

Empowered Leadership and Self- Efficacy: Shaping IT Workforce Performance Towards Viksit Bharat 2047

Vinod Joseph George^{1*}, N Subbu Krishna Sastry²

¹ Research Scholar, School of Management, CMR University, HRBR Bengaluru

² Assistant Professor, School of Management, CMR University, HRBR Bengaluru

*Corresponding Author

DOI: <https://doi.org/10.47772/IJRISS.2026.100700306>

Received: 13 July 2026; Accepted: 18 July 2026; Published: 31 July 2026

ABSTRACT

Objectives: The research is intended to identify the role of self-efficacy in job performance and engagement in work among IT professionals. It aims to find out the role played by the belief by the employees in their potential in enhancing better results in the workplace in a dynamic and competitive industry.

Methods: A quantitative research design was taken and primary data were gathered by using a structured questionnaire to the IT professionals. The analysis of data and testing of the hypotheses were performed with the help of statistical methods (descriptive statistics, correlation analysis, regression analysis, etc.).

Findings: The findings demonstrate that self efficacy affects job performance and work engagement significantly in a positive way. High self-efficacy employees are more productive, committed and the extent of their engagement in the work process is better. The results affirm the fact that self-efficacy is a predictive measure of effectiveness at the workplace.

Novelty: This research is one of the contributions to the current literature given that it combines self-efficacy with job performance, and work engagement in the IT sector. It has given empirical data about the importance of psychological resources in terms of work performance and engagement in a fast changing working environment.

Keywords: Self-efficacy; job performance; work engagement; IT professionals; organizational behavior; employee productivity.

INTRODUCTION

The high rate of growth in the information technology (IT) industry has heightened the demand of high rates of employee performance and long term work engagement. Companies are becoming more aware that psychological aspects are important elements in defining employee performance and efficiency besides technical abilities. Self-efficacy is one of these factors that has come out as a key driver that determines how people undertake tasks, surmount problems and attain results they desire [1]. Albert Bandura was the first person to coin the concept of self-efficacy, which is a belief that an individual has in performing tasks successfully [1]. It determines the motivation, perseverance and the strength of the employees at the workplace. People who have a higher self-efficacy are bound to have hard goals, show more commitment and work better when under pressure [2]. Self-efficacy is an important psychological capital in organization setting and improves the performance and well-being of a general employee [8].

Another aspect that is very vital in determining organizational success is work engagement which is defined by vigor, dedication, and absorption. The motivated staff is more effective, creative and dedicated to their work. According to the Job Demands-Resources (JD-R) model, the personal resources like self-efficacy are considered to be crucial in promoting work engagement and enhancing job performance [3]. It has also been proved through empirical research that the more engaged employees are, the higher their job performance and lower the turnover

intentions [4]. Self-efficacy and job performance relationship is an area of study that has received a lot of attention in organizational studies. The studies show that self-efficacy has a positive impact on the performance of tasks, adaptability and problem-solving skills [16]. Moreover, it increases the ability of the employees to deal with job stress and sustain a steady level of performance [14]. Also, self-efficacy is directly connected with job satisfaction and general effectiveness at work, and it is an essential variable in the organizational behavior research [6].

Self-efficacy is even greater in the background of the IT industry in which working conditions are vibrant and highly competitive. The professionals in the software industry are usually confronted with complicated assignments, strict deadlines, and the ongoing technological shift. In this case, highly self-efficacious employees have more chances of staying engaged and performing well. In addition, employee behavior and decision-making are also affected by organizational practices as well as external forces like the corporate strategies and institutional structures [5,12]. Although a lot of literature has been done on self-efficacy, there is still a gap in the comprehension of its joint impact on the job performance and work engagement, especially in IT field. Most of the studies have been conducted on these variables separately and few studies have incorporated them together in a single framework, particularly in the case of emerging and region- specific contexts. Moreover, the recent research shows that it is important to investigate the behavioral and organizational determinants of professional outcomes in the transforming industries [5]. Thus, the proposed study will analyze the place of self-efficacy as a motivating factor that affects performance and engagement in the workplace of IT professionals. The combination of these variables will help the study to make more profound findings of the role of psychological resources in the organizational effectiveness and employee development.

METHODOLOGY

The current research will use a quantitative research design to look into the effect of self-efficacy on job performance and work engagement among IT professionals. Primary data was obtained with the help of a structured questionnaire because it allows systematically measuring psychological constructs and working results. This methodology will be suitable to study the relationships between variables as well as guarantee the statistical confirmation of the research model.

Research Design

This study is both a descriptive and analytical study, which aims at defining the relationship between self-efficacy and the resultant employee outcomes in terms of job performance and work engagement. This design is useful in testing hypothesis and offers a system of statistically testing the proposed relationship between the variables.

Data Collection

The data were collected through a well-structured questionnaire, which comprised of measurement scales which were standardized. The tool consisted of a self-efficacy scale that was constructed on the foundation of the existing theoretical frameworks [1, 2], a work engagement scale that covers such dimensions as vigor, dedication and absorption [17], and job performance indicators that were constructed on the basis of the organizational behavior studies [16]. Besides the primary data, secondary data were also obtained in the form of journals, books and published research articles to aid the theoretical basis and literature review of the study.

Sample Design

The study target population included software experts in the IT industry. The sampling method was convenience-based because of the problem of accessibility. The sample size of the study was 121 respondents who represented the IT employees of different experience levels. The location target of the research was the IT industry in Bangalore, India which is one of the prime locations of technology driven organizations.

Variables of the Study

This paper takes self-efficacy to be the independent variable, job performance and work engagement as dependent variables. The variables are well known in the organizational study and previous research has found that there are strong correlations between these variables at the workplace environment [3,4].

Tools for Analysis

To provide precision and dependability, the gathered data were analyzed with the help of the statistical methods. The data was summarized using descriptive statistics, such as mean and standard deviation. Correlation analysis was done to investigate the relationship that exists between the variables and regression analysis was used to find out the effect of self-efficacy on job performance and work engagement. Also, Cronbachs Alpha was used to determine the reliability of the measurement scales. These analytical tools are usually applied in organizational studies to confirm relationship between psychological construct and performance results [6,16].

Hypotheses and Conceptual Framework.

The theoretical viewpoint on which the current research is based is that self-efficacy is an important individual resource that determines the performance and behavior of employees. The Job Demands-Resources (JD-R) model shows that self-efficacy is a personal resource that can positively affect the engagement of the employees and the outcomes of performance [3]. With a high self-belief, employees have the chance of handling job requirements better, staying motivated and having greater levels of productivity. As such, self-efficacy is regarded as a critical determinant of job performance and work engagement at the workplace.

Conceptual Framework

The study conceptual framework holds that self-efficacy directly and positively affects job performance and work engagement. It presupposes the fact that people with more developed self-efficacy have more confidence in themselves and better perform at work as they are more engaged in it. In this way, self-efficacy is set as an independent variable and job performance, and work engagement are considered as important outcome variables in the model.

Hypotheses Development

The research comes up with two hypotheses based on the available literature. First, it is theorized that self-efficacy positively affects job performance in the case of IT professionals significantly [16]. Second, self-efficacy has been suggested to have a strong positive influence on work engagement among IT professionals [4,17]. The previous studies support these hypotheses and suggest that the subject population with high self-belief should show better performance and be more engaged in their professional activities [3,14].

- H1: self-efficacy positively influences job performance in the case of IT professionals [16].
- H2: Self-efficacy positively affects work engagement in IT professionals significantly [4,17].

RESULTS AND DISCUSSION

This section will provide the statistical analysis of data gathered among the IT professionals to explore the effect of self-efficacy on job performance and work engagement.

The demographic profile of the respondents will be given in 4.1.

Descriptive Statistics

The sample was composed of IT professionals of various backgrounds regarding age, gender, and the working experience. Most of the respondents fell under the 25-35 years age bracket which means that the workforce is young and dynamic as is inherent to the IT industry. The vast majority of the respondents were of early and mid-career professionals with 2-5 years of experience.

Table 1. Descriptive Statistics of Variables

Variable	Mean	Standard Deviation
Self-Efficacy	3.85	0.62
Job Performance	3.78	0.58
Work Engagement	3.92	0.64

Table 1 shows that the respondents have rather high self-efficacy, job performance, and work engagement. The overall scores over 3.5 are an indication of a good perception of the IT professionals on their abilities and their role in the work place. The average values of the standard deviation show that there is uniformity in the responses and most of the employees have the same degree of confidence, performance and engagement within the organizational environment.

Correlation Analysis

Table 2: Correlation Matrix

Variables	Self-Efficacy	Job Performance	Work Engagement
Self-Efficacy	1	0.68**	0.72**
Job Performance	0.68**	1	0.65**
Work Engagement	0.72**	0.65**	1

(**Significant at 0.01 level)

Table 2 indicates that self-efficacy and job performance ($r = 0.68$) as well as work engagement ($r = 0.72$) have a very positive correlation. This implies that the more confident an employee is, the better he or she performs and is more involved in his job. The statistically significant correlations are in agreement with the literature which points out the significance of psychological resources in improving workplace performance [4,16].

Regression Analysis

Table 3: Impact of Self-Efficacy on Job Performance

Variable	Beta (β)	t-value	Significance
Self-Efficacy	0.61	8.45	0.000

As can be seen in Table 3, the self-efficacy has a very strong positive effect on job performance ($\beta = 0.61$, $p < 0.001$). The t-value is high thus showing that employees who have a higher self-belief will have higher chances of recording better performance results. This result justifies the previous study that has indicated self-efficacy as a key determinant of work effectiveness and productivity [16].

Table 4: Impact of Self-Efficacy on Work Engagement

Variable	Beta (β)	t-value	Significance
Self-Efficacy	0.66	9.12	0.000

As it can be seen in Table 4, self-efficacy has a significant impact on work engagement ($\beta = 0.66$, $p < 0.001$). The findings show that those employees who have a belief in their abilities tend to have more chances to be more vigorous, dedicated, and engrossed in their work. This result conforms to the Job Demands-Resources model, which focuses on the importance of the individual resources in promoting employee engagement [4].

DISCUSSION OF FINDINGS

The general results affirm that self-efficacy is a powerful predictor of job performance, as well as, work engagement amongst IT experts. Increased self-belief improves the capability of the employees in performing high-level tasks and not to get discouraged in their job. These findings are in line with theoretical and empirical researches that show relevance of psychological factors in enhancing organizational performance and employee efficiency [1,3].

CONCLUSION

This paper focuses on the importance of self-efficacy as one of the important psychological factors that affect job performance and engagement among IT professionals. The results make it quite evident that the effect of self-efficacy on employee performance and engagement is significant and positive. Higher self-belief also makes the person a lot more confident in taking up complicated jobs thus, becoming more productive and effective at work.

It is also noted in the results that self-efficacy is a factor in increasing work engagement since employees with high personal confidence tend to be more inclined towards a higher degree of dedication, vigor, and absorption in their work. The results are in line with the existing theoretical viewpoints and the empirical research in support of the significance of psychological resources in organizational behavior [1,3]. Moreover, the research confirms the relevance of the Job Demands-Resources model in explaining the consequences of employees, in which self-efficacy serves as an individual resource that increases engagement and performance [4]. Self-efficacy is an important factor in the context of the IT industry in which employees are subjected to dynamic and demanding work settings, which can only be facilitated through self-efficacy. In sum, the research paper has concluded that self-efficacy among the employees may be of great help in achieving the success of the organization. Organizations are encouraged to aim at creating conducive working conditions, training and leadership disciplines that promote the confidence/abilities of employees. Enhancing self-efficacy is not only good to enhance the outcome of individuals, but also enhance the organizational effectiveness and competitiveness in the long term.

Implications

This research provides a clear insight into valuing self-efficacy in increasing job performance and work engagement in IT professionals. The organizations are recommended to work on building the confidence of employees by instilling it in them through training, frequent feedbacks, and enabling work conditions. Enhanced productivity, increased involvement and improved organizational performance can be achieved by strengthening self-efficacy. Also, the HR practices must focus on the development of employees and introduce strategies that contribute to workplace motivation and psychological satisfaction.

Managerial Implications

This research paper has provided useful information to organizational leaders and managers as its results show that self-efficacy is essential to boost the performance and engagement of an employee. The companies must pay attention to the development of effective training and development programs that will help to enhance the confidence and skills of the employees. This process is extremely dependent on leadership and the managers are to offer constant feedback, mentorship and encouragement to employees to facilitate them develop self-belief. Also, promoting positive and supportive work environment may play a significant role in enhancing the psychological resources of the employees and eventually increase the overall performance of the organization.

Practical Implications

In a general sense, the study highlights the significance of organizations to create a balance between their human resource policies and the employee development initiatives. The HR practices must focus on skill development and career advancement as well as employee welfare to boost the self-efficacy levels. Also, the organizations

are encouraged to take initiatives in enhancing work engagement strategies that would make employees remain dedicated and motivated. The introduction of psychological interventions, including the mentoring programs, workshops on confidence building, etc., may also contribute to the improvement of self-efficacy of employees and the elevation of the results at the workplace.

Limitations and Future Scope.

The research is also limited to some extent which must be put into consideration when making an interpretation of the research. The size of the sample is also quite small, and it can influence the extrapolation of the findings. Also, there is a possibility of biased response because of self-reported data which may cause response bias of giving socially desirable responses. The research is also concerned with a particular sector and this can be a limitation to extrapolation of the research to other sectors. Although this is limited, the study offers a basis to the research in the future. Additional research can include mediator factors like motivation and job satisfaction to get a better insight into the results between self-efficacy and workplace consequences. It can also be compared with other industries where comparative studies can be made to determine the difference in results. Besides, the generalizability and applicability of the results can be improved through the increase in the geographical coverage of the study.

ACKNOWLEDGMENT

The authors also state that they are grateful to their respondents and contributors who assisted in this research study. Their contributions and collaboration were very useful in the successful execution of this study.

REFERENCES

1. Albert Bandura. Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*. 1977;84(2):191–215.
2. Albert Bandura. Self-efficacy: The exercise of control. New York: Freeman; 1997.
3. Arnold B Bakker, Demerouti E. The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*. 2007;22(3):309–328.
4. Arnold B Bakker, Bal MP. Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*. 2010;83(1):189–206.
5. CH R Kamal, AHHN Reddy, M Chandrakala, K Reddy. Corporate social responsibility as a factor influencing investment decisions of individual investors in Bangalore's IT industry. In: B Alareeni, editor. *The digital edge: Transforming business systems for strategic success*. Vol. 584. Cham: Springer; 2025. p. 1–15. doi:10.1007/978-3-031-85898-7_9.
6. Christian Dormann, Fay D, Zapf D, Frese M. A state-trait analysis of job satisfaction and performance. *Journal of Applied Psychology*. 2006;91(3):565–580.
7. E Kevin Kelloway, Turner N, Barling J, Loughlin C. Transformational leadership and employee psychological well-being. *Work & Stress*. 2012;26(1):39–55.
8. Fred Luthans, Youssef CM, Avolio BJ. *Psychological capital: Developing the human competitive edge*. Oxford University Press; 2007.
9. Gareth R Jones, George JM. *Contemporary management*. McGraw-Hill; 2019.
10. James E Maddux. Self-efficacy: The power of believing you can. In: *Handbook of positive psychology*. Oxford University Press; 2002.
11. Jari Hakanen, Schaufeli WB, Ahola K. The Job Demands-Resources model: A three-year cross-lagged study. *Journal of Vocational Behavior*. 2008;73(2):224–235.
12. Kenneth Bavachan, S Gokilavani, Raja CH R, Yashwanth Reddy. A study on Indian higher education institutions' mechanisms for educational exchange collaboration. In: *Springer proceedings*. Cham: Springer; 2024. p. 143–155. doi:10.1007/978-3-031-70855-8_13.
13. Morten Birkeland Nielsen, Yarker J, Munir F, Bültmann U. IGLOO framework for sustainable return to work. *Work & Stress*. 2018;32(4):400–415.
14. Ralf Schwarzer, Hallum S. Perceived teacher self-efficacy as a predictor of job stress and burnout. *Applied Psychology*. 2008;57:152–171.

-
15. Salanova Marisa, Agut S, Peiró JM. Linking organizational resources and work engagement to employee performance. *Journal of Applied Psychology*. 2005;90(6):1217–1227.
 16. Timothy A Judge, Jackson CL, Shaw JC, Scott BA, Rich BL. Self-efficacy and work-related performance: The integral role of individual differences. *Journal of Applied Psychology*. 2007;92(1):107–127.
 17. Wilmar B Schaufeli, Salanova M, González-Romá V, Bakker AB. The measurement of engagement and burnout. *Journal of Happiness Studies*. 2002;3(1):71–92.