



REVIEW OF RESEARCH

ISSN: 2249-894X

IMPACT FACTOR : 5.7631 (UIF)

UGC APPROVED JOURNAL NO. 48514

VOLUME - 8 | ISSUE - 9 | JUNE - 2019



SELF EFFICACY PSYCHOLOGICAL STRAIN COPING RESOURCES AMONG MANAGERIAL EMPLOYEES IN ORGANIZATIONS

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ABSTRACT:

An attempt is made in the present investigation to study the Impact of Self Efficacy and Emotional Intelligence on Conflict Handling Intensions, Decision Making Styles and Personal Strain among Managerial Level Employees in Different Organizations. Subjects were classified as high or low in preexisting Self-Efficacy based on self-reports of how many pounds they were they could lose this amount of weight. Subjects who indicated that they were at least 60 percent certain of losing their desired weight were designated high in preexisting Self-Efficacy and subjects who report being less than 50 percent certain were classified as low in preexisting Self-Efficacy. Subjects who were assigned to a high manipulated Self-Efficacy condition were told that they had been specially selected for the study because tests revealed that they were the type of person likely to succeed; during the program. Their behavior frequently was attributed to previously unrecognized capacity for self-control". Participants assigned to the low manipulated Self-Efficacy condition received no such special feedback. Results revealed that subjects in the high preexisting and high manipulated Self-Efficacy conditions lost more weight than subjects in the corresponding low groups.



KEYWORDS: *Self Efficacy, Psychological Strain, Managerial Employees*

INTRODUCTION

People's belief in their efficacy art developed by four main sources of influence. They include mastery experiences, seeing people similar to oneself manage task demands successfully. Social persuasion that one has the capabilities to succeed in given activities and inferences from somatic and emotional states indicative of personal strengths and vulnerabilities. Ordinary realities are strewn with impediments, adversities, setbacks. Frustration

and inequalities, People must, therefor. have a robust sense of efficacy to sustain the perseverant effort needed to succeed. Succeeding of life present new types of competence demands requiring further development of personal efficacy for successful functioning. The nature and scope of perceived self-efficacy undergo change throughout the course of lifespan. Self-efficacy is the belief in one's effectiveness in

performing specific tasks. "People, who regard themselves as highly efficacious act, think and feel differently from those who perceive themselves as inefficacious. They produce their own future, rather than simple foretell it". 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 people feel, think, motives

themselves and behave. Such beliefs produce these effects through four major processes. They include cognitive, motivational, affective and selection processes.

Coping with Organizational Change One central reaction to organizational change involves the extent to which individual managers cope with the uncertainties that radical change introduces into their work lives. "The person's cognitive and behavioral efforts to manage (reduce, minimize, or tolerate) the internal and external demands of the person-environment transaction that is appraised as taxing or exceeding the person's resources". Generally, research has shown problem focused coping strategies (dealing directly with the stressor) to be more effective than emotion-focused strategies (focusing on the emotional changes brought on by the stressor). It is well established that major organizational change is viewed as a formidable stressor in organizational life, associated with negative outcomes such as job loss, reduced status, conflict at work and home, and threats to the psychological well-being of the individual employee. Lau and Woodman (1995) argued that reactions to organizational change are affected by the individual's change schemata, which they defined as "mental map[s] representing knowledge structures of change attributes, and relationships among different change events". Through qualitative and quantitative methods, these researchers noted significant relationships between such schemata and the reactions of individuals to change, and further found such schemata to be significantly affected by personality.

Following this dispositional emphasis, we reviewed the personality literature in search of the dispositional variables most likely to be related to coping with change. On the basis of this review, we identified seven personality variables: locus of control, generalized self-efficacy, self-esteem, positive affectivity (PA), openness to experience, tolerance for ambiguity, and risk aversion. These particular traits were chosen on the basis of three criteria: (a) well-validated measures of the traits existed; (b) construct validity evidence existed for these traits, and they had been used successfully in previous research; and (c) there appeared to be a theoretical relationship between the trait and coping with change. These criteria led to the exclusion of some potentially relevant constructs, such as hardiness and dispositional optimism, because of ongoing questions about their construct validity. Through our review was comprehensive, it is not intended to be exhaustive, as there may be traits that met our three conditions that nevertheless were excluded from the study. Each of the seven characteristics is discussed in turn, and hypothesized linkages between these traits and coping with change are developed.

1. Self-efficacy influences the goals that employees choose for themselves. Employees with low levels of self-efficacy tend to set relatively low goals for themselves. Conversely, an individual with high self-efficacy is likely to set high personal goals. Research indicates that people not only learn but also perform at levels consistent with their self-efficacy beliefs.
2. Self-efficacy influences learning as well as the effort that people exert on the job. Employees with high self-efficacy generally work hard to learn how to perform new tasks, because they are confident that their efforts will be successful. Employees with low self-efficacy may exert less effort when learning and performing complex tasks, because they are not sure the effort will lead to success.
3. Self-efficacy influences the persistence with which people attempt new and difficult tasks. Employees with high self-efficacy are confident that they can learn and perform a specific task.

Social Cognitive Approach: according to Bandura 'Self-efficacy' is one's belief in one's ability to succeed in specific situations. A person's sense of self-efficacy plays a major role in how he approaches his goals, tasks and challenges and individual actions and reactions including social behavior and cognitive process in every situation are influenced by the actions that individual has observed in others. Accordingly to Bandura's theory people with high self-efficacy that is those who believe they can perform well are more likely to view difficult tasks as something to be mastered rather than something to be avoided.

People are an important element in all organizations be it a public sector organization or private sector and there are important resources in organizations. How these resources are utilized and managed by organizations particularly by managers determine whether goals that is maximizing

productivity and increase the profit and also to maintain the Organization as an ongoing unit that is organizational maintenance. Managers play an important role in Organizations they are the people who utilize and manage human resources and see that the people who utilize and manage human resources and see that the people in Organization work toward achieving the organizational goals.

OBJECTIVES OF THE STUDY

1. To understand the whether there is any significant difference between men and women managerial employees in their 'self-efficacy, 'psychological strain' and 'coping resources'.
2. To know the whether there is any significant difference between managerial employees working in public and private Organization in their 'self efficacy, 'psychological strain' and 'coping resources'.

Appraisal Focused (adaptive, cognitive) strategies: Appraisal focused strategies occur when the person modifies the way they think for example employee denial or distancing oneself from the problem. People may alter the way they think about a problem by altering their goals and values. Such as by seeing the humour in a situation.

Managerial employees with high self-efficacy make their efforts to complete a task and persists that effort for longer period, they make sincere efforts and plan effectively as how best they can extract work from their sub-ordinates. So self-efficacy plays -a pivotal role in determining the thought, process and responses. Managerial employees task is not simple there are stress originating within the Organization and sometimes the stress may be from external environment. They constantly work under stressful situations.

Emotional focused strategies: Emotional focused strategies involved in releasing pent-up emotions from distracting oneself, managing hostile feelings, mediating or systematic relaxation procedures. Emotion focused coping is oriented toward managing the emotions that accompany the perception of stress.

Psychological Strain

Managerial employees in particular are always in a stressful situation that are requires to meet the demands made on them by their superiors and also people who work under them. They may face problems in work quality or problems related to the Organizations output and also their attitude towards their work quality or problems related to the Organization output and also their attitudes towards their work which give rise to-'vocational strain'. Sometimes they may also experience either psychological or emotional problems or both in their place of work- 'psychological strain.

CONCLUSION

Self-efficacy (beliefs about one's ability to accomplish specific tasks) influences the tasks employees choose to learn and the goals they set for themselves. Self-efficacy also affects employees' level of effort and persistence when learning difficult tasks. Four sources of self-efficacy are past performance, vicarious experience, verbal persuasion, and emotional cues. Managerial and organizational implications of self-efficacy in the workplace include hiring and promotion decisions, training and development, and goal setting. In human resource management, hope may play an important role in selection, especially for certain types of jobs and because it is learned and state like (can change) rather than a stable trait, it can be enhanced by training and development to improve on-the-job performance and retention of valuable employees. Leaders who understand the organizational and psychological constructs of power, influence, modeling, and culturalization are well suited to foster optimism. In the face of negative or adverse events, individuals and cultures with optimistic explanatory styles are typically highly motivated, task oriented, socially interactive and supportive, resilient, able to persevere, less prone to stress and depression, able to make effective decisions, and solution focused. With this range of positive organizational influences, taking the time to adopt optimistic explanatory styles within an organization would likely produce efficient, effective and

successful work forces. Personal agency is a central ingredient in resiliency. Resiliency is the ability to bounce back when faced with an unexpected challenge. Resiliency comes in people, but in some contexts it is easier to be resilient, while others make it more difficult. It is in our own personal best interest for each of us to take steps to create a wellness-oriented workplace that fosters resiliency. It is important for all people at all levels of an organization to develop a resilient personal and professional identity. The intrapersonal factors identified by Kumpfer (1999) are all personal characteristics that can be cultivated and enhanced. It is in everyone's best interest to take charge of that part of their own personal and professional development.

Conflicts are inevitable in organizations be it a business organizations or for that matter any type of organizations as we know there are two types of conflicts i.e. People working in organization cannot escape from the conflicts in order for them to effectively, they must successfully resolve conflicts. In the present investigation "Collaboration" is found to be the dominant Conflict Handling Intension. Managerial level employees working in different organizations may use "Collaboration" Conflict Handling Intension to resolve their conflicts, which helps them function effectively. So that they can be continued to the attainment of the organizational goals, that is increasing productivity and maintaining the organizations as an ongoing unit i.e. organizational maintenance. There are many functions and responsibilities fulfilled by the managers; one of the important functions is Decision Making. The success of any organization depends upon the decision taken at managerial level, taken at right time will prove effective. People use different styles of decision making in the present investigation that is found that "Sensation" is dominant Decision Making Style. Managers may be encouraged to use this particular Decision Making Style to obtain the goals of the organizations. People are important the ingredients in all organizations in the present day scenario employee's in particular managerial level employees are put to lot of strain. Because of fact that they are required to play many different role effectively. They may experience strain in their vocation, they may face emotional and psychological problems. They may have poor self-care habits and disrupted interpersonal relations. In the present study it is found that managerial level employees experience more interpersonal strain. So they must be trained to improve proper interpersonal relations.

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