effect may be further investigated by varying the population. However, the future researchers can add mediator or other Human resource practices to check their relationship differently. The aim of the study was to see the impact of the self-efficacy and resilience on job satisfaction with the moderating role of abusive behavior.

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