

## Examining the Effect of Self Efficacy on Employees' Performance through Cultural Intelligence

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### Abstract

*This study has examined the role of cultural intelligence as a mediating factor between the relationship of self-efficacy with employee' performance. Participants were 380 lecturers from different public colleges of Punjab selected through convenient sampling technique. Generalized Self Efficacy Scale (Schwarzer & Jerusalem, 1995), Employee Performance (Wiedower, 2001) and Four Factor Cultural Intelligence Scale (Ang, Van Dyne, & Koh, 2006) along with a demographic variables information sheet were administered to the participants. Utilizing statistical analyses of correlation, regression analysis and sobel test, findings of correlation matrix showed the significant relationships among self-efficacy, employee performance, and cultural intelligence. Regression analyses depicted the significant positive effects of self-efficacy on employee performance and cultural intelligence. Results of Sobel test revealed that cultural intelligence was found a significant mediating predictor between the relationship of self-efficacy and employee performance. These findings can be employed to understand better the determinants of employee performance in any organizational context, and the role of cultural intelligence can be utilized in increasing the rate of employee performance while making several policies of work environment.*

**Keywords:** Self Efficacy, Cultural Intelligence, Worker Performance, Organizational Progress

### Introduction

A measure of one's own proficiency to finish assignments and achieve objective is known as self efficacy (Ornrod, 2006). It implies an individual's faith in his capacities to finish a given assignment in a recommended time compass. Self efficacy has been contemplated by analysts from multidimensional points of view, watching various tracks in the development of self efficacy; the flow of amplex toward oneself, and insufficiency thereof, in distinctive circumstances; associations between self efficacy and thought toward oneself; and propensities of attribution that add to, or decrease from, practicality self efficacy (Luszczynska, & Schwarzer, 2005).

All the domains of human exertion are moved by anyone else's input adequacy or self efficacy. By characterizing one's convictions with respect to his or her energy to move circumstances, an individual is firmly affected by both the force an individual really has and the convictions he need to face challenges skillfully and to settle on decisions on the off chance that he need to. These impacts are transcendently appearing, and convincing, concerning practices influencing objectives and assignments at work place especially (Luszczynska, & Schwarzer, 2005). All the more as of late Bandura (1997) conveyed a boundless investigation of the developing manifestation of examination managing the immediate and circuitous impact of self efficacy on work related individual and organizational effectiveness. Individuals are directed to accept they can effectively fulfill an errand or conduct through the utilization of recommendation, admonishment or self-instruction (Bandura, 1977).

For example, with low level of self efficacy, a worker prefers or has a tendency to set generally low objectives for himself. Then again a worker with high self efficacy is relied

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upon to situated high particular objectives. It is proved through research that individuals learn as well as perform at level predictable with their self efficacy beliefs (Bandura, 1982). A worker with high self efficacy for the most part endeavors to perform new errand, on account of their certainty of getting productive result. While a representative with low self efficacy may push less exertion while figuring out how to perform multifaceted tasks because of their absence of trust in their self to deliver effective results (Bandura, 1982). With high self efficacy employees stay sure about their capability to learn and perform a positive assignment. In this manner they are relied upon to be diligent in their deliberations even when challenges surface (Bandura, 1982). Eden (2003) documented in a wide spread literature on self efficacy, that self efficacy is an effective determinant of job performance.

In spite of the fact that self efficacy is a certain element of employee effort and performance, but cultural intelligence likewise has been discovered a significant component in employee performance. An individual's capability to capacity successfully in circumstances portrayed by social differing qualities is characterized as cultural intelligence (CQ) (Ang & Van Dyne (2008)). Cultural intelligence might be accepted as perceiving and appreciating of convictions, qualities, demeanor, and practices of a gathering of individuals and the ability to apply that knowledge to accomplishing of particular objectives (Johnson; Tomasz, & Salvador 2006).

Ang, & Van Dyne (2008) have portrayed four Cultural Intelligence (CQ) capacities: Motivation (CQ Drive), Cognition (CQ Knowledge), Meta-discernment (CQ Strategy) and Behavior (CQ Action).

CQ-Drive; An employee's interest and trust in working adequately in socially differing settings is characterized as CQ Drive. It involves: Intrinsic Interest - inferring pleasure from culturally assorted experiences, Extrinsic Interest - accomplishing profits from culturally shifted experiences.

CQ-Knowledge; An employee's knowledge about how societies are comparative and how societies are distinctive is characterized as CQ Knowledge. It incorporates, Business - learning about investment and lawful frameworks, Interpersonal - information about qualities, cultural norms, and religious convictions.

CQ-Strategy; An employee's feeling of making culturally assorted encounters is characterized as CQ Strategy. It happens when individuals make judgments and examinations about their own particular manners of thinking and those of others. It holds mindfulness i.e. Thinking about one's current social learning, arranging that is moving before a socially fluctuated experience.

CQ-Action; An employee's ability to modify verbal and nonverbal conduct to make it suitable to diverse cultures is characterized as CQ activity. It incorporates an adaptable reach of behavioral reactions that suit a variety of circumstances. It incorporates, Non-Verbal, changing non-verbal practices, Verbal, altering verbal practices.

In today's worldwide and diverse work setting, it is exceptionally critical for some stakeholders to perform productively in multi-cultural circumstances, that is employees, students and managers (Inkson & Thomas, 2004). In 2003, Earley and Ang (2003) proposed a multidimensional concept of cultural intelligence (CQ). Current theories of intelligence are focused around this theory that attempt to discover assistance for better understanding of how people can productively adjust to new cultural settings. Cultural Intelligence CQ is like Intelligence Quotient IQ and Emotional Quotient EQ in as it figures a set of capabilities considered significant to both individual and specific achievement. Center of cultural intelligence on the capabilities that are required for accomplishment in unacquainted cultures make it one of a kind and supreme (Earley & Ang, 2003).

Kim, 2006), characterizes cultural intelligence is an immature auspicious territory of research that grip extraordinary guarantee for better seeing on how successful a sojourner will

be in another social setting. On the other hand, pragmatic investigations on cultural intelligence is limited, fundamentally on the grounds that the idea is new. In any case, enthusiasm toward this theme is increasing now

Hence it might be seen that self efficacy plays a basic part in adjusting and influencing a worker's performance. A few HRM researches have demonstrated that self efficacy is connected to self-control, resilience in the situation of disappointment, the performance and undertaking efforts and genuine critical thinking (Bandura, 1986; Gist & Mitchell, 1992; Prussia, Anderson, & Manz, 1998). It is likely that an individual with high self efficacy would surpass less viable people in connection to elements, for example, profession achievement or salary. Varied studies that have been completed on the topic of intelligence have uncovered that it intercedes the relationship of self-efficacy and performance (Prussia et al., 1998).

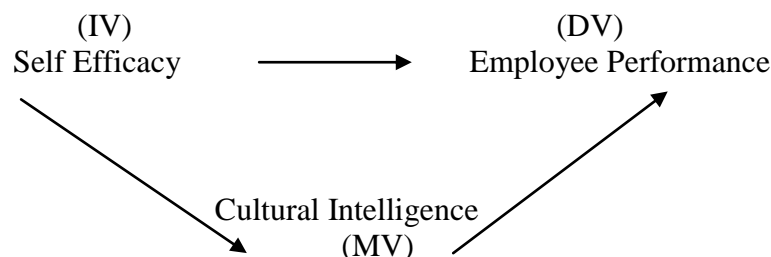
A number of analyses have examined the influence of self-efficacy on structural settings however very few have examined the whole impact on employee performance as well as links of self-efficacy directly to motivation here after performance. Preceding studies have shown both self-efficacy and motivation as essential parts of performance and that both add to an upright service excellence, effectiveness and efficiency at workplace (Barrick, Stewart, & Piotrowsky, 2002).

Proofs are accessible to demonstrate the connection and significance of employee self efficacy, his work performance together with the ability to conform with dynamic advances in the working environment like web or new programming (Hill, Smith, & Mann, 1987), proficiency to adapt to existing deviations in profession design (Stumpf & Hartman, 1987), capacity to deliver new thoughts and to quicken to an official level, capacity to execute improved as colleague (Wood, Bandura, & Bailey, 1990), capacity to achieve more aptitudes (Mitchell et al., 1994). Various studies have inspected the impact of self efficacy on structural settings however not many have analyzed the entire effect on employee performance. Preceding studies have demonstrated both self efficacy and motivation as crucial parts of performance and that both add to an upright work performance, efficiency, and effectiveness at work environment (Barrick et al., 2002).

Kowner (2002) added in the research on cultural intelligence by attesting that to make an individual culturally intelligent it is crucial that this individual experiences colossal training with the diverse culture. In this study Japanese and westerners were taken as the study participants. The findings of his study indicated that the Japanese people regularly felt deficient and inferior to the westerners in light of the fact that they were devoid ability to distinguish whether the western treat them as equivalents or as inferiors.

Keeping this review upon the literature on the relationship between self-efficacy and employees' performance, and also the singular role of cultural intelligence, the current study was focused on finding the impact of self efficacy on employee performance through cultural intelligence. It was hypothesized that cultural intelligence will mediate the relationship of self-efficacy with employee performance.

#### HYPOTHESIZED MODEL



IV predicts DV; Self-efficacy predicts Employees' Performance  
IV predicts MV; Self-efficacy predicts Cultural Intelligence

MV predicts DV; Cultural Intelligence predicts Employees' Performance  
And MV will mediate the relationship b/w self-efficacy and employee performance

## Method

### Participants

The participants were 380 female lecturers aged 25 - 60 years working in different public colleges of Multan. All the participants were approached at their working place through convenient sampling technique. They were with different educational level (master n = 220, M.Phil n = 98, & Ph.D n = 62), and marital status; (married n = 218 & single n = 162).

### Instruments

**Self efficacy Scale;** It is a 10-item self-reported measure of self-efficacy developed by Schwarzer & Jerusalem (1995). Responses are made on a 4-point rating scale. Summing up the responses to all 10 items yields the final composite score with a range from 10 to 40. In samples from 23 nations, Cronbach's alphas ranged from .76 to .90, with the majority in the high .80s.

**Four Factor Cultural Intelligence Scale;** It is a 20-item questionnaire developed by Ang, Van Dyne, & Koh, (2006). Responses are obtained on 5-point Likert scale from (1) "strongly disagree" to (5) "strongly agree". Scores are added up on the total 20 items. It has been derived from the four factor model of the CQ construct -- cognition, metacognition, motivation and behavior. The cross validation studies documented by Ang, Van Dyne, Koh, Ng, et al. (2007) provided strong support for the reliability ( $r = .81$ ) of the CQS, as studying the relationship between cultural intelligence and Employees' Performance tested across samples, and countries.

**Employee Performance Scale;** Employee Performance Scale is adapted from Wiedower (2001). It is a shared vision: the relationship of management communication and contingent reinforcement of the corporate vision with job performance, organizational commitment, and intent to leave. It has 5 items with 5-point likert scale from strongly disagree to excellent ranging from 1-5. Total score is obtained by adding up the responses on all items. The split-half reliability of this scale was found at .72.

### Procedure

A booklet comprising informed consent, demographic variable sheet, measures of self-efficacy, employee performance and cultural intelligence was given to the participants. After obtaining the consent from participants, they were given the instructions about the responses on all questionnaires. They were also assured that the information provided by them would be kept confidential and would be used for the research purpose only. They were requested to read the instruction carefully and respond as honestly and accurately as possible to all scales. The data were then analyzed to test the hypotheses using SPSS 17-version.

## Results and Discussions

By computing correlations, regression analyses, and Sobel tests, the results were subjected to analyze the mediating effect of cultural intelligence for the relationship between self-efficacy and employee performance.

**Table 1:** Correlations Matrix among the Variables of Self-efficacy, Employee Performance and Cultural Intelligence

Scales	M	SD	Self Efficacy	Employee Performance	Cultural Intelligence
Self Efficacy	29.71	5.65	1	.50*	.58*
Employee Performance	16.52	3.38		1	.46*
Cultural Intelligence	90.81	21.90			1

\* $p < .001$

Table 1 shows the significant positive correlations among self efficacy, employee performance and cultural intelligence. Self efficacy is positively correlated with employee performance and cultural intelligence. Findings also depicts that cultural intelligence is positively correlated employee performance.

**Table 2:** Regression Analysis Showing Effect of Self Efficacy on Employee Performance

Predictors	B	Std. Error	Beta	T	P
(Constant)	7.76	0.812		9.56	.000***
Self_efficacy	0.295	0.027	.493	10.98	.000***

$R^2 = 0.243$ , Adjusted  $R^2 = 0.241$ , ( $F(2, 213) = 120.617$ ,  $p < 0.000$ )

\*\*\* $p < 0.000$

Table 2 shows significant positive effect of the self-efficacy on employee performance.

**Table 3:** Regression Analysis Showing Effect of Self-Efficacy on Cultural Intelligence

Predictors	B	Std. Error	Beta	T	P
(Constant)	24.431	4.950		4.936	.000***
Self-efficacy	2.234	0.164	.576	13.648	.000***

$R^2 = 0.331$ , Adjusted  $R^2 = 0.329$ , ( $F(1, 377) = 186.259$ ,  $p < 0.000$ )

\*\*\* $p < 0.000$

Table 3 indicates significant positive effect of self-efficacy on cultural intelligence.

**Table 4:** Regression Analysis Showing Effect of Cultural Intelligence on Employee Performance

Predictors	B	Std. Error	Beta	T	P
(Constant)	10.100	0.660		15.311	.000***
Cultural Intelligence	0.071	0.007	.459	10.024	.000***

$R^2 = 0.211$ , Adjusted  $R^2 = 0.209$ , ( $F(2, 213) = 100.490$ ,  $p < 0.000$ )

\*\*\* $p < 0.000$

Table 4 shows significant positive effect of cultural intelligence and employee performance.

**Table 5:** Mediating Effect of Cultural Intelligence on the relationship between Self-Efficacy and Employee Performance

<i>Regression Analysis</i>	<i>B</i>	<i>Std. Error</i>	<i>Sobel Test</i>	<i>P</i>
SE predicting CI	2.234	0.164		
CI predicting EP	0.071	0.007	8.135	.000***

p<0.001

Statistics of Sobel test in Table 5 reveals that cultural intelligence is playing a significant mediating role in the relationship between self-efficacy and employee performance.

## Discussion

At present, every organization quests for high execution from their workers, Employees likewise attempt to satisfy their desire by putting their greatest efforts for attaining the tasks of organization. For the undertaking culmination, an individual is equipped for finishing a particular assignment in an endorsed time compass. Previous research has furnished the confirmation that workers who have high execution well than the individuals who have found with low execution (Bandura, 1997; Robbins, Lauver, Le, Davis, Langley, & Carlstrom, 2004).

Hypothesis 1 expressed that adequacy toward oneself will have high impact on worker performance. Findings suggested that employee's belief of his capability affected the employee performance. These findings are in consistent with the work of who postulated that when employees have certain trust on their competencies, perform excellent for the attainment of organizational goals. Finding of current study has also confirmed the notion that self efficacy predict the performance at work place. Several researches additionally demonstrate that self efficacy has positive effect on worker functioning and execution. Csikszentmihalyi, Abuhamdeh, & Nakamura (2005) reported that level of self-efficacy of an employee is a function of increased level of performance in any organization.

Hypothesis 2 stated that self efficacy will have high impact on cultural intelligence. Prior to this study, no satisfactory examination is directed on this exploration. Findings reported a positive significant impact of self efficacy on cultural intelligence. It implied that cultural intelligence is predicted by high degree of self efficacy. High experience of self efficacy absolutely influenced social sagacity, social knowledge, and/or cultural intelligence. Various studies additionally have uncovered that self efficacy has positive effect on social brainpower and cultural intelligence. These findings are supported by the work of Ang, & Van Dyne (2008) who provided the findings in same line postulated that self efficacy pretend the cultural intelligence in organization. Many explorations have been directed by researchers as far and wide as possible on social sagacity, incorporating research on socially smart associations, the relationship between belief in one's self competencies and the advancement of social discernment and cultural intelligence.

In extension of first two assumptions, it was further assumed in hypothesis 3 that cultural intelligence will have high effect on workplace performance by employees. Results indicated the delineating high positive impact of cultural intelligence on worker execution. Cultural intelligence absolutely predicted the employee performance. Many investigations have added that culturally knowledgeable and intelligent employees in any organization perform well and increase the productivity of that organization (Schwarzer, 2008). Kowner (2002) also provided the support to the present findings. Researcher in his study on cultural intelligence where Japanese and westerners were taken as the abundant aggregation, explored that the Japanese persons regularly felt substandard to the westerners since they were empty capacity to separate if the western treat them as equivalents or as inferiors.

Consistent with the findings of the study by Csikszentmihalyi et al., (2005), the present study postulated that prime level of self efficacy is marginally above capacity, in this circumstance, employees are more urged to face testing assignments and to addition experience. According to Campbell, (1999) the worker who is highly motivated toward their tasks and goals, will be more keen to get the information, abilities and capabilities and inspiration centered at part recommended conduct, such an official employment obligations. As per Campbell, McCloy, Oppler, & Sager, (1993) singular occupation execution is alluded to just the behavior or activities that are identified with an organization's objectives. Borman & Motowidlo (1993) also provide the support for the present study finding; it implied that when employees are more aware of cultural norms of organization, they perform more consistent and well equipped.

After observing the significant relationships of self efficacy with employee performance and cultural intelligence, the data were then subjected to the testing of hypothesis 4 which stated that cultural intelligence will mediate the relationship of self efficacy and employee performance. Findings evidenced that cultural intelligence played mediating role in strengthening the connection between self efficacy and employee performance. Assumption 4 uncovers that cultural intelligence has been found to direct the connection between self efficacy and performance at workplace. Bandura, (1997); Robbins et al., (2004) also exerted the same results and found connection between self efficacy and performance through cultural intelligence. Result indicated that cultural intelligence is playing an intervening impact on the relationship between self efficacy and employee performance. Offerman and Phan (2002) have also reported cultural intelligence as intelligence at environment or ability to cope with and across a varied cultures increase the performance level at working place, and also strengthen the relationship of self efficacy and employee performance. .

## Conclusion

Present study affirmed that self-efficacy has significant impact on employee performance. A person belief in his abilities to complete a task in a prescribe time span has positive effect on the performance of an employee because capability to complete goal has affected employee performance. Self-efficacy also predicted cultural intelligence. Another significant finding revealed that cultural intelligence anticipated employee functioning in organization. It implies that that knowledge towards attaining specific goals has influence on the employee performance. This study also specifies that cultural intelligence is playing a part of a mediating effect between self-efficacy and employee performance. It implies that ability to complete specific goals and competence to function effectively in situations characterizing by cultural diversity has positive effect on employee performance. These finding are in consistent with the finding of the work by Kowner (2002) who contributed in the research on cultural intelligence by asserting that in order to make a person culturally intelligent it is vital that this person experiences wide-ranging training with the different culture. In this study Japanese and westerners were taken as the sample group. The results of his research showed that the Japanese persons often felt inferior to the westerners because they were devoid ability to differentiate whether the western treat them as equals or as inferiors.

## Implication

This study is helpful to understand teacher's behavior in educational psychology, examining the effect of self-efficacy on employee performance debate that capability to complete the task in specific time span effects on employee performance. Trainings about self-efficacy should hold for the outcome of any organization. Self-efficacy not only affect

employee performance but has effect on student performance. Cultural intelligence is another important variable in this study. Because people who are competent to function effectively in situations characterized by cultural diversity has positive impact on the performance of an employee. When any organization intends to hire any employee, that organization should include questions regarding cultural intelligence. In this way, measurement of cultural intelligence of any employee during interview would be very helpful for the coming outcome of any organizations

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