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Can Belief In One's Abilities Drive Organizational Loyalty? An Empirical Investigation Of Occupational Self-Efficacy As An Antecedent Of Organizational Commitment

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Abstract

Organizational commitment is a long-established construct that has been extensively discussed in the industrial and organizational psychology literature, the present study aims to investigate whether occupational self-efficacy (OSE) is a valid antecedent of organizational commitment (OC). The study sample consisted of 300 employees who work in IT sector. Data analysis was conducted using tools like independent t-test, one-way Anova, person correlation analysis and hierarchical multiple regression on SPSS.

*Results revealed significant gender differences on OSE, t (298) = –3.254**, p = 0.001, with women (M = 79.60, SD = 8.32) reporting higher OSE compared to men (M = 75.95, SD = 10.50). Similarly, significant gender differences were observed for OC, t (298) = –2.203*, p = 0.02, with women (M = 30.56, SD = 4.71) scoring higher than men (M = 29.35, SD =*

4.66). There were significant mean differences found between other work-related variables too in OSE and OC, which are furnished in the results section in detail.

*Correlation analysis indicated a moderately strong positive association between OSE and OC (r = 0.508***, p < 0.001), suggesting that as occupational self-efficacy increases, organizational commitment also tends to increase. Regression analysis (Model 1) showed that OSE significantly predicted OC, accounting for 25.8% of the variance, F (1,298) = 103.59***, p <*

0.001. These findings underscore the role of occupational self-efficacy as a meaningful antecedent of organizational commitment and provide implications for organizational practices aimed at enhancing employee efficacy and commitment.

Keywords: *Occupational Self-efficacy, Organizational Commitment, Micromanagement, Information technology (IT).*

INTRODUCTION:

The Information Technology (IT) sector in India encompasses a wide-ranging ecosystem—including software services, IT-enabled services (ITES), business process management, global capability centres (GCCs), and emerging domains like artificial intelligence (AI) and cloud computing. Its ever-evolving nature has transformed it into one of the cornerstones of India's modern economy (Indian Brand Equity Foundation [IBEF], 2025; Zamun Insights, 2025).

India's tech industry has sustained robust growth over the past decade. According to NASSCOM's Strategic Review (2024), the sector's revenue—including hardware—reached USD 254 billion in FY2024, with exports hitting nearly USD 200 billion, supported by a domestic market of USD 54 billion (NASSCOM, 2024). The sector remained a net hirer, expanding its workforce by 60,000 employees, bringing the total to 5.43 million (NASSCOM, 2024).

The unprecedented growth of India's IT sector can be largely attributed to its highly skilled workforce. Indian IT professionals have consistently driven innovation, operational efficiency, and global competitiveness through expertise in software development, digital transformation, and IT-enabled services (NASSCOM, 2024; Indian Brand Equity Foundation, 2025). This talent pool has enabled India to emerge as a global IT hub, contributing significantly to GDP, economic growth and employment generation.

Human Resource is the backbone of the IT sector, as they drive growth drivers like efficiency, results, performance, solutions. (Chakraborty, 2023).

There is a substantial amount of evidence on varied psychological conditions experienced by the IT professionals which are distressful and are accounted to the work settings and demands, dynamic

relationships with boss and subordinates, ever evolving industry systems and processes. Employee layoffs, toxic work relationships, job burnout, fatigue, gaslighting, micromanagement are few examples of work elements which are negatively impacting an individual, who is silently experiencing this and don't know whom to speak with (Padma, Anand, Gurukul, Javid, Prasad, & Arun, 2015).
Unrealistic work demands and load on the employees, lack of fair treatment, non-recognition, growth stagnation in the present job position all these were factors for employee attrition (David, Kaushik, Verma, & Sharma, 2015).
Many IT companies constant challenge is to retain employees and some face sever problems due to attrition, employees reasoning disproportional work load, low salary hikes, stagnated career growth, non-trust in their respective managers implying to no retention were the common factors which were influencing employees to resign to their respective organizations (Garg, Kujur, Gupta, & Banka, 2023).

Mental health challenges like work stress, job fatigue, and burnout are prevalent in the IT industry, led by long working hours, unreasonable deadlines and severe workloads are persistent all the time. Research by Gupta (2023) documented the importance of well-being training programs in IT organizations to counter these issues thus a supportive work environment gets established. Offering training and development programs are crucial, as 82% of IT employees reported commitment and loyalty (Avrachan, Year, 2024).

Occupational Self-efficacy:
Occupational self-efficacy is defined as an individual's belief in their own competence related to work activities and roles (Felfe and Schyns, 2006). Hackett and Betz (1981) were the first to introduce the concept of occupational self-efficacy to explain gender differences in occupation selection among college students.
Occupational self-efficacy is a specific measure emerged to measure the efficacy in work related activities and context; self-efficacy was given by albert bandura.
Bandura identified four primary sources of self-efficacy: mastery experiences, vicarious experiences, verbal persuasion, and physiological and emotional states (Bandura, 1997).

Organizational Commitment:
Organizational Commitment is defined as employees valuing stability, trust and loyalty by staying with their respective organizations and committing themselves with their time, energy, efforts in the growth of organizations and subsequently themselves. This is a significant construct to measure in organizational behavior research area where this construct explains employees' attitude and behavior towards their respective organization in fulfilling organizational goals. This construct is made of characteristics like Longines, showing support, identifying with the organization, agreeableness which are visible in employees Meyer and Allen (1991).
Meyer and Allen (1991) constituted Organizational commitment from three components: Affective commitment (emotional attachment), Continuance commitment (awareness of the costs associated with leaving), Normative commitment (feeling of obligation to stay).

Objectives of the study
1. To identify the significant mean score differences in occupational self-efficacy and organizational commitment among IT employees with respect to demographics variables and work-related variables such as gender, marital status, promotion status, work experience, micromanagement experience.
2. To identify the relationship between occupational self-efficacy and organizational commitment
3. To identify weather occupational self-efficacy is a significant predictor of organizational commitment or not.
4. To identify weather demographic and work-related variables are significant predictors of organizational commitment or not.

Study Hypotheses
1. There is a significant mean score difference in occupational self-efficacy and organizational commitment between male and female IT employees.
2. There is a significant mean score difference in occupational self-efficacy and organizational commitment between married and single IT employees.

3. There is a significant mean score difference in occupational self-efficacy and organizational commitment between employees who received a promotion and who did not in past on year.
4. There is a significant mean score difference in occupational self-efficacy and organizational commitment between employees who have different ranges of work experience.
5. There is a significant mean score difference in occupational self-efficacy and organizational commitment between employees who experiences micromanagement and who did not experience micromanagement.
6. There is a significant correlation between occupational self-efficacy and organizational commitment among the employees.
7. Occupational Self-efficacy is a significant predicator of Organizational commitment.

METHOD

Sample:

A total of 300 participants' responses were collected for this study, men comprise of 170 in 300 number and women are of 130, who were working in different IT companies in Hyderabad, Telangana.

Data Collection Procedure:

Data was collected directly from the respondents by physically meeting them, and some responses were obtained through online mode by sharing Google Forms. Confidentiality of the respondents was ensured.

Measures:

The demographic questionnaire contained details about independent variables such as Gender, Marital Status,
Promotion Status, Work Experience, and Micromanagement Experience
.

Occupational Self-efficacy Scale

The occupational self-efficacy scale (OSE) was developed by Sanjot, P; Sushama, C. & Upinder Dhar (1999), which has nineteen items in total, a widely used scale to measure occupational-self-efficacy characteristics. A sample item is: "I am able to do my work independently."

Organizational Commitment Scale

Organizational Commitment scale was developed by Upinder Dhar, Prashant Mishra and D.K. Srivastava (2002), this scale is widely popular in Indian context which has eight items. A sample item is: "I feel proud to be a part of my organization."

RESULTS:

Table 1: Independent sample t-test analysis of gender and marital status on occupational self-efficacy and organizational commitment

DV	Group	N	M	SD	T	df	p
OSE	Men	170	75.95	10.50	-3.254**	298	0.001
	Women	130	79.60	8.32			
	Single	171	77.85	9.10	0.665NS	298	0.506
	Married	129	77.10	10.61			
OC	Men	170	29.35	4.66	-2.203*	298	0.02
	Women	130	30.56	4.71			
	Single	171	29.60	4.58	0.815NS	298	0.251
	Married	129	30.24	4.88			

Significant value: P < 0.05*, P < 0.01**, P < 0.001***

Results are obtained from independent sample t-test analysis, which compared groups of gender and marital status on Occupational Self-Efficacy and Organizational Commitment.

1. Occupational Self-Efficacy (OSE):

There is a significant mean score difference between men and women employees on OSE (t (298) = -3.254**, p = 0.001). Where women employees (M = 79.60, SD = 8.32) reported significantly higher occupational self-efficacy compared to men employees (M = 75.95, SD = 10.50).

However, there is no significant mean score difference was observed between single (M = 77.85, SD = 9.10) and married employees (M = 77.10, SD = 10.61), t (298) = 0.665^{NS}, p = 0.506.

2. Organizational Commitment (OC):

There is a significant difference between men and women employees on organizational commitment (t (298) = 2.203*, p = 0.02). Where, women employees (M = 30.56, SD = 4.71) reported significantly higher organizational commitment compared to men employees (M = 29.35, SD = 4.66).

No significant mean score difference was found between single (M = 29.60, SD = 4.58) and married employees (M = 30.24, SD = 4.88), t (298) = 0.815, p = 0.251.

Table 2: Independent sample t-test analysis of promotion status and micromanagement status on occupational self-efficacy and organizational commitment

DV	Group	N	M	SD	t	df	p
OSE	Promotion received	122	78.99	8.80	2.153*	298	0.03
	Promotion not received	178	76.53	10.29			
	Micromanagement experienced	170	76.51	10.27			
	Micromanagement not experienced	130	78.86	8.93	-2.070*	298	0.03
OC	Promotion received	122	31.45	4.62	4.989***	298	0.000
	Promotion not received	178	28.79	4.48			
	Micromanagement experienced	170	28.83	4.48			
	Micromanagement not experienced	130	31.24	4.67	-4.528***	298	0.000

Significant value: P < 0.05*, P < 0.01**, P < 0.001***

Results are obtained from independent sample t-test analysis, which compared groups of promotion status and micromanagement experienced and not experienced on Occupational Self-Efficacy and Organizational Commitment.

1. Occupational Self-Efficacy (OSE):

There was a significant mean score difference between groups of employees who received a promotion (M = 78.99, SD = 8.80) and employees who didn't receive a promotion (M = 76.53, SD = 10.29) in past one year, where t (298) = 2.153**, p = 0.03.

There was a significant mean score difference found between groups of employees who experienced micromanagement (M = 76.51, SD = 10.27) and employees who didn't experience micromanagement (M = 78.86, SD = 8.93), Where t (298) = -2.070**, p = 0.03.

2. Organizational Commitment (OC):

There was a significant mean score difference found between the employees who had received promotions (M =
31.45, SD = 4.62) and who had not received promotions (M = 28.79, SD = 4.48), where t (298) = 4.989***, p =
0.000.

There was a significant mean score difference found between the employees who had experienced micromanagement (M = 28.83, SD = 4.48) and who did not experience micromanagement (M = 31.24, SD = 4.67), where t (298) = -4.528***, p = 0.000.

Table 3: One-way Anova comparing mean differences across the work experience groups on Occupational SelfEfficacy and Organizational Commitment.

DV	Work Experience groups	N	M	SD	F	P
OSE	1-3 years	145	79.08	9.76	4.451*	0.012
	3- 6 years	60	74.81	12.19		
	Above 6 years	95	76.88	7.44		
OC	1-3 years	145	30.17	4.49	5.229**	0.006
	3- 6 years	60	28.16	5.38		
	Above 6 years	95	30.50	4.38		

Significant value: P < 0.05*, P < 0.01**, P < 0.001***

Results are obtained by conducting one-way Anova to observe group differences labelled by work experience of employees.

1. Occupational Self-Efficacy (OSE):

The results obtained explains a significant mean score difference between the three groups of work experience with respect to occupational self-efficacy, F (2, 297) = 4.451*, p = 0.012.

The ANOVA effect size analysis revealed small effects for occupational self-efficacy (η^2 = 0.029) 2. Organizational Commitment (OC):

The results obtained explains a significant mean score difference between the three groups of work experience with respect to occupational self-efficacy, F (2,297) = 5.229**, p = 0.006.

The ANOVA effect size analysis revealed small effects for Organizational commitment (η^2 = 0.034).

Table 4: Correlation between Occupational Self-Efficacy and Organizational Commitment.

Variables		Occupational Self-efficacy	Organizational Commitment
Occupational Selfefficacy	Pearson Correlation	1	0.508***
	Sig. (2-tailed)		<.001
	N	300	300
	Person Correlation	0.508***	1
Organizational Commitment	Sig. (2-tailed)	<.001	
	N	300	300

Significant value: P < 0.05*, P < 0.01**, P < 0.001***

***Correlation is significant at the 0.001 level (2-tailed).

By performing person correlation analysis, results were obtained and explains that there is a moderate strong positive correlation between occupational self-efficacy and organizational commitment (r = 0.508***, p <0.001), which indicates that as occupational self-efficacy increases, organizational commitment also tends to increase, which tell us that both the variables move in the same direction.

Table 5: Hierarchal Multiple regression predicting Organizational Commitment

Model	Predictor	B	Std. Error	Beta	T	P	R2	ΔR2	F Change
1	Constant	10.874	1.882	-	5.77	<0.001	0.258	-	103.59***
	OSE	0.245	0.024	0.508	10.17	<0.001			
2	Constant OSE	15.040 0.230	2.104 0.024	- 0.477	7.149 9.609	<0.001 <0.001	0.305	0.047	43.35***
	Promotion Status	-2.080	0.469	-0.217	-4.439	<0.001			
	Gender	0.219	0.469	0.023	0.466	0.642			
3	Constant OSE	14.027 0.233	2.226 0.024	- 0.484	6.302 9.712	<0.01 <0.01	0.310	0.004	33.09***
	Promotion Status	-2.062	0.468	-0.215	-4.406	<0.01			
	Gender	0.268	0.470	0.028	0.571	0.568			
	Work Experience	0.360	0.262	0.067	1.375	0.170			

Significant value: P < 0.05*, P < 0.01**, P < 0.001***

Hierarchical regression was conducted to investigate the predictors of organizational commitment. From Model 1, R^2 = 25.8% is the variance explained by occupational self-efficacy (OSE) in organizational

commitment (OC) and it has significantly predicted the later with, $F(1,298) = 103.59^{***}$, $p < .001$. From model 2, it can be understood that, after introduction of promotion status and gender, the model explained an additional 4.7% of variance from the earlier model total variance ($R^2 = 30.5$) , $\Delta R^2 = 0.047$, F-change (2,296) = 10.08, $p < .001$, where $F(3,296) = 43.359^{***}$, $p < .001$, Promotion status was a significant negative predictor ($\beta = -0.22$, $p < .001$), whereas gender was non-significant predictor ($\beta = 0.023$, $p = 0.642$). In Model 3, work experience was added, but did not significantly improve the model, $\Delta R^2 = 0.004$, F-change (1,295) = 1.89, $p = .170$. The final model indicated that OSE ($\beta = 0.48$, $p < .001$) explaining a variance of 25.8% alone and promotion status ($\beta = -.22$, $p < .001$) were significant predictors of organizational commitment, while gender and work experience were not.

DISCUSSION:

From table 1 results, we can infer that women exhibit higher occupational self-efficacy measure than their counter parts, as women face structural and social challenges, they might develop certain mechanisms like coping skills and adaptability which in return develops their belief in their ability to challenges and crisis at workplace, thus boosting their self-efficacy in the process. There was no difference found between men and women in occupational self-efficacy, Hartman and Barber (2020).

It is observed that, occupational self-efficacy was similar between married and single employees, employees are largely motivated and drawn towards their fulfilment professional obligations rather than personal status which doesn't affect much, there might be exceptions in other phenomena like job stability and loyalty, whereas occupational self-efficacy is a kind of variable which is derived from occupational nature, setting and its dynamics. Batool, Atta, and Riaz (2021) found no statistically significant difference in self-efficacy between teachers who were married and unmarried, even though unmarried teachers reported higher job stress—strengthening the idea that occupational self-efficacy is independent of personal status. Similarly, Odanga, Aloka, and Raburu (2015) reported that marital status did not significantly influence teachers' self-efficacy.

Results with related to organizational commitment, women reported higher organizational commitment than their counterparts, is a testament behind women's exhibition of commitment and they are often driven towards stability, instead of exploration. Messner (2017) conducted an empirical study in the Indian IT services sourcing industry, where he found that higher levels of organizational commitment were exhibited by female employees than their counterparts.

There was no significant difference in organizational commitment between married and single employees' where it can be inferred that when employees' expectations and preferences are met and being loyal and committed to an organization is default outcome irrespective of marital status, there can be exceptions also but majorly it's how an individual perceive and value what they receive in whole. Afroz and Haque (2019), found no significant difference in organizational commitment between married and single employees in the Indian BPO sector.

Table 2 results revealed employees promoted in the past year reported higher level of occupational self-efficacy than those who were not. Promotion serves as a recognition of an individual's efforts and efficiency; this reinforces their belief in their abilities which in turn employees contribute meaningful to the organization's needs. Alessandri et al., (2024) found that employees with higher self-efficacy performed better and were more likely to be promoted, and in turn, promotions further elevated their self-efficacy.

The findings from table 2 with respect to micromanagement variable revealed about employees who did not experience micromanagement from their superiors reported higher levels of occupational self-efficacy compared to those who did. Micromanagement and excessive handholding are longstanding managerial practices; however, micromanagement as a concept gained increased attention in recent times as employees report higher levels of burnout and fatigue under such conditions. While micromanagement may not always be entirely detrimental, it is generally considered an unhealthy practice in modern work environments, as it restricts employees' confidence and belief in their abilities. Micromanagement had a positive impact on self-efficacy of generation z workers as the former could help the inexperienced employees to have direction and clarity. Thus, while micromanagement is generally viewed as detrimental in present age scenario, its effects may vary across different career stages and contexts, Hendri and Sari (2025).

Results of organizational commitment reveal higher number of employees reported organizational commitment who received promotion in past one year than the employees who didn't receive, according to social exchange theory, when employees receive rewards such as promotions, they feel obligated to

reciprocate with loyalty and commitment toward the organization. Weng, McElroy, Morrow, and Liu (2010) investigated organizational career growth represented by career goal progress, professional ability development, promotion speed, and remuneration growth which all related to organizational commitment and found all four growth factors are correlated with organizational commitment, where particularly promotion speed and remuneration growth had strong associations with subdimensions of organization commitment especially with continuance and normative commitment.
Organizational commitment was higher for the employees who did not experience micromanagement than the employees who have experienced it, which indicates employees value autonomy in their jobs when they have experience and clarity towards their jobs, Shamspour, Kamali, Narouei, Okocha, and Dolat Abadi (2024) found that micromanagement is associated with organizational commitment negatively and significant when study was conducted on factory workers to measure the impact of micromanagement by their respective managers on organizational commitment of employees.

From table 3, we can infer that, occupational self-efficacy was higher in the employees who belongs to 1-3 years of experience group than their other counterparts, the most probable explanation in this outcome can be attributed to the development of subdimension i.e., mastery experiences of self-efficacy due to experience acquired by the employees. Ramakrishna, Urs, and Dsouza (2024) found no significant difference in occupational self-efficacy of different tenures of employees across the organization in the public sector.
Organizational commitment was reported to be higher among employees with more than six years of experience compared to the other two groups. Organizations tend to reward employees who are committed to them, and in return, employees who acknowledge this recognition tend to remain loyal. Lee and Kim (2023) examined the effect of employee experience on job satisfaction, psychological well-being, and organizational commitment among corporate employees of south Korea and found that employee experience had a positive effect on organizational commitment through job satisfaction and psychological well-being as mediators.

From table 4, Positive correlation was reported between occupational self-efficacy and organizational commitment, employees who has a belief on their own abilities, which are related to work context tend to perform efficiently than the employees who doubt their skills, it is a scope of self-recognition where one can transform and even organizations values the employees who are transformational and reward them back, in return employees show loyalty and commitment. Agarwal and Mishra (2016) found significant positive correlation between self-efficacy and organizational commitment of revenue personnel.

From table 5, Occupational self-efficacy has been reported as a significant predictor of organizational commitment, it is certain that the presence of organizational commitment can be attributed to occupational selfefficacy as one of the factors but not a definite cause. Aryati and Armanu (2023) found that self-efficacy has a positive and significant effect on organizational commitment.
Promotion status also a significant predictor but not a strong predictor of organizational commitment and gender and work experience were reported as non-significant predictors of organizational commitment, pertaining to this study. Weng and McElroy (2010) found that promotion speed and remuneration growth has positively influenced affective commitment and had positive relationship with normative and continuance commitment.

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