Efficacy in organizational research

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Efficacy in a Human agency approach

Foundations

- Social cognitive theory (Bandura)
- Agency refers to acts done intentionally
- In an agentic perspective individuals are producers of experiences and shapers of Events (Bandura 2000)
- The focal mechanism in human agency is the core belief of personal efficacy
- People can produce desired effects and forestall undesired ones by their actions… the growing interdependence of human functioning placing a premium on the exercise of human agency through shared beliefs in the power to produce effects by collectice actions. (do)

Efficacy in a Human agency approach

- Foundations (continued):
- People guide their actions partly by their beliefs of personal efficacy
- Perceived efficacy plays a key role in human functioning because it affects behavior not only directly but by its impact on other determinants such as goals and aspirations , outcome expectations, affective tendencies,and perception of impediments and opportunities in the social environment (do)
- Efficacy beliefs influence whether people think erratically or strategically, what courses of action they choose to pursue, the efforts they put in etc

Modes of Human Agency

Three modes of human agency:

- Personal
- Proxy
- Collective

Questions to be asked

What may influence choices of agency modes?

When do people chose which modes of agency?

Level of efficacy beliefs and wishes of direct control direct the choice of agency mode)

Modes of agency in work organizations

Some central questions to be addressed in a work organizational persepective

- Which modes of agency can be found in work organizations?
- What do we know about the employees' preferences for which organizational agents?
- Do differences in the employees' beliefs in organizational agents' efficacy relate to the employees' work role and function?
- Do beliefs in agents' efficacy relate to autonomy and participation ?
- Features of the organizational context

Efficacy beliefs in organizational agents

The employees, tendency to choose a certain mode of agency will depend on their conception of the efficacy of the actual agents that again is considered to be depending on:

- National regulations and culture
- Organizational context
- Employee experiences and attitudes

Efficacy beliefs in organizational agents I (*Society level*)

National regulations and culture

- *Regulations of employee participation*
  - Basis / foundation of participation
  - Form of participation(direct – representative)
  - Intensity in participation (level of employee influence)
  - Sphere / area for participation
    - » (see Wegge, Jeppesen, Weber et al 2010)
- *Features in culture*
  - Power distance
  - Social wellfare (level and citizens' involvement)
  - Form of democratic system

Efficacy beliefs in organizational agents II (*organizational level*)

- **Organizational context**
  - Organizational structure
  - Leadership
  - Management of regulations
  - Work organization (autonomy)
  - Decision making processes
  - Cooperation
  - Sector
  - Unionization
  - Social moral climate

Efficacy beliefs in organizational agents III (*Individual level*)

- **The individual employee**
  - Function
  - Job
  - Experiences with participation
  - Experience of influence
  - Desires for influence /involvement
  - Attitudes
  - Involvement in activities in the sphere outside the work organization

Dynamics between the forms of efficacy

- In order to identify important factors behind the forms of efficacy and through this preferences for organizational agency we want to examine :

- *The relationships between*
  - self efficacy and collective efficacy
  - Self efficacy and proxy efficacy
  - Collective efficacy and proxy efficacy

  - And the importance of autonomy and work function for these relationships

Dynamics between the forms of efficacy

- Assumptions / theses
  - The more autonomy the more the employees want to be involved themselves in decion making processes
  - The more they participate in collective work organization such as teamwork the more they express collecticve efficacy
  - The more the employees are part of a mode of organizational agency the more they believe in this agent's efficacy

Methods

- Green tech production company
- 74 % response rate
- 170 replies from employees in production and 392 replies from salaried employees (white collar).
- All parcipants are involved in team work
- Questionnaire data

Correlations between function, autonomy and forms of efficacy

Descriptive statistics: Means, Standard Deviations, Correlations, and Cronbach's Alphas

	Mean	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.
1. Age	41.51	9.16												
2. Years at the company	5.45	4.79	.39**											
3. Management functions (0= No, 1=Yes)	1.86	.35	-.01	-.09										
4. Representative functions (0= No, 1=Yes)	1.90	.30	-.07	.09*	.03									
5. Function (0=Blue Collar, 1=White Collar)	.70	.46	-.24**	-.14**	.26**	.13**								
6. Individual Autonomy	2.90	.75	-.08	.01	.33**	.18**	.36**	(.84)						
7. Team Autonomy	3.02	.82	.02	.02	.21**	.12**	.18**	.65**	(.85)					
8. Self Efficacy	3.85	.48	-.06	-.04	.19**	.11*	.29**	.36**	.26**	(.89)				
9. Team Efficacy	3.96	.54	.02	-.01	.10*	.04	.15**	.33**	.37**	.38**	(.93)			
10. WC Proxy Efficacy	3.44	.63	.14**	.17**	-.09*	.15**	-.12**	.17**	.17**	.04	.31**	(.94)		
11. HS Proxy Efficacy	3.75	.71	.19**	.12**	-.07	.06	-.20**	.18**	.18**	.03	.26**	.58**	(.94)	
12.Management Proxy Efficacy	3.73	.69	.05	.03	.14**	.13**	.09*	.41**	.33**	.23**	.41**	.41**	.39**	(.90)

*. Correlation is significant at the 0.05 level (2-tailed), **. Correlation is significant at the 0.01 level (2-tailed). Cronbach's Alphas in parentheses along the diagonal.

Proxy efficacy dimensions

- To test for a superordinate factor of the three Proxy Efficacy dimensions, a principal axis factor analysis of the three variables was performed. It confirmed a one factor structure of the three variables
- **Factor Loadings:**

WC Proxy Efficacy	.780
HS Proxy Efficacy	.741
Management P.E.	.528

- Cronbach's Alpha was .71

The importance of work function

	Function	N	Mean	Std. Deviation	
Team Autonomy	Blue-collar	167	2.7964	.80809	***
	white-collar	384	3.1217	.80006	
Individual Autonomy	Blue-collar	165	2.4847	.74797	***
	white-collar	383	3.0746	.68119	
General Proxy Efficacy	Blue-collar	164	3.7090	.48295	*
	white-collar	354	3.6024	.56367	

The importance of managerial functions

	Managerial functions	N	Mean	Std. Deviation	
Team Autonomy	Yes	77	3.4471	.68211	***
	No	471	2.9533	.81370	
Individual Autonomy	Yes	77	3.5121	.70876	***
	No	468	2.7979	.70851	
General Proxy Efficacy	Yes	71	3.6315	.45875	Ns.
	No	444	3.6389	.55459	

The importance of representative functions

	Employee Representatives	N	Mean	Std. Deviation	
Team Autonomy	Yes	56	3.3158	.81072	**
	No	482	2.9838	.81288	
Individual Autonomy	Yes	56	3.2883	.74530	***
	No	479	2.8595	.73832	
General Proxy Efficacy	Yes	52	3.8654	.59595	**
	No	453	3.6107	.53155	

Associations by distribution in Proxy efficacy

	Generel Proxy Efficacy (Medium Split)	Mean	Std. Deviation	Sig. (2-tailed)
Age	Lav (<= 3,67)	40.23	8.576	.001
	Høj (>3,67)	42.96	9.225	.001
Interdependence	Lav (<= 3,67)	3.3917	.64246	.016
	Høj (>3,67)	3.5331	.68334	.016
Team Autonomy	Lav (<= 3,67)	2.8908	.79533	.000
	Høj (>3,67)	3.2250	.77085	.000
Individual Autonomy	Lav (<= 3,67)	2.7407	.70762	.000
	Høj (>3,67)	3.1071	.76621	.000
Empowerment	Lav (<= 3,67)	3.7420	.52560	.000
	Høj (>3,67)	3.9973	.47214	.000
Self Efficacy	Lav (<= 3,67)	3.8273	.47140	.144
	Høj (>3,67)	3.8898	.49947	.146
Team Efficacy	Lav (<= 3,67)	3.8086	.55796	.000
	Høj (>3,67)	4.1514	.46325	.000
Team Performance	Lav (<= 3,67)	3.8530	.68289	.000
	Høj (>3,67)	4.2348	.56265	.000

Analyses

Regression Analyses of relationships between control variables, autonomy, and efficacy forms

	Self-Efficacy	Team Efficacy	WC Proxy Efficacy	HS Proxy Efficacy	Man. Proxy Efficacy
Age	.026	.099	.129*	.142**	.074
Years at the company	-.029	-.051*	.062	.002	-.019
Management functions (0= No, 1=Yes)	.057	-.045	-.121	-.135**	.012
Employee Representative (0= No, 1=Yes)	.030	-.034	.124*	.020	.064
Function (0=Blue Collar, 1=White Collar)	.168**	.035	-.195***	-.298***	-.077
Individual Autonomy	.254***	.178**	.233***	.255***	.358***
Team Autonomy	.041	.269***	.120*	.105	.147*

Values are Beta coefficients

Conclusions

- Autonomy is associated with efficacy beliefs
- Organizational functions is associated with efficacy beliefs
- Participating in organizational collective agencies is associated with collective efficacy beliefs
- Efficacy beliefs are not exclusive to each other or part of a zero sum rather they constitute a plus plus situation. The more of one form of efficacy the more likely also more of another form.