

## **An Empirical Study on Social Intelligence and Self Efficacy in Information Technology Organizations**

**By**

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### **Abstract**

Intelligent people in society seem to have lived a rich and meaningful life, contrary to shortened effective experience. Other aspects are social intelligence, which originated from improving social problem solving skills. Experienced leaders and active interpersonal experience intelligence are main achievement factors for emotional intelligence (Marlowe 1986). Self efficacy is one of the most important personal resources in the work context. Self efficacy is always interesting to look at all the time because its existence is crucial for organizations. Self efficacy is proven to have a significant effect on work engagement. It is one's belief in one's ability. Self efficacy consists of generality, magnitude and strength. The affective commitment indicators include emotional attachment, identification and involvement. Job satisfaction consists of four indicators: work itself, promotion, supervision and work group (Luthan 2013). The study aims to explore the empirical effect of social intelligence on self-efficacy in information technology organizations. The study indicates that social intelligence effects self efficacy in information technology organizations. Social intelligence and self efficacy positively influence. Social intelligence impacts self efficacy positively. This study provides a comprehensive understanding of the relationship between social intelligence and self efficacy. The purpose of this study is to provide the theoretical background of self efficacy. This study is also analyze the measures of self efficacy on social intelligence.

**Key Words:** Self Efficacy, Social Intelligence, Job Satisfaction, Information Technology.

### **Introduction**

Social intelligence is also business intelligence. It overcomes barriers, dramatically improves performance, maximize personal and organizational success. Social intelligence is capability to know person in general as a part to speak with any person to know something presented to mind. In general social intelligence ability to manage the human relations. These skill assist the managers to attain individual employee needs irrespective of their generation. And giving behavior, social and emotional results (Caroline Ngonya and Rashad Yazdanifard 2014). Intelligent people in society seem to have lived a rich and meaningful life, contrary to shortened effective experience. Other aspects are social intelligence, which originated from improving social problem solving skills. Experienced leaders and active interpersonal experience intelligence are main achievement factors for emotional intelligence (Marlowe 1986).

Self efficacy is one of the most important personal resources in the work context. Self efficacy is always interesting to look at all the time because its existence is crucial for organizations. Self efficacy is proven to have a significant effect on work engagement. It is one's belief in one's

ability. Self efficacy consists of generality, magnitude and strength. The affective commitment indicators include emotional attachment, identification and involvement. Job satisfaction consists of four indicators: work itself, promotion, supervision and work group (Luthan, 2013). Self efficacy is one of the important construct for the individuals working in such a competitive environment. Self efficacy is an individual's belief that an individual is capable of performing a particular assigned task successfully (Bandura 1977).

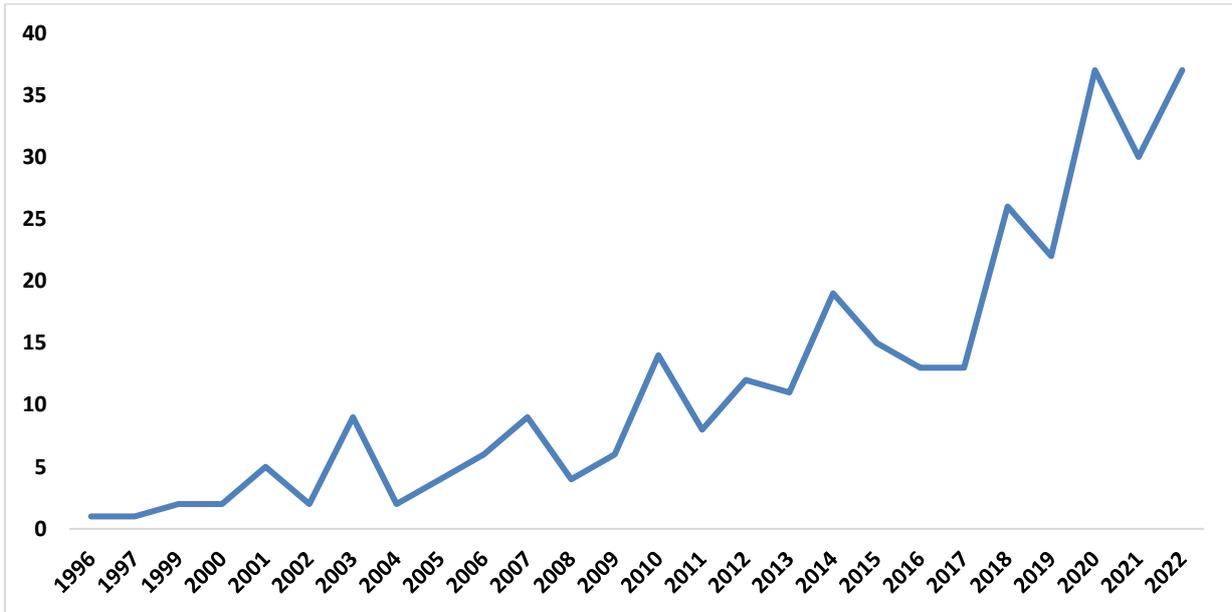
Self efficacy is important for motivation, welfare and personal achievements in life. It is crucial for individual life. Social intelligence and self-efficacy are vital for an organization, so that they need to manage and develop optimally and adequately. Social intelligence effect on job satisfaction. The indicators of social intelligence such as empathy, situational radar, clarity and authenticity in the rights, potentially stimulating affective commitment manifested in emotional attachment and involvement in the organization and then implicate to the job satisfaction. Self efficacy affects job satisfaction and also affected by social intelligence. Social intelligence indicators such as empathy, situational radar, clarity, and authenticity in the right conditions, tend to stimulate affective commitment manifested in emotional attachment to identification and involvement in the organization. This study aims to investigate the influence of social intelligence on self efficacy in information technology organizations. This study is amongst the few such studies that examined the relationship between variables of this study in information technology organizations. The results indicate that social intelligence effects self efficacy in information technology organization. Social intelligence and self efficacy positively influence. Social intelligence impacts self efficacy positively. This study fill the gap and provide empirical base that can contribute to understand the implications of self- efficacy.

Therefore, our present research tries to find out the worldwide research trends in the areas of self-efficacy, social intelligence, job satisfaction, and information technology in terms of the most influential research, most impactful authors, and future research directions. It traces the evolution of self-efficacy and social intelligence. We have done the bibliometric analysis to understand how the phenomenon has evolved over time. Bibliometric analysis is the systematic statistical evaluation of all published articles, journal papers, research reports, etc. in a certain field. This helps us figure out the influence and impact of the research that has already been done, as well as what it means for the future.

**Table 1:** *Bibliographic data retrieval process*

<b>Stage</b>	<b>Filtering Criteria</b>	<b>Accepted Article</b>
1	Initial search terms, title keywords	2064
2	Subject filter (social sciences)	442
3	Document type (article)	324
4	Subject filter (English)	310

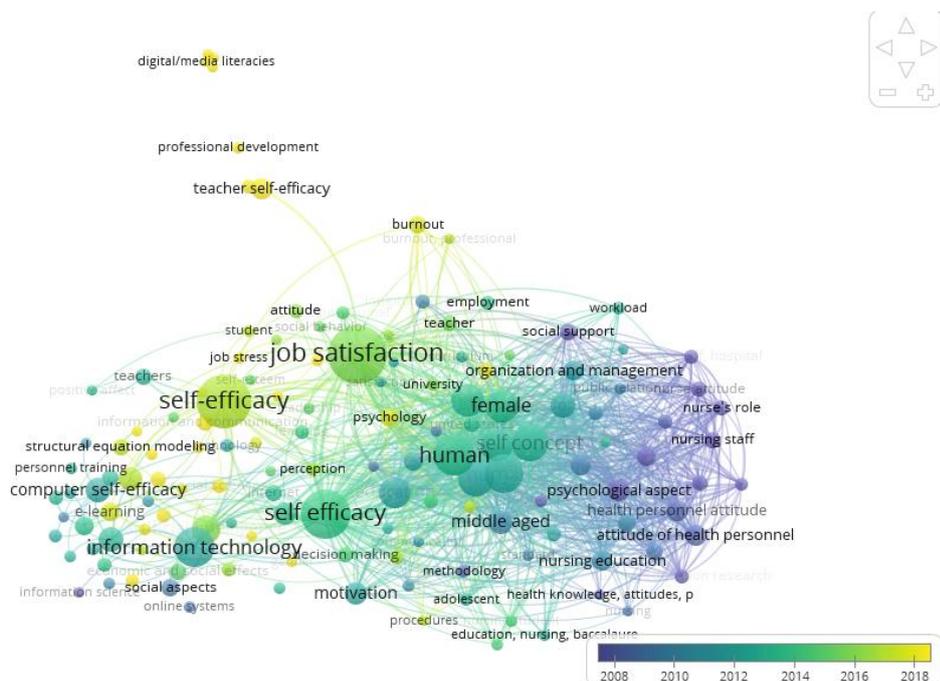
The time period taken under study is 1996–2022. This field gained momentum mainly after 2007, when most developing countries focused on the services sector, export-led services growth, and IT services. Finally, following the 2008 global recession, the concept of global supply chains evolved as countries began focusing on backward and forward production linkages and realized how they could add value to the overall global production chain, which could help them achieve international competitiveness and self-efficacy.



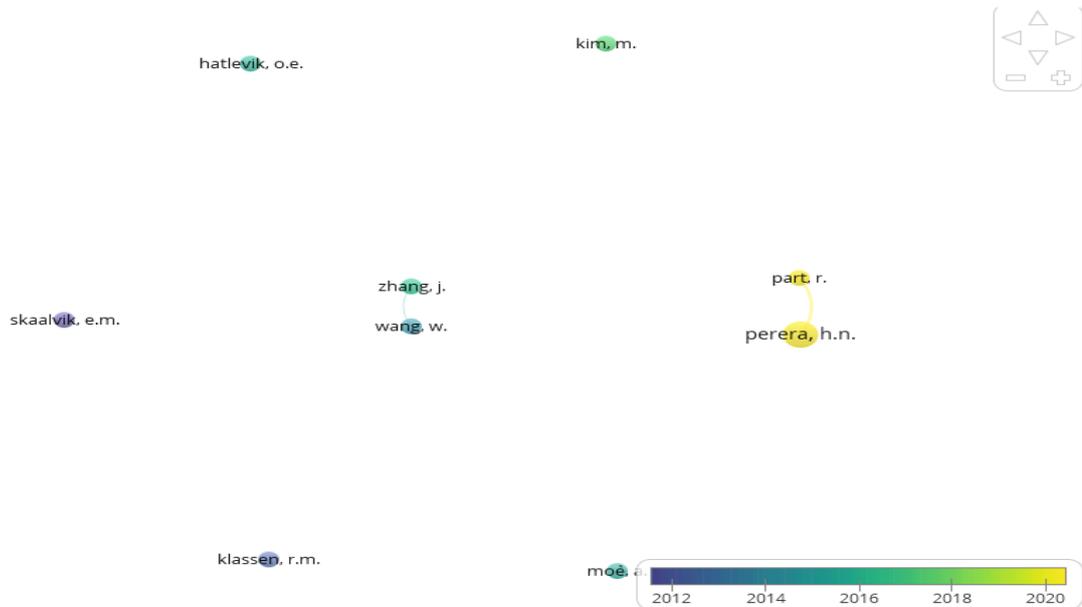
**Figure 1:** *Publishing trend from 1996 to 2022*

## Co-occurrence analysis

Co-occurrence analysis helps us to understand the knowledge structure and knowledge components in a particular field of study by highlighting the most frequently used keywords in that area. The larger the bubble is, the greater the number of times that keyword has occurred. It mainly shows self-efficacy, social intelligence, job satisfaction, information technology, health knowledge, social support, and workload, etc. as trending topics for research. If we look at the overlay visualization graph, then till the year 2006, the focus of the researchers was mainly on the countries of Singapore, Taiwan, Mexico, and South Korea, but now their focus has shifted more towards China and India in the developing nations, as shown by the light green bubble of India and China.



**Figure 2:** *Co-occurrence analysis*



**Figure 3:** *Co-citation analysis*

Here we have done the co-citation analysis based on the authorship, in which we have taken 5 as the minimum number of citations. In the network visualisation diagram shown above, the work of authors is divided into 6 clusters of different colours and reveals that the link strength is very low.

## **Social Skills and Self Efficacy**

Social skills are a series of conducts required to interact and relate with others effectively and satisfactorily. They serve to show the capacity to behave in a way that leads to reward, and to avoid behaving in such a way that implies being punished or ignored by others. In other words they are a series of conducts displayed by individuals in an interpersonal context that express their feelings, attitudes, desires, opinions or rights and appropriately so for the given situation by respecting these conducts in others, which generally solve the immediate problems of the situation and lessen the likelihood of future problems. They are acquired mainly through learning from observation, imitation, testing and information, and are learned conducts as people are not born with a given repertoire of social skills, but incorporate them as they develop, learn and grow. There are two kinds of social skills: basic and complex. The former kind needs to be learned to develop the latter kind. This process begins in childhood, and fundamentally develops in adolescence to confer people communicative and relation tools in adulthood to cover the need to establish positive social relations as a source of satisfaction and personal well-being (Lent 2017). Self -efficacy has been described as a miscible quality based on individual perceptions of ability in specific situations and has been repeatedly correlated with performance improvements and other positive organizational outcomes (Gundlach 2003).

## **Objectives of the Study**

- To determine the role of social intelligence on self efficacy in information technology organizations.
- To find out the ways in which self efficacy can improve employees performance.

## **Role of Self Efficacy in Employees Performance**

Self efficacy improves self control. It effects all the functional aspects of human functioning from personal relationships to professional commitments, and social interactions, and relates to a low risk of mortality (Taylor 2012). Every employee in an organization is capable of identifying goals they want to accomplish, things they would like to change and things they would like to achieve. At the same time many employees also realize that putting these plans into action is not quite so simple. Self efficacy plays an important role in how goals, tasks, challenges, including crisis, failed projects and scandals are approached. Self efficacy is a more important asset than skill, knowledge and experience. Without authentic self efficacy an employee will find it difficult to make tough decisions, lead meetings with authority, get people to communicate with them candidly and be open to feedback, particularly when it is of the constructive type. Without self-efficacy an employee will always doubt his decisions.

Without well developed self efficacy and employee may also find himself lacking in leadership qualities. Self efficacy is the cornerstone of leadership. A leader can be taught to be an effective problem solver who is more decisive or to be a better communicator who can also coach, mentor and hold team members accountable. Often, self-confidence comes from a life long process of developing the sense of an internal authority of who you are. It is developed by directly engaging life in a resilient and courageous way. It requires balancing the external demands of life, work and family that seek to influence who you are and how you behave.

## **Research Methods**

This Study Examines The Relationship Between Social Intelligence And Self Efficacy In Information Technology Organizations. In Order To Identify The Self Efficacy The Researcher Has Used Human Factors Self-Confidence, Behavior, Self-Esteem And Their Effect On Organization. Human Factors Strengthen Self-Efficacy. This Study Provides A Comprehensive Understanding Of The Relationship Between Social Intelligence And Self Efficacy. The Purpose Of This Study Is To Provide The Theoretical Background Of Self Efficacy. This Study Is Also Analyze The Measures Of Self Efficacy On Social Intelligence. For The Second Objective Of The Study The Researcher Has Given The Techniques Through Which Self-Efficacy Can Improve Employee Performance.

## **Four Major Sources of Self-Efficacy**

The construct of self efficacy was first introduced by Albert Bandura, who used Social Learning Theory as a conceptual basis for analysis of this construct. Social Cognitive Theory represents a triadic reciprocal causation model in which the behavior of a person, the characteristics and the environment are constantly interacting (Bandura 1977).

### ***Mastery Experiences***

The most effective way of developing a strong sense of efficacy is through mastery experiences. Performing a task successfully strengthens the sense of self-efficacy. However, failing to adequately deal with a task or challenge can undermine and weaken self-efficacy. A critical component of mastery is that it requires the leader to accurately assess what is factual versus what is imagination. When under immense stress, it is not always clear what the facts are.

### ***Social Modeling***

Witnessing other people successfully completing a task is another important source of self-efficacy. Seeing people similar to oneself succeed by sustained effort raises observers' beliefs that they too possess the capabilities to master comparable activities to succeed.

### ***Social Persuasion***

People could be persuaded to believe that they have the skills and capabilities to succeed. Consider a time when someone said something positive and encouraging that helped you achieve a goal. Getting verbal encouragement from others helps people overcome self-doubt and instead focus on giving their best effort to the task at hand.

### ***Psychological Responses***

Responses and emotional reactions to situations also play an important role in self-efficacy. Moods, emotional states, physical reactions, and stress levels can all impact how a person feels about their personal abilities in a particular situation. A person who becomes extremely nervous before speaking in public may develop a weak sense of self-efficacy in these situations. It is not the sheer intensity of emotional and physical reactions that is important but rather how they are perceived and interpreted by the individual. By learning how to minimize stress and elevate mood when facing difficult or challenging tasks, people can improve their sense of self-efficacy.

Self-efficacy beliefs influence the choices individuals make, degree of challenge of their goals and their level of commitment to personal goals. Employees with low levels of self-efficacy will choose less challenging goals for themselves and vice versa. Employees learn, perform and exert effort at levels consistent with their self-efficacy beliefs. Employees with high self-efficacy will work hard to learn how to perform new tasks because they are confident they will be successful. Self-efficacy beliefs influence how long employees will persist when engaging with challenging tasks. Employees with high self-efficacy will persist longer in the face of difficult tasks because they are more confident that they will learn and successfully execute the task. Self-efficacy beliefs influence how an employee will respond to disappointment. Individuals who have higher self-efficacy will recover faster from setbacks than those who do not have. Self-efficacious beliefs influence the physiological experience of stress. Individuals with lower levels of self-efficacy may experience a more intense physiological stress reaction in the face of challenges than those who have higher levels of self-efficacy. This in turn can affect their performance on the task and the degree to which they persevere in the face of the challenge (Bandura 1982).

## **Measures of Self Efficacy and Impact of Social Intelligence on Self Efficacy**

Outcome expectations are highly dependent on efficacy and self-efficacy predicts performance much better than expected outcomes. Self-efficacy beliefs are influenced by four important sources of information: Performance Accomplishments, Vicarious Experience, Verbal Persuasion and Physiological Information (Bandura 1977).

### ***Performance Accomplishments (Practising and Earlier Experiences):***

The most important source of self-efficacy is practicing. It is based on experience. The effects of failure depend on the moment in the learning process and the pattern of experiences. A high level of self-efficacy tends to generalize from one experience to another. For the

development of efficacy, experiences and attributes are play an important role. This can be enhance with social intelligence.

***Verbal Persuasion:***

Verbal persuasion is the most often used source of self efficacy. Critical importance are the credibility, expertise, trustworthiness and prestige of the person doing the persuasion.

***Physiological Information:***

The self efficacy from the different sources needs to be processed cognitively. Many factors influence the cognitive estimation of experience, for instance personal, situational, social and time factors. In forming a judgement of efficacy persons have to weigh and integrate information form the different sources (Bandura 1986).

***Internal and External Information:***

Internal information refer the ability and the effectiveness of various performance strategies that utilize the skills. Self efficacy will be determined by the assessment of whether abilities are adequate, inferior or superior for performance at various task levels. External information refer to the task itself. The task attributes are important. Estimates of self efficacy may include considerations of the degree of interdependence and the amount of resources required to complete the task successfully. Other external factors that may relate to self efficacy are physical conditions like the weather or geographic setting. In addition to internal and external environmental factors which may influence self efficacy explain the importance of considering the variability and the controllability of the self efficacy determinant. When making self efficacy assessments, individuals consider the level of variability of the determinants and also whether they exercise control over the determinants. Some factors are primarily under personal control and some are primarily under the control of others.

Socially intelligent people can carry on conversations with a wide variety of people. Social interaction is a big part of social intelligence. Socially intelligent people are good, active listeners. They not only pick up on what others are saying, but they make the other person feel as though they were heard, understood and had a good and rewarding connection. Socially intelligent individuals know how to play different social roles, which allows them to feel comfortable with all types of people. This leads to a sort of social [self confidence](#) and attitude that enhance [self efficacy](#). Persons with social intelligence are concerned with the impression they are making on others. Social intelligence is an important factor that influence self efficacy. In terms of choice behavior, efforts expenditure and persistence, thought patterns and emotional reactions. Social intelligence influences how people think, feel, motivate and act. Social intelligence contributes to the quality of psychosocial functioning and self efficacy in diverse ways. The complexity of behavioral and situational contexts vary from population to population.

## **Information Technology Organizations and Self Efficacy**

Technology may have had an effect on social behaviour due to the online environment and it might be unrelated to the lack of face-to-face communication (Diamanduros 2008). Technology has aided communication in many different areas and research does support the positive influences. Using technology to communicate shown to be effective (Istifci 2011). Technology was used help to show information about communicating in provided virtual realities in which to practice communication (Istifci 2011). Technology has also provided communication methods to aid employees with special needs. New methods of communication have been made to help individuals with autism spectrum disorders (Shane 2012).

Incorporating visual components by use of communication technology has also been shown to be effective for students with deaf blindness (Emerson 2012). Technology can enhance communication and self efficacy. While less face to face communication might be a negative thing, using technology to supplement communication was shown to be effective. Implementing supplemental communication technology could be very helpful for an organization. Technology will continue to advance and give the recent changes in communication, face-to-face communication could continue to dwindle. It may become increasingly difficult to pick up on the meaning of body language and facial expression. On the other hand, technologies promoting body language and facial comprehension skills could be created. Technology seems to make things easier abusing it is what causes a problem. Adolescents might not know how much is too much and they could unintentionally abuse their technology sources (Rooij 2010). Today, information has become the main component of all economic activities. Having an economic value in almost all products and services that meet the needs of today's societies, it has been now obligatory for individuals and organizations to obtain information technologies and to actively use them in both work and social life domains. In the current information age, where information is seen as power, this situation has made it imperative for organizations to become increasingly information based and to benefit from information technologies in many processes and activities. Information technologies also have an important potential in determining whether organizations have a mechanical or an organic structure. Within the mechanical organizational structures, people do not have much autonomy, and behaviors expected from employees are being careful and obedience to upper authority and respect for traditions. In such organizations, predictability, consistency, and stability are desirable phenomena. In contrast, people in organic structures have more freedom in shaping and controlling their activities and being enthusiastic, creative, and taking risks have important places among the desired behaviors (Ulgen 2006).

Information technologies increase knowledge by contributing to obtaining closer information about market trends, opportunities, and customers. Secondly, information technologies can create synergies for organizations because of information technologies, communication.

## **Techniques through Which Self- Efficacy Can Improve Employee Performance**

Self-efficacy improves self control. It effects all the functional aspects of human functioning from personal relationships to professional commitments and social interactions and relates to a low risk of mortality (Taylor 2012). For an employee self efficacy helps in achieving goals and acquiring a sense of accomplishment in life. By the use of some techniques employees can enhancing their self efficacy which will ultimately help them improve their performance. Goal setting is important to building self efficacy. In the stretch zone, employees are more willing to take reasonable chances and are resilient to failures and setbacks. Unlike in the panic zone or the comfort zone where they are unwilling to take chances or extend our efforts, the stretch zone allows employees to have an insightful perception about themselves and increases the likelihood of achieving self-contentment. Low self efficacy makes employees either doubt their abilities or perceive the tasks to be more difficult than they are. As a result, employees do not make enough effort, blame themselves for their under achievements. A good idea to build and sustain self-efficacy is to set goals reasonably and approach them one by one. Employees can break the goals into smaller sub goals and work on achieving them one at a time. By doing this their goals can become more manageable and accessible. One of the most significant qualities of employee with high self efficacy is the power to look beyond short-term

losses and not letting them break their self trust. Employees have higher goals to achieve and sticking to this perspective helps in maintaining a high self efficacy. Self efficacy allows them to sort their priorities, make better plans. A practical psychological tool to increase self efficacy is identifying obstacles thought blocks and reframing them with positive interventions. Careful hiring practices and utilization of specific interview questions that probe an applicants general level of self efficacy. Selecting individuals who have higher self- efficacy beliefs will increase the probably that they will be more motivated to perform well.

The complexity of job demands has an impact on self efficacy. Individuals who gain mastery completing complex, challenging and autonomous jobs increase self efficacy. Individuals who lack the opportunity to engage in challenging work are often bored and disengaged, leading to a decrease in self-efficacy. Employee's self efficacy expectations for tasks can be increased through guided experience, mentoring and role modeling. Assign a team leader who exemplifies self-efficacious behaviour and identify them as a role model. Systematic self- management training enhances self efficacy expectations. Encourage employees to set realistic personal goals, delineate clear priorities, be well organized and enhance time management skills.

Goal difficulty should match the individual or groups level of perceived self efficacy. As self efficacy and performance increase, so should the complexity of the task demands and the level of the goal. Goals that are too ambitious result in performance failure and can have a negative impact on self efficacy and future performance. Goals that are set too low can result in a false sense of self efficacy. This will lead to greater frustration and discouragement when the employee faces more difficult tasks. Break larger goals into tangible steps. The achievement of mini goals provides a sense of task mastery. Increase the quality and quantity of constructive pointers, feedback, guidance, support and education. This feedback must be accurate, timely and specific in order for the individual or group to understand the cause- and-effect relationship involved in performing the task and to increase performance in the future. It is necessary to have confidence in employees and to convince them that they have the ability to succeed at a particular task. Improve the quality and quantity of positive role models within team in order to increase self efficacy of the individuals and team. Encourage managers and team leaders to engage in supportive leadership activities. Both small and large successes should be acknowledged and rewarded. These will enhance self efficacy and lead to greater achievements. Also, point out to the team when an employee succeeded at a particularly demanding task. This will increase other employee's self efficacy to perform similar tasks.

## **Research Limitations/Implications**

For future research, the authors recommend using the sub dimensions of the above variables to test this model, and multiple models could be formulated. At the same time, the survey can be applied to managers to examine their emotional intelligence and to determine whether emotional intelligence influences their organizational commitment through self efficacy. Consistent with the findings of this study, managers and executives in organizations should consider the emotional intelligence of their employees and that the employees with higher emotional intelligence have higher self-efficacy and can perform better.

## **Research Limitations and Implications**

For future research, the researcher recommend using the sub dimensions of self efficacy and multiple models could be formulated. At the same time, the survey can be applied to examine the

different types of intelligence influence the organization and self efficacy. With the findings of the study an organization should consider the social intelligence of their employees and that the employees with higher social intelligence have higher self efficacy and can perform better.

## Conclusion

Self efficacy beliefs have an important influence on the choices employees make and goals they set for themselves. Self efficacy beliefs also strongly affect their approach to a task, motivation to engage in a task, the level of effort they exert, degree of persistence when facing a difficult task and their performance on the task. It is therefore critical that managers seek to enhance self-efficacy beliefs in employees in an effort to improve performance. Increasing self efficacy in both individuals and teams should be made a managerial priority. When executed properly increasing employee self efficacy will lead to enhanced capabilities of employees and will have a major impact on the performance of individual employees as well as the team.

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