

Abstract of Doctoral Dissertation

Title: A study of effect of job characteristics and social support networks on Self-efficacy: Toward the possibility of organizational management of Self-efficacy in the workplace

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This paper aims to explore the possibility of organizational management of general self-efficacy. To this end, the author surveyed customer relations workers in the private sector, focusing on the relationship between self-efficacy and job characteristics as perceived by individuals, and the environment in which individuals can receive support in the workplace.

In the first research, based on the Job Diagnostic Survey (JDS), a questionnaire was prepared regarding the job characteristics as perceived by individuals, to investigate their effect on general self-efficacy. In the job characteristics, “meaningfulness,” an important psychological state generated by skill diversity, task completeness, and task importance, was represented as a latent variable. A covariance structure analysis was performed to investigate the relationships between self-efficacy as perceived by individuals and general self-efficacy scale factors, job satisfaction, organizational commitment, and organizational citizenship behavior. The results suggest that the latent variable “meaningfulness” has a moderate effect on the path coefficients from the latent variable to the observed variables—skill diversity (.71), task completeness (.70), and task importance (.74)—and a small effect on the path coefficient from the latent variable to job satisfaction (.24). This confirmed that the model is a reproducibility of the job characteristics model developed by Hackman and Oldham. It was also confirmed that “meaningfulness” is an antecedent factor in general self-efficacy and that general self-efficacy has a direct effect on job satisfaction and an indirect effect on organizational commitment and organizational citizenship behavior.

In the second research, a name generator method was used to investigate the relationship between general efficacy and the environment of others who surround individuals and provide support.

A multiple regression analysis (stepwise procedure) was performed to investigate the effect of relationships with supporters, gender and age differences, contact frequency, and strength of relationships on self-efficacy. As a result, in terms of relationships with others, business support was influenced by juniors in the same and different departments within the company, external suppliers,

and customers. Introspection support was influenced by support from juniors in the same department within the company and family members. Finally, mental support was influenced by the support of superiors and juniors in different departments, external suppliers, and family members. There was also a significant difference in gender differences with supporters in some survey items; however, it was not possible to examine the effect of gender differences as the culture of the organization to which the respondents belong and the gender ratio of the members were not identified in the survey.

Regarding age difference, the age difference with others both inside and outside the company varied depending on the content of the support received. The analysis of the frequency of contact with supporters and the strength of relationships revealed that “recognizing that there are people who provide support” enhanced self-efficacy more than the number of supporters. Based on the above, the author discussed the results, made recommendations for organizations and individuals to enhance self-efficacy, and identified the research issues of this paper.