

The Correlation of Employees' Self-Efficacy Towards Work Performance among Businesses in the Municipality of Impasugong

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ABSTRACT

This study examined the relationship between self-efficacy and work performance among employees in micro, small and medium-sized enterprises (MSMEs) in the Municipality of Impasugong, Bukidnon. Grounded in Bandura's Social Cognitive Theory (1986), the research focused on four dimensions of self-efficacy performance outcomes, vicarious experiences, verbal persuasion, and physiological feedback and their influence on task performance, contextual performance, and counterproductive behaviors. A descriptive-correlational research design was employed, using a convenience sample of 150 employees. Data were collected through a modified, validated questionnaire and analyzed using descriptive statistics and Spearman's rho correlation.

Findings revealed that participants exhibited very high self-efficacy, with the highest mean observed in physiological feedback 3.51, followed by performance outcomes 3.46, vicarious experiences 3.40, and verbal persuasion 3.29. Work performance was also reported as very high, particularly in task performance 3.65 and contextual performance 3.47, while counterproductive behaviors were minimal 3.39, indicating a Very High Level. Correlation analysis indicated a statistically significant positive relationship between overall self-efficacy and work performance, particularly in physiological feedback, performance outcomes, and vicarious experiences. Verbal persuasion, however, showed no significant correlation. Consequently, the null hypothesis was rejected for physiological feedback, performance outcomes, and vicarious experiences, but accepted for verbal persuasion.

The study concluded that employees' self-efficacy, especially mastery experiences, observational learning, and physiological regulation, significantly enhances work performance and reduces counterproductive behaviors. Recommendations include fostering mentorship, leadership development, and stress-management initiatives to strengthen employee capabilities and productivity. These insights provided valuable guidance for MSMEs in Impasugong seeking to improve workforce efficiency, motivation, and organizational outcomes.

Keywords: Task Performance, Contextual Performance, Counterproductive Behaviors, Physiological Feedback

INTRODUCTION

Work performance plays a crucial role in the economic growth and competitiveness of a nation. One key factor influencing work performance is self-efficacy, or an individual's belief in their ability to accomplish tasks and overcome challenges (Bandura, 1994). National economic development together with market competitiveness heavily depends on effective work performance Organization for Economic Co-operation and Development (OECD), 2023. Workers who demonstrate high self-efficacy according to Abun et al. (2021) exhibit better motivation alongside enhanced adaptability and workplace resilience that in turn results in better productivity levels and reduced work dissatisfaction.

In addition, national self-efficacy is crucial for improving workplace efficiency and promoting innovation, ultimately supporting economic growth. Recognizing this, organizations and public agencies focus on training, supportive work environments, and leadership development to strengthen employees' self-efficacy.

Understanding its impact on performance helps shape strategies that enhance employee effectiveness, benefiting both organizations and the broader economy (Kieu & Lee, 2021). This is directly related to the present study, which investigates how self-efficacy influences employee work performance in micro, small and medium-sized enterprises (MSMEs) in Impasugong. By examining the local context, the study aims to provide actionable insights for improving workplace productivity and fostering supportive, innovative work environments at the organizational level.

Further, self-efficacy is essential for effective performance in a contextual setting, as it influences behaviors that contribute to maintaining an organizational culture while fostering teamwork. Believers in their own capabilities demonstrate enhanced teamwork capabilities and generate positive outcomes for the workplace environment (Machmud, 2018). Employees who believe in their abilities feel motivated to start new tasks, share their ideas, and actively work with their colleagues. People who feel confident communicate freely while helping their colleagues, which in turn helps them create stronger bonds among team members. This forward-thinking attitude enhances both individual achievements and the functioning of entire groups. Building self-efficacy within work teams fosters productive organizational cultures that enable employees, along with the organization, to achieve their goals (Kieu, T. T. H., & Lee, S. C., 2021).

However, the social environment of Impasugong benefits significantly from improved self-efficacy, as it fosters enhanced teamwork and innovative employee practices. Self-belief motivates employees to collaborate effectively and share innovative solutions to address problems. The combined assurance level of Work fosters an active work environment that empowers employees. Work performance in terms of counterproductive work behaviors is impaired by employees who demonstrate weak self-beliefs (Spector, P.E., 2011). A lack of confidence in staff members produces feelings of frustration, along with disengagement, while simultaneously weakening their work results and creating adverse social conditions within the team (Paramita et al., 2020). Organizational development can encounter a downward spiral when employees disengage, as it leads to a decline in motivation and poor team interactions that suppress both progress and creativity. Building self-efficacy remains necessary because it drives personal development as well as the creation of communities dedicated to teamwork and innovation.

Although previous studies (Bandura, 1994; Abun et al., 2021; Machmud, 2018; Kieu & Lee, 2021) have established that self-efficacy influences motivation, adaptability, teamwork, and organizational performance, much of the existing literature remains broad and generalized, often focusing on self-efficacy's impact at the individual or national level. Limited research has explored how self-efficacy specifically translates into measurable work performance outcomes within localized contexts, such as Impasugong, where cultural, social, and organizational dynamics may shape employee experiences differently.

Moreover, while past studies have highlighted the importance of self-efficacy in fostering innovation and resilience, there remains a lack of sufficient empirical evidence on how organizations can systematically assess and enhance employee self-efficacy to improve contextual performance and reduce negative workplace behaviors directly. This creates a gap in understanding the practical, context-specific mechanisms by which self-efficacy can be cultivated and translated into sustainable employee and organizational development.

The research aimed to investigate the relationship between self-efficacy and employee work performance outcomes. Organizations established employee self-efficacy assessment systems because this enables organizations to help struggling employees through coaching and skill development approaches. A significant finding about these variables benefits the organization through this research. Organizations prioritized boosting self-efficacy among employees, as this leads to improved performance in job-specific tasks and supportive workplace behaviors, while also reducing negative actions. Ultimately, this led to improved overall organizational performance and stronger, more resilient local communities.

Theoretical Framework

This study was anchored on Bandura's Social Cognitive Theory (SCT) (1986), as applied in previous research by Moreno (2022), which shows that human behavior results from the dynamic interplay of personal factors, environmental conditions, and behavioral outcomes. Within this framework, self-efficacy defined as an

individual's belief in their ability to perform tasks plays a central role in shaping behavior, motivation, and performance. Understanding the influence of self-efficacy on employee work performance has practical implications for improving workplace efficiency, employee motivation, and organizational outcomes in the business sector.

Bandura's SCT serves as the backbone of this study because it provides a theoretical explanation for how employees' beliefs in their own capabilities influence their work behavior. According to Bandura (1986, 1997), self-efficacy serves as a key personal factor that interacts with environmental cues and prior experiences to influence behavior and motivational outcomes. Employees who possess high self-efficacy are more likely to approach challenging tasks with confidence, persist in overcoming obstacles, and adapt effectively to changes in the workplace. These capabilities are shaped by four primary sources: mastery experiences, vicarious learning, verbal persuasion, and physiological states, which collectively enhance employees' confidence in their abilities. Pre-existing research suggests that higher employee self-efficacy promotes greater motivation, persistence, and adaptability, which are critical components of work performance (Gist & Mitchell, 1992).

Work performance, on the other hand, is defined as the extent to which employees effectively carry out their job responsibilities. It encompasses not only technical proficiency and job-specific task execution but also in-role performance, which reflects adherence to organizational expectations and standards. Murphy's (1989) framework categorizes work performance into task performance, which relates to employees' ability to meet specific job objectives, and contextual performance, which includes behaviors that support the organizational environment. By linking Bandura's SCT to these performance dimensions, the present study explains how employees' self-efficacy influences both their ability to complete assigned tasks effectively and their engagement in behaviors that enhance teamwork, organizational culture, and overall workplace productivity.

Bandura's Social Cognitive Theory provides a comprehensive lens for understanding the relationship between self-efficacy and work performance. By emphasizing the interplay between personal beliefs, environmental factors, and behavioral outcomes, SCT helps explain why employees with higher self-efficacy are more likely to achieve superior task performance, exhibit positive contextual behaviors, and minimize counterproductive actions. This theoretical grounding informs the present study by supporting the hypothesis that enhancing self-efficacy among employees in MSMEs in Impasugong will lead to improved overall work performance.

Conceptual Framework

This study was grounded in the concepts of self-efficacy and work performance, focusing on how employees' self-efficacy influences their performance in businesses within the Municipality of Impasugong. The framework comprises two variables: the independent variable, employees' self-efficacy, is measured through four indicators—performance outcomes, vicarious experiences, verbal persuasion, and physiological feedback—while the dependent variable, work performance, is assessed through task performance, contextual performance, and counterproductive behavior. The researcher utilized and modified a questionnaire based on Delgadillo et al. (2014) for self-efficacy and Koopmans et al. (2012) for work performance, adjusting to fit the local business context. The instrument underwent validation, reliability testing, and pilot testing to ensure its accuracy and applicability.

Further, the conceptual framework shows that employees' self-efficacy is shaped by three key sources: performance outcomes, vicarious experiences, and verbal persuasion. Performance outcomes reflect the confidence developed through successful completion of tasks, reinforcing employees' belief in their capabilities. Vicarious experiences involve learning by observing the successes of others, fostering confidence in one's ability to undertake similar tasks. Verbal persuasion refers to the positive feedback and encouragement provided by supervisors or peers, which can motivate employees to perform more effectively. Physiological feedback, including emotional and physical well-being, also influence self-efficacy by shaping employees' confidence in managing stress and workplace challenges.

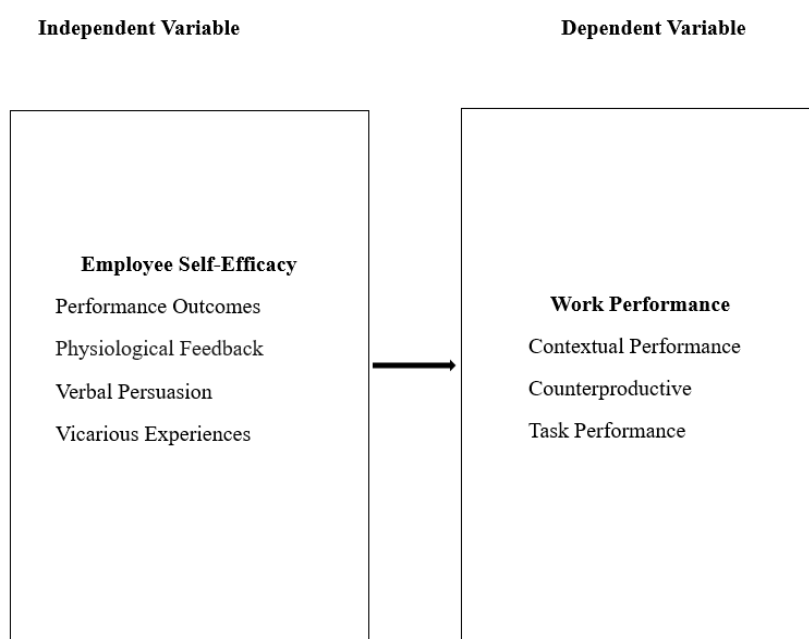
Likewise, the framework illustrates how these sources of self-efficacy interact to impact the various dimensions of work performance. Employees with high self-efficacy are expected to demonstrate improved task performance by completing core job responsibilities efficiently and effectively. Similarly, contextual performance, which

includes teamwork, proactivity, and organizational citizenship behaviors, is likely to improve as employees become more confident in their abilities. On the other hand, higher self-efficacy is anticipated to reduce counterproductive behaviors, such as procrastination, disengagement, and workplace disruptions.

Moreover, the conceptual framework depicts the dynamic relationship between employees' self-efficacy and work performance in MSMEs in Impasugong. By examining how performance outcomes, vicarious experiences, verbal persuasion, and physiological feedback enhance self-efficacy, the study seeks to determine how these beliefs translate into improved task performance, contextual performance, and reduced counterproductive behaviors. This framework provides a clear structure for understanding the interplay between these variables and serves as the foundation for the research design, data collection, and analysis.

Thus, this framework illustrates the interplay between the two variables, self-efficacy and work performance, along with their respective indicators.

Figure 1



Schematic Diagram of the Study

Statement of the Problem

This study aimed to evaluate the correlation of employees' self-efficacy on work performance among businesses in the Municipality of Impasugong, Bukidnon.

Specifically, it aims to answer the following questions:

What is the level of employee self-efficacy among micro, small and medium businesses in the Municipality of Impasugong in terms of:

Performance Outcomes;

Vicarious Experiences;

Verbal Persuasion; and

Physiological Feedback

2. What is the level of work performance among micro, small and medium employees in the Municipality of Impasugong in terms of;

Task Performance;

Contextual Performance; and

Counterproductive

3. Is there a significant relationship between self-efficacy and work performance among business employees in the Municipality of Impasugong?

Hypothesis

Ho1. There is no significant relationship between employee self-efficacy and work performance.

Significance of the Study

The results of the study would be beneficial to the following groups:

Employees. Understanding self-efficacy can empower employees, leading to increased work performance.

Employers/Management. Insights from the study can help management develop strategies to enhance employee self-efficacy, ultimately leading to improved overall productivity.

Human Resource Professionals. HR can utilize findings to design training and development programs that foster self-efficacy among employees.

Researchers and Academics. The study contributes to the existing body of knowledge on self-efficacy and work performance, providing a basis for further research.

Policy Makers. Insights can inform policies aimed at improving workplace environments and employee well-being.

Future Researchers. This study will serve as a reference and support for future researchers, helping them identify additional factors related to their own topic.

Delimitation of the Study

This study includes the employee's self-efficacy and work performance at Poblacion Impasugong, Bukidnon. This focused on the targeting employees of micro, small and medium businesses, organizations, and companies. In addition, only full-time employees with at least six months of continuous service in their current organization were included, guaranteeing that participants had acceptable experience to their organizational culture, routines, and performance expectations. Part-time, contractual, or probationary workers were excluded to avoid inconsistencies in work experience. Additionally, participants were required to be directly engaged in organizational tasks whether in administrative, operational, or support roles and to provide voluntary consent to participate. Respondents also needed to demonstrate the capacity to read, understand, and correctly answer the research instrument. These measures ensured that the study included employees who could provide valid and consistent data on the relationship between self-efficacy and work performance.

In addition, only those who are willing to participate in the study was included, but the target of this study only included 150 employees. Further, the study applied a quantitative approach, using a descriptive correlation design to illustrate the correlation of employees' self-efficacy on work performance in the Municipality of Impasugong, Bukidnon, involving business employees selected through Convenience Sampling.

The data of this study was collected, tallied, analyzed, and interpreted.

Definition of Terms

The following terms are defined operationally to ensure a clear understanding of the study.

Self-efficacy. An individual's belief in their capability to succeed in specific tasks or goals influences their confidence in handling job challenges.

Performance Outcome. Measurable results of work efforts (productivity, quality, efficiency, contribution) are influenced by self-efficacy.

Physiological Feedback. Bodily responses or sensations that individuals experience and interpret, which can influence their beliefs, emotions, and subsequent actions, including their sense of self-efficacy and performance.

Verbal Persuasion. Encouragement and positive feedback from others can boost self-efficacy and motivation.

Vicarious Experiences. Learning by observing others' successes can enhance self-belief and potentially improve performance.

Work Performance. The effectiveness and efficiency of an employee in fulfilling job responsibilities and meeting organizational standards.

Contextual Performance. Behaviors supporting the organizational environment and culture (teamwork, communication, adaptability).

Counterproductive. Employee actions that negatively impact organizational performance (absenteeism, incivility, sabotage).

Task Performance. Execution of job-specific duties directly contributing to organizational goals (completing tasks, meeting deadlines).

REVIEW OF RELATED LITERATURE AND STUDIES

This chapter provides a comprehensive review of literature relevant to the present study. The review is organized according to the key variables: self-efficacy, its sources, work performance, and the relationship between self-efficacy and work performance. Each discussion highlights the methods and findings of prior studies and their relevance to the present research, illustrating how past research informs the objectives of this study.

Self-Efficacy

Self-efficacy, defined as an individual's belief in their ability to successfully perform tasks, has consistently been identified as a critical factor influencing motivation, resilience, and workplace performance. Recent research demonstrates its significant effects across industries and organizational contexts. Huang et al. (2021), through a meta-analysis of seventy-five empirical studies, found that self-efficacy significantly predicts job performance, job satisfaction, and organizational commitment, particularly in high-stress and dynamic environments.

Similarly, Zhang et al. (2023) conducted a longitudinal survey with employees undergoing organizational change and reported that higher self-efficacy led to greater adaptability and innovative behavior. These studies underscore the importance of fostering self-efficacy in employees, which is directly relevant to the present study as it examines these dynamics within micro, small and medium-sized enterprises (MSMEs) in Impasugong, where employees' confidence in their abilities may play a crucial role in maintaining efficiency and innovation.

Empirical evidence further supports the positive correlation between self-efficacy and work outcomes. Research by Cetin and Askun (2018) using survey data from 150 employees, as well as Machmud (2018) employing a cross-sectional design, found that higher self-efficacy is associated with increased productivity, job satisfaction, and engagement. Abun et al. (2021), using a mixed-methods approach, highlighted that self-efficacy strengthens both task and contextual performance, reinforcing the premise that self-efficacy is a key determinant of employee effectiveness. These findings provide a strong foundation for the present study, which seeks to examine how self-efficacy influences employees' performance in SMEs, where organizational support structures and employee development programs may differ from larger enterprises. According to Bandura in 1997, self-efficacy develops through four main sources: performance outcomes, vicarious experiences, verbal persuasion, and

physiological and emotional states. Each of these sources contributes uniquely to employees' beliefs in their capabilities and subsequently affects their performance at work.

Performance outcome

Performance outcomes, also known as mastery experiences, occur when employees successfully complete tasks, reinforcing their confidence for future challenges. Tripathi and Singh (2024), in a quasi-experimental study with 100 small business employees, found that those with higher self-efficacy achieved superior task completion rates, higher quality outputs, and increased efficiency. Likewise, Wardhana and Harsono (2024) used survey methods to demonstrate that employees with strong self-efficacy are more likely to set challenging goals and persist despite obstacles, ultimately achieving better performance outcomes. Bandura (1997) emphasized that repeated successful experiences create a positive feedback loop, enhancing motivation and resilience. Cherry (2020) and Khalique and Singh (2019) further observed that previous achievements improve decision-making abilities and mental toughness, suggesting that MSMEs in Impasugong could enhance performance by providing employees with achievable yet challenging tasks that build mastery experiences.

Vicarious experiences

Vicarious experiences, which involve learning through observing others' successes, also play a critical role in developing self-efficacy. Lee and Kim (2022), through a field study with 150 employees, found that observing successful peers increased employees' confidence in their own abilities and encouraged them to undertake new challenges. Mousa and Mahmood (2021) used a mixed methods design to show that mentorship and role modeling within organizations significantly enhance self-efficacy and subsequent job performance. Bandura (1986) argued that observation provides a model for behavior, enabling individuals to develop confidence and decision-making skills. Studies by S. Lee et al. (2021) reinforce that peer modeling encourages employees to replicate effective strategies, which is particularly relevant to MSMEs in Impasugong where mentoring programs can be cost-effective ways to boost employee self-efficacy and performance.

Verbal persuasion

Verbal persuasion, which includes encouragement and constructive feedback, is another important source of self-efficacy. Alghamdi (2022) used an experimental design to demonstrate that regular supervisor feedback significantly increases employees' confidence and motivation, while Nguyen et al. (2020), using survey methods, reported that supportive communication is particularly effective in high-pressure environments. Although verbal persuasion may not have the same long-term impact as mastery experiences, Raman and Rubasree (2023) noted that when combined with performance outcomes and peer modeling, it strengthens employees' belief in their capabilities. In the context of MSMEs, supervisors' encouragement can serve as an immediate catalyst for improved performance.

Physiological Feedback

Physiological and emotional states, such as stress management, fatigue, and overall well-being, also influence self-efficacy. Li et al. (2023) used correlational surveys to show that employees who effectively manage stress demonstrate higher self-efficacy and better work outcomes. Vasilenko et al. (2022) employed an experimental approach to show that mindfulness practices and wellness programs improve both confidence and decision-making. Hirshkowitz et al. (2021) further emphasized that sufficient rest enhances cognitive functions necessary for effective performance. These findings suggest that MSMEs in Impasugong can promote employee wellness as a strategy to enhance self-efficacy, which can lead to improved task completion and overall workplace performance.

Work Performance

Work performance refers to employees' contributions toward achieving organizational goals and encompasses task performance, contextual performance, and counterproductive work behaviors.

Task performance

Task performance involves the effective and efficient completion of core job responsibilities. Majini et al. (2023), through a survey study with 200 employees, found that structured time management and work scheduling reduce stress and improve productivity. Zirar et al. (2023) emphasized that delegation, automation, and coaching contribute to better task outcomes. In MSMEs, where resources may be limited, enhancing task performance through efficient processes and skill development is essential for organizational success.

Contextual performance

Contextual performance reflects behaviors that support organizational culture, teamwork, and adaptability. Arulsamy et al. (2023) found that proactive learning and engagement improve contextual performance, while Soegiarto et al. (2024b) demonstrated that leadership development and mentoring programs increase participation in challenging tasks. For MSMEs in Impasugong, fostering contextual performance through self-efficacy interventions can enhance teamwork, organizational adaptability, and innovative practices, aligning with the objectives of the present study.

Counterproductive

Counterproductive work behaviors, such as procrastination, workplace distractions, or disengagement, negatively impact organizational performance. Sackett and DeVore (2001) and Zhenjing et al. (2022) reported that minor workplace issues can escalate, reducing productivity and morale. Tatar (2020) emphasized that cultivating a positive work culture mitigates such behaviors. The present study considers counterproductive behaviors as an important variable, examining whether higher self-efficacy among employees reduces these negative behaviors, thereby improving overall workplace performance.

The Relationship Between Self-Efficacy and Work Performance

Empirical evidence consistently demonstrates a positive relationship between self-efficacy and work performance. Bandura (1997) argued that employees with high self-efficacy are more likely to set challenging goals, persist in the face of obstacles, and achieve higher workplace success. Schunk and Ertmer (2000) found that self-regulated behavior, including goal-setting, persistence, and adaptive coping strategies, enhances performance outcomes. Abun et al. (2021) highlighted that mastery experiences and observational learning increase engagement, motivation, and productivity, while Lifang and Ali (2024) emphasized that high-quality feedback strengthens self-efficacy beliefs, improving both task and contextual performance.

These findings are directly applicable to MSMEs in Impasugong. By focusing on interventions that enhance self-efficacy such as providing mastery experiences, fostering mentorship and peer learning, offering constructive feedback, and promoting employee wellness organizations can improve employees' task execution and contextual contributions, while also reducing counterproductive behaviors. The present study aims to examine these relationships within the local business context, providing actionable insights for improving employee performance and organizational effectiveness in MSMEs.

The individual RRL's were well chosen to present appropriate background information, theories, and past results regarding the topic of the research. These literatures have enabled the paper to form a solid foundation and background as to how the present work fits in, further develops or contrasts with previous studies. A comprehensive level of knowledge of the field is also exhibited in the discussion of all RRL's and makes the research well informed and credible. Such broad application makes the analysis more comprehensive and helps to support the conclusions.

Research Methodology

This chapter presents the research design, research locale, study participants, sampling procedure, research instrument, administration of the instrument, data scoring and data treatment.

Research Design

This study used a quantitative research design. Specifically, this study employed a descriptive-correlation research design, which provided a general understanding of the relationships between variables. This is a quantitative research design because it uses numerical data to measure the variable; specifically, a 4-point Likert scale was used. This study employed a descriptive design, aiming to investigate the level of employee self-efficacy and work performance. Furthermore, this study employed a correlation design because it aims to investigate the relationship between the variables.

Research Locale

This study was conducted in the Municipality of Impasugong, Bukidnon. The municipality has been growing and expanding its economy. Thus, the target locale provided a real-world setting in which employee self-efficacy directly correlated with work performance. Further, the business setting of Impasugong Bukidnon is seen to be strategic and accessible to markets thus making it suitable in forming various forms of business. In addition, this study was conducted at Poblacion, Impasugong, Bukidnon due to its convenience to the researchers allowing for efficient data collection and accessibility

Figure 2. Map of Municipality of Impasugong



Respondents of the Study

The respondents of this study consisted of a total of 150 employees from micro, small, and medium enterprises (MSMEs), companies, and organizations located in the Municipality of Impasugong, Bukidnon. MSMEs were defined in line with Philippine classification standards, where micro-enterprises are those with assets not exceeding PHP 3,000,000 and employing 1–9 workers, while small enterprises are those with assets ranging from PHP 3,000,001 to PHP 15,000,000 and employing 10–99 workers. These enterprises were identified through registration records with the local business authority and verified according to their declared annual assets and workforce size. Employees working in these enterprises were selected because they are directly involved in day-to-day operations, have relevant knowledge of organizational practices, and hold positions that enable them to provide meaningful insights into self-efficacy and work performance.

Among the larger group of 150 respondents, a subset of 21 participants was also selected to provide more detailed accounts of organizational practices, team dynamics, and workplace interventions. This group represented a cross-section of roles, including administrative staff, supervisors, and mid-level managers, with reported business assets ranging from PHP 100,000 to PHP 500,000 for micro-enterprises and from PHP 500,001 to PHP 3,000,000 for small enterprises. This subset highlighted the diversity of MSMEs in the municipality while offering a closer perspective on the nuances of self-efficacy and workplace behavior.

Sampling Procedure

A non-probability sampling technique, specifically convenience sampling, was employed for this study. This method was selected for its practicality, as it allowed the researchers to gather data quickly and effectively despite time and resource constraints. Convenience sampling involves selecting participants who are readily accessible, such as employees from MSMEs in Impasugong who were available and willing to participate in the study. While this method is less generalizable to the entire MSMEs population of the municipality, the researchers addressed this limitation by recruiting participants from diverse industries, organizational sizes, and employee roles, thereby enhancing the representativeness of the data.

The sample size of 150 participants was determined through a power analysis using the G*Power 3.1 tool (often referred to as the “6 power tool”), a statistical software widely used in the social sciences. The calculation considered the expected effect size, the significance level ($\alpha = 0.05$), and the desired statistical power (set at 0.80). These parameters ensured that the study had sufficient power to detect meaningful relationships between self-efficacy and work performance while minimizing the likelihood of committing a Type II error. The researchers had to use 115 as the required minimum, but 150 was chosen to make the study more reliable and accurate, minimize the chances of error and take into consideration possible loss of data or non-responses. Such a bigger sample enhances the belief in the identification of real a connection amid self-efficacy and work performance and is also practical within the logistic constraints of the study.

Research Instrument

The researcher utilized modified questionnaire originally adapted from Delgadillo et al. (2014) for Self-Efficacy and from Koopmans et al. (2012) for Work Performance. The instrument was divided into two major sections. The first part, on self-efficacy, covered the four established indicators: Performance Outcomes, Vicarious Experiences, Verbal Persuasion, and Physiological States. The second part focused on work performance, measuring three dimensions: Task Performance, Contextual Performance, and Counterproductive Behavior. Items from both parts were revised and contextualized to reflect the workplace realities of employees in micro and small enterprises (MSMEs) in Impasugong, Bukidnon.

To ensure the tool’s appropriateness, modifications underwent content validation by a panel of experts, followed by reliability testing through Cronbach’s Alpha to confirm internal consistency. Additionally, pilot testing with 30 participants (not included in the final study) was conducted to assess clarity, ease of comprehension, and relevance of the items. Feedback from the pilot group was used to refine the wording and structure of the questionnaire before it was formally administered. The instrument was adapted because researcher modified the questionnaire, borrowed and changed something that is adaptable. All parts were modified to suit to the context.

Scoring Procedure

The study evaluated the correlation of employees' self-efficacy on work performance. Researchers applied a 4-point Likert scale.

Table 1 Scoring Procedure for Self-Efficacy

Scale	Mean Range	Verbal Interpretation	Qualitative Description
4	4.00-3.25	Strongly Agree	Very High Self-efficacy
3	3.24-2.50	Agree	High Self-efficacy
2	2.49-1.75	Disagree	Low Self-efficacy Effective
1	1.74-1.00	Strong Disagree	Very Low Self-Efficacy Effective

Table 2 Scoring Procedure for Work Performance

Scale	Mean Range	Verbal Interpretation	Qualitative Description
4	4.00-3.25	Strongly Agree	Very High Work Performance
3	3.24-2.50	Agree	High Work Performance
2	2.49-1.75	Disagree	Low Work Performance
1	1.74-1.00	Strong Disagree	Very Low Work Performance

Data Gathering Procedure

After validation and pilot testing, the finalized survey instrument was officially deployed to the study participants. The administration process combined printed copies to accommodate participants' varying preferences and accessibility needs. Hard copies of the survey were personally distributed to employees in MSMEs across Impasugong, Bukidnon, by the researchers. Printed surveys were particularly used in enterprises where employees had limited or no access to digital devices or stable internet connectivity. To maintain the integrity of the responses, participants were allowed to answer the questionnaires during their free time at work, and sealed envelopes were provided for them to submit completed forms confidentially.

Prior to distribution, the researchers formally sought permission from MSME owners, managers, and administrators through signed consent letters. Once approval was secured, the survey was disseminated at a schedule convenient for the enterprises, so as not to disrupt normal operations. Completed printed questionnaires were retrieved directly by the researchers, while Google Form responses were automatically recorded and stored in a secure database accessible only to the research team. All collected data were then tallied, encoded, and cross-checked to ensure accuracy before analysis.

This dual-mode administration not only ensured broader coverage of participants but also enhanced response rates, as employees had the flexibility to choose their preferred mode of participation. The personal distribution of printed copies helped establish rapport and clarify questions.

Ethical Considerations

Before the actual gathering of data, the researchers ensured that the participants understood that they were taking part in a study, the purpose of the research, and the methods being used, and made sure that no material information that they needed to know was left out of the participants' knowledge. They were also made aware that their decision whether to participate or not to participate in the study was respected and valued, and they have the right to withdraw anytime from their participation in the study. All information gathered was held with utmost confidentiality and used only for the completion of the study. This study undergoes plagiarism detector tests, such as the plagiarism checker for students, to avoid indications of owning other authors' or researchers' ideas and words without proper acknowledgement.

This study did not add or construct inaccurate facts or observations in the data gathering. No claims were made based on incomplete or assumed results. This study has no trace of misrepresentation or manipulation of results in order to fit a theoretical expectation, nor was there any evidence of exaggeration. Conflict of interest was not evident in this study. There was no intent by the researchers to disclose any information detrimental to the welfare of the participants. This study did not invade participants' privacy or coerce them into acting against their own will, and ensured that no damage to the participants' self-esteem was done. The research document went through a series of revisions as per the advice and recommendations of their adviser and panelists. It followed the standards of the Bukidnon State University Ethics Review Committee for the guidelines and ethical considerations of the study.

Treatment of Data

The quantitative data from the results of the study includes tabulation using;

For problems 1 and 2, the research employed descriptive statistics, including frequency counts, percentage distributions, means, and standard deviations. These statistical tools were used to assess the level of self-efficacy and work performance among employees in the Municipality of Impasugong.

For problem 3, to study the relationship between self-efficacy and work performance among business employees in Impasugong, a Spearman's rho correlation analysis was conducted. This non-parametric method was suitable for assessing the strength and direction of any monotonic relationship between the two variables, the data was not normal therefore Spearman rho correlation was used. The statistical significance of the Spearman correlation was evaluated using a p-value. The results, including the Spearman's rho value and corresponding p-value, were reported and interpreted in the context of the research question, providing insights into the nature of the relationship between self-efficacy and work performance.

Presentation, Analysis, and Interpretation of Data

This chapter presents the results and discussions of the study conducted. The considerations of the results focus on the study's objectives and aim to answer the research questions established in the previous chapter.

Table 3 Level of self-efficacy in terms of Performance Outcomes

Construct / Item	Mean	Std. Deviation	Interpretation
1. I think clearly and keep all risk factors in mind	3.647	0.535	Very High
2. I remain confident in making sound judgments and the right choices	3.553	0.538	Very High
3. I know what to do next in decision-making	3.513	0.552	Very High
4. I make difficult decisions under time pressure	3.227	0.761	Very High
5. I analyze and interpret numerical or quantitative data accurately	3.287	0.717	Very High
6. I discover a range of alternative or several	3.493	0.565	Very High
7. I readily commit to my decisions	3.42	0.605	Very High
8. I search for new information and alternatives	3.513	0.621	Very High
Overall Mean	3.457	0.369	Very High Self-Efficacy

Note: (N = 150)

Table 3 presents the descriptive statistics for self-efficacy in terms of performance outcomes, which reflect participants' confidence in their ability to analyze risks, make informed decisions, and commit to chosen courses of action. The results reveal an overall mean of 3.457 (SD = 0.369), interpreted as Very High Self-Efficacy,

indicating that employees in the Municipality of Impasugong generally demonstrate strong confidence in their decision-making skills and problem-solving abilities.

The highest mean score, 3.647, was recorded for “I think clearly and keep all risk factors in mind”, suggesting that participants feel most confident when evaluating risks and weighing possible consequences before making decisions. This finding resonates with Bandura’s (1997) self-efficacy theory, which underscores mastery experiences as the most potent source of efficacy beliefs. Employees who can recognize and anticipate risks are more likely to approach tasks with clarity and confidence, thereby reducing the likelihood of errors. Supporting this, Glettei-Iversen (2023) emphasized that frequent engagement in critical risk assessments strengthens strategic decision-making and reduces cognitive biases, ultimately improving workplace performance.

On the other hand, the lowest mean score, 3.227, was observed in PO4 “I make difficult decisions under time pressure”, which was only interpreted as High Self-Efficacy. This indicates that while participants generally exhibit confidence, their self-belief tends to weaken when decisions must be made quickly under stressful conditions. Sarmiento et al. (2024) argue that decision-making under time pressure requires not only analytical skills but also stress management and cognitive flexibility, which may explain why employees find this area more challenging. Similarly, Elendo et al. (2024) found that structured training in high-pressure simulations enhances individuals’ confidence and effectiveness in such scenarios, suggesting that targeted capacity-building could strengthen this aspect of employee self-efficacy in SMEs.

The other items, such as “I remain confident in making sound judgments and the right choices”, “I know what to do next in decision-making”, and “I search for new information and alternatives”, all yielded means above 3.4, reflecting Very High Self-Efficacy. These results suggest that participants tend to adopt systematic problem-solving and active information-seeking behaviors, both of which are essential in dynamic business environments. As Glettei-Iversen (2023) highlighted, employees who engage in analytical thinking and maintain openness to alternatives tend to make more effective decisions, regardless of situational complexity.

Taken together, these results suggest that employees in SMEs in Impasugong generally possess strong self-efficacy in performance outcomes, particularly in risk evaluation, sound judgment, and information-seeking. However, the relative weakness observed in decision-making under time pressure points to an area where organizations may invest in employee training and stress-management interventions. By reinforcing employees’ ability to maintain confidence and clarity under urgent conditions, businesses can further enhance both individual and organizational performance.

Table 4 Level of self-efficacy in terms of - Vicarious Experiences

Construct / Item	Mean	Std. Deviation	Interpretation
1. I use a methodical thinking process in my decisions	3.333	0.609	Very High
2. I weigh the negative and positive consequences of each alternative option	3.473	0.692	Very High
3. others’ performance influences me in making decisions with certainty that they will work	3.320	0.627	Very High
4. I appraise a business decision problem situation quickly	3.273	0.674	Very High
5. I obtain information by seeing what needs to be known	3.440	0.660	Very High
6. I narrow down a list of alternatives that appear as effective options	3.420	0.658	Very High

7. I persevere in my persuasive attempts to convince others of my decision choice	3.540	0.586	Very High
Overall Mean	3.400	0.405	Very High Self-Efficacy

Note: (N = 150)

Table 4 presents the descriptive statistics for self-efficacy in terms of vicarious experiences, which refers to the confidence individuals gain by observing and learning from others' behaviors, successes, and decision-making processes. The overall mean score of 3.400 (SD = 0.405) was interpreted as Very High Self-Efficacy, showing that employees in SMEs in the Municipality of Impasugong generally feel confident in making decisions based on observation, modeling, and the influence of peers or mentors in the workplace. This result underscores Bandura's (1997) assertion that observational learning plays a central role in building self-efficacy, as individuals learn strategies and reinforce their own capabilities through the success of others.

The highest mean score, 3.540, was observed in "I persevere in my persuasive attempts to convince others of my decision choice", suggesting that employees are most confident in advocating for their own decisions and influencing others. This implies that vicarious experiences extend beyond passive observation, as individuals also develop the ability to persuade and lead within group settings actively. Lopez-Garrido (2025) notes that social persuasion strengthens self-efficacy by reinforcing confidence through positive feedback and social validation. Similarly, Lee et al. (2021) emphasized that peer modeling encourages employees to replicate effective decision-making behaviors, thereby increasing their confidence in their own choices.

The lowest mean score, 3.273, was found in "I appraise a business decision problem situation quickly", indicating that while employees are generally confident, they may feel less certain when faced with the need to evaluate complex problems rapidly. This suggests that observational learning alone may not be sufficient in high-pressure decision-making contexts, where analytical reasoning and experiential exposure are also essential. Sarmiento et al. (2024) argue that real-world business simulations and structured training enhance confidence in such scenarios, while Henga and Jin (2025) highlight the value of experiential learning frameworks in building efficacy for rapid decision-making.

Other indicators, including "I use a methodical thinking process", "I weigh the negative and positive consequences of each alternative", and "I obtain information by seeing what needs to be known", also recorded Very High Self-Efficacy. These findings highlight the importance of methodical observation, peer influence, and information-seeking in building decision-making confidence. Alharkan et al. (2024) observed that mentorship and collaborative problem-solving enhance self-efficacy because employees draw on the expertise and demonstrated success of role models, thereby reinforcing their own belief in their ability to succeed.

Collectively, the results indicate that employees in MSMEs strengthen their decision-making confidence primarily through social learning, persuasion, and peer modeling. However, there remains some hesitation in rapidly appraising complex business problems. For SMEs in Impasugong, this highlights the importance of fostering mentorship programs, encouraging collaborative decision-making, and creating opportunities for employees to observe and learn from effective role models. By integrating these practices, organizations can further enhance self-efficacy and ensure that employees not only learn from others but also feel empowered to apply those insights effectively in their own work contexts.

Table 5 Level of self-efficacy in terms of Verbal Persuasion

Construct / Item	Mean	Std. Deviation	Interpretation
1. I trust my own judgment and express my opinions firmly	3.313	0.646	Very High

2. I make decisions that contain risks and potentially unfavorable consequences	3.113	0.661	Very High
3. I convince others of my decision even when opposition mounts	3.053	0.703	Very High
4. I communicate the best alternative given the situation	3.473	0.599	Very High
5. I utilize resources to implement my decisions	3.373	0.630	Very High
6. I disseminate decisions regardless of the amount of control I have over organizational constraints	3.22	0.622	Very High
7. I refrain from making difficult decisions	3.473	0.662	Very High
Overall Mean	3.289	0.365	Very High Self-Efficacy

Note: (N = 150)

Table 5 presents the descriptive statistics for self-efficacy in terms of verbal persuasion, which measures employees' confidence in trusting their own judgment, expressing decisions clearly, and influencing others through communication. The overall mean of 3.289 (SD = 0.365), interpreted as Very High Self-Efficacy, suggests that employees in SMEs generally possess strong belief in their ability to express and justify decisions, utilize resources, and disseminate choices within organizational contexts. This finding aligns with Bandura's (1997) assertion that verbal persuasion can enhance self-efficacy by encouraging individuals to believe in their ability to succeed, particularly when such persuasion is reinforced by consistent communication and social support within the workplace.

The highest mean scores of 3.473 were recorded in "I communicate the best alternative given the situation" and "I refrain from making difficult decisions", showing that employees feel confident in explaining decision alternatives and exercising discretion when faced with complex scenarios. This highlights employees' tendency to rely on clear communication as a means of influencing peers and fostering agreement. Hartfield et al. (2024) emphasized that effective communication of alternatives not only enhances group cohesion but also reinforces individual self-efficacy, as employees feel validated when their ideas gain acceptance. Similarly, Lopez-Garrido (2025) emphasizes that positive reinforcement through communication and encouragement fosters confidence, enabling individuals to make more effective decisions.

By contrast, the lowest mean of 3.053 was found in "I convince others of my decision even when opposition mounts", indicating that participants are less confident when confronted with resistance to their decisions. This suggests that while employees generally trust their judgment, they may hesitate to assert themselves in situations involving conflict or strong opposition. Siagian et al. (2024) argue that assertiveness and persuasive communication are critical for sustaining self-efficacy in such contexts, and these skills can be enhanced through leadership coaching, negotiation training, and structured feedback mechanisms.

Overall, the results suggest that employees in MSMEs in Impasugong derive a significant portion of their verbal persuasion self-efficacy from their ability to communicate effectively and justify alternative decisions. However, challenges remain in handling opposition and conflict, which points to the need for organizational interventions aimed at strengthening assertive communication, leadership presence, and negotiation strategies. For MSMEs, investing in communication training and supportive peer feedback systems can further enhance verbal persuasion skills, ensuring that employees remain confident and effective even in contentious decision-making environments.

Table 6 Level of self-efficacy in terms of - Physiological Feedback

Construct / Item	Mean	Std. Deviation	Interpretation
1. I control my level of attention and concentration when time pressure mounts	3.607	0.530	Very High
2. I limit negative thoughts entering my mind	3.567	0.548	Very High
3. I refrain from worrying about my decision choices and consequences	3.473	0.587	Very High
4. I contain my self-doubts about my ability to deal with adverse consequences	3.380	0.598	Very High
5. I feel that I am making the right decisions	3.467	0.552	Very High
6. I refrain from changing my mind to the least objectionable alternative	3.440	0.596	Very High
7. I make a decision and persevere with actions to make them pay off	3.600	0.543	Very High
Overall Mean	3.505	0.354	Very High Self-Efficacy

Note: (N = 150)

Table 6 presents the descriptive statistics for self-efficacy in terms of physiological feedback, which refers to individuals' ability to regulate emotional and physical responses that influence their confidence in decision-making. The overall mean of 3.505 (SD = 0.354), interpreted as Very High Self-Efficacy, indicates that employees in MSMEs generally feel capable of managing stress, maintaining focus, and controlling negative emotions in workplace contexts. This supports Bandura's (1997) claim that physiological states are critical sources of self-efficacy, as individuals interpret their bodily and emotional cues to determine whether they are capable of performing tasks successfully. Employees who can effectively manage their physiological responses are more likely to sustain motivation, remain resilient under pressure, and persevere in achieving organizational goals.

Among the indicators, "I control my level of attention and concentration when time pressure mounts" obtained the highest mean of 3.607, suggesting that participants are particularly confident in their ability to maintain focus under demanding circumstances. This finding aligns with Vitale and Bonaiuto's (2024) emphasis on the importance of emotional regulation and attentional control in high-pressure decision-making, as they reduce cognitive overload and enhance decision accuracy. Similarly, "I make a decision and persevere with actions to make them pay off" recorded a mean of 3.600, reflecting persistence and follow-through in achieving desired outcomes despite challenges. Doménech et al. (2024) emphasize that perseverance enhances self-efficacy, as individuals reinforce their belief in their abilities through repeated efforts and subsequent successes.

The lowest mean score of 3.380 was found in "I contain my self-doubts about my ability to deal with adverse consequences", suggesting that some employees still experience hesitation and self-doubt when facing potential risks or unfavorable outcomes. This indicates that while most participants are confident in their physiological regulation, uncertainties remain when consequences are unpredictable. Worthen (2023) argues that self-doubt can be mitigated through interventions such as mindfulness training, cognitive-behavioral strategies, and structured stress-management programs, which help employees interpret challenges as growth opportunities rather than threats.

Overall, the results indicate that employees in MSMEs in Impasugong exhibit strong self-efficacy in managing their physiological states, enabling them to remain calm, focused, and persistent in decision-making. However, lingering self-doubt highlights the need for organizational support systems that strengthen resilience, such as wellness initiatives, stress-reduction programs, and leadership mentoring. By fostering environments that help employees regulate their emotional and physical states, MSMEs can enhance not only individual confidence but also collective workplace performance and innovation.

Table 7 Level of Work Performance in terms of - Task Performance

Construct / Item	Mean	Std. Deviation	Interpretation
1. I plan my work to finish it on time.	3.793	0.422	Very High
2. My planning is adequate.	3.627	0.512	Very High
3. I focus on the results I need to achieve.	3.640	0.495	Very High
4. At work, I know what the significant concerns are and what are not.	3.680	0.522	Very High
5. I set the right priorities.	3.633	0.536	Very High
6. I complete my work efficiently with minimal time and effort.	3.540	0.586	Very High
Overall Mean	3.652	0.316	Very High Work Performance

Note: (N = 150)

Table 7 presents the descriptive statistics for task performance, which measures employees' ability to plan, prioritize, and execute work-related responsibilities. The overall mean of 3.652 (SD = 0.316), interpreted as Very High Work Performance, suggests that participants consistently demonstrate strong competence in organizing tasks, meeting deadlines, and maintaining focus on key objectives. This finding aligns with Bandura's (1997) assertion that self-efficacy positively influences task accomplishment, as employees who believe in their ability to perform tend to exert more effort and persist longer, ultimately leading to improved work outcomes.

Among the indicators, "I plan my work to finish it on time" recorded the highest mean of 3.793, indicating that participants feel highly capable of structuring their workload and managing time effectively. This aligns with Majini et al. (2023), who found that strong time management skills reduce workplace stress while enhancing productivity and job satisfaction. Similarly, "At work, I know what the significant concerns are and what are not", with a mean of 3.680, demonstrates participants' ability to distinguish between critical and less important tasks. Calonia et al. (2023) emphasize that the ability to prioritize effectively contributes to improved performance by enabling workers to allocate resources and energy toward high-value tasks.

The lowest mean was observed in "I complete my work efficiently with minimal time and effort", which scored 3.540. Although still interpreted as very high, this relatively lower score suggests that some employees may face challenges in striking a balance between efficiency and the quality of their output. Zirar et al. (2023) highlight that organizational strategies, such as task delegation, digital automation, and productivity training, can enhance efficiency by reducing redundancies and streamlining workflow processes.

In summary, the findings confirm that employees in MSMEs in Impasugong consistently exhibit strong task performance, supported by their ability to plan, prioritize, and execute responsibilities with confidence. However, opportunities remain to further enhance efficiency through targeted interventions in workload management and process optimization. By investing in structured time management training, prioritization

workshops, and coaching programs, organizations can strengthen employees' task performance, ultimately contributing to higher productivity and sustained business growth.

Table 8 Level of Work Performance in terms of - Contextual Performance

Construct / Item	Mean	Std. Deviation	Interpretation
1. I took on extra responsibilities.	3.380	0.587	Very High
2. I started a new task myself when my old ones were finished.	3.347	0.602	Very High
3. I took on a challenging work task when available.	3.293	0.661	Very High
4. I worked at keeping my job knowledge up-to-date.	3.660	0.516	Very High
5. I worked at keeping my job skills up-to-date.	3.633	0.510	Very High
6. I came up with creative solutions to new problems.	3.527	0.514	Very High
7. I kept looking for new challenges in my job.	3.373	0.562	Very High
8. I did more than was expected of me.	3.413	0.546	Very High
9. I actively participated in work meetings.	3.453	0.551	Very High
10. I actively look for ways to improve my performance at work.	3.573	0.535	Very High
11. I grasped opportunities when they presented themselves.	3.500	0.565	Very High
12. I knew how to solve difficult situations and setbacks quickly.	3.433	0.649	Very High
Overall Mean	3.466	0.271	Very High Work Performance

Note: (N = 150)

Table 8 presents the descriptive statistics for contextual performance, which captures employees' ability to go beyond their core responsibilities by engaging in proactive behaviors, continuous learning, and collaborative practices that contribute to organizational effectiveness. The overall mean of 3.466 (SD = 0.271), interpreted as Very High Work Performance, indicates that participants consistently display behaviors aligned with contextual performance, such as seeking opportunities for improvement, updating their knowledge and skills, and actively contributing to workplace initiatives. This supports Koopmans et al.'s (2012) framework, which emphasizes that contextual performance reflects discretionary behaviors that promote a favorable organizational climate and strengthen overall productivity.

Among the items, "I worked at keeping my job knowledge up-to-date" scored the highest mean at 3.660, suggesting that participants prioritize continuous learning and skill enhancement. This finding aligns with Arulsamy et al. (2023), who assert that employees committed to lifelong learning exhibit greater adaptability to workplace changes and achieve higher levels of performance. Similarly, "I actively look for ways to improve

my performance at work”, with a mean of 3.573, highlights employees’ engagement in self-improvement strategies. Mikhaylova et al. (2025) argue that such proactive behaviors are vital for sustaining organizational growth, as employees who consistently seek to refine their work practices contribute not only to personal success but also to team and company-wide advancement.

The lowest mean was observed in “I took on a challenging work task when available” at 3.293, indicating that some participants may be more cautious when approaching complex or high-demand responsibilities. Workload pressures, a lack of organizational support, or uncertainty about personal capabilities may contribute to this hesitation. Soegiarto et al. (2024b) emphasize that providing employees with mentorship, leadership development programs, and structured support systems can empower them to take on challenging tasks, thereby enhancing their resilience and self-efficacy in difficult situations.

Overall, the consistently high scores across contextual performance indicators demonstrate that employees in MSMEs within Impasugong exhibit strong discretionary behaviors, particularly in areas such as continuous learning, innovation, and collaboration. The range of means (3.293–3.660) reflects variability based on task complexity, yet the general trend underscores employees’ readiness to engage in initiatives beyond their prescribed duties. Organizations can further strengthen their contextual performance by fostering a culture of innovation, offering professional development opportunities, and encouraging employees to view challenges as opportunities for growth. Such initiatives not only build individual confidence but also cultivate an adaptive and high-performing workforce.

Table 9 Level of Work Performance in terms of Counterproductive

Construct / Item	Mean	Std. Deviation	Interpretation
1. I complained about unimportant matters at work.	4.000	.000	Very High
2. I made problems greater than they were at work.	3.313	.465	Very High
3. I focused on the negative aspects of a work situation, instead of on the positive aspects.	3.333	.473	Very High
4. I spoke with colleagues about the negative aspects of my work.	3.280	.450	Very High
5. I spoke with people from outside the organization about the negative aspects of my work.	3.327	.471	Very High
6. I did less than was expected of me.	3.240	.428	Very High
7. I managed to get out of a work task easily.	3.253	.436	Very High
8. I sometimes did nothing, while I should have been working.	3.347	.477	Very High
Overall Mean	3.387	.232	Very High Work Performance

Note: (N = 150)

Table 9 presents the descriptive statistics for counterproductive work behavior (CWB), which measures actions that can undermine workplace efficiency, reduce morale, and negatively affect organizational outcomes. The overall mean of 3.387 (SD = 0.232), interpreted as Very High Work Performance, indicates that although some

employees occasionally engage in counterproductive behaviors, these remain relatively contained, suggesting that positive performance generally outweighs negative behaviors. Nonetheless, the findings provide insight into the types of behaviors that may challenge organizational productivity and cohesion.

Among the indicators, “I complained about unimportant matters at work” recorded the highest mean of 4.000, suggesting that frequent expression of dissatisfaction over trivial concerns is a notable behavior among participants. While complaints can sometimes highlight valid organizational issues, Zhenjing et al. (2022) argue that a persistent focus on minor matters can create tension, disrupt workflow, and diminish overall job satisfaction. Similarly, “I sometimes did nothing while I should have been working”, with a mean of 3.347, reflects instances of procrastination or temporary disengagement. S. H. Lee et al. (2024) emphasize that such behaviors often stem from low intrinsic motivation or environmental distractions, which can hinder task completion and team efficiency.

The lowest mean was observed in “I did less than was expected of me” at 3.240. This suggests that while some participants occasionally underperform, accountability mechanisms, performance monitoring, and workplace expectations appear to minimize deliberate work avoidance. Tatar (2020) supports this view, noting that organizations that actively foster employee engagement, provide constructive feedback, and promote accountability experience significantly lower rates of counterproductive behaviors.

Taken as a whole, the results suggest that while counterproductive behaviors exist in varying degrees, they do not dominate employees’ overall work patterns. Instead, these findings highlight the importance of organizations strengthening their workplace culture by addressing sources of dissatisfaction, reducing opportunities for disengagement, and fostering positive behaviors. Strategies such as fostering open communication, implementing employee recognition programs, and providing wellness and motivational initiatives may reduce counterproductive behaviors while enhancing overall work performance. In MSMEs, where human resources are limited and each employee’s contribution is critical, mitigating CWB becomes especially important for sustaining productivity and organizational harmony.

Table 10 Spearman’s rho test of the significant relationship between self-efficacy and work performance

Self-Efficacy	Work Performance	P-value	Interpretation
Performance Outcomes	.404**	<.001	Significant
Vicarious Experiences	.346**	<.001	Significant
Verbal Persuasion	.343	.071	Not Significant
Physiological Feedback	.285**	<.001	Significant
Overall Self-Efficacy	.423**	<.001	Significant

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 10 presents the correlation results between self-efficacy and work performance using Spearman’s rho. The findings reveal that the different dimensions of self-efficacy physiological feedback, performance outcomes, vicarious experiences, verbal persuasion, and overall self-efficacy show varying strengths of association with work performance. Among these, performance outcomes demonstrate the strongest correlation ($r = .404$, $p < .001$). This suggests that employees who have experienced previous successes develop confidence that reinforces future behaviors, thereby sustaining higher levels of performance. This finding is consistent with Abun et al. (2021), who emphasized that mastery experiences serve as a critical foundation for building self-efficacy, ultimately shaping workplace effectiveness.

Vicarious experiences also show a significant positive correlation with work performance ($r = 0.346, p < 0.001$). This suggests that employees who observe their colleagues or mentors accomplishing tasks are more likely to develop stronger self-efficacy beliefs and adopt similar behaviors. Hadi (2023) supports this notion by pointing out that mentorship and modeling serve as motivational mechanisms that enhance engagement and job performance. Likewise verbal persuasion exhibits a moderate yet significant correlation with work performance ($r = .343, p = .071$), which is statistically insignificant. This indicates that verbal encouragement alone, such as feedback or motivational statements, may not be sufficient to influence employees' performance in the workplace.

In contrast, physiological feedback showed the lowest correlation with work performance ($r = .285, p < .001$), indicating that employees' physical and emotional states substantially influence their ability to perform tasks effectively. Workers who are physically energized, emotionally stable, and less stressed tend to demonstrate higher productivity and efficiency. This aligns with Lifang and Ali (2024), who highlighted that the quality of feedback and emotional stability weakly mediate employee motivation and performance outcomes. While physiological feedback can momentarily boost confidence, its correlation appears weaker compared to direct mastery experiences or positive performance outcome. Raman and Rubasree (2023) similarly observed that although physiological feedback contributes to motivation, long-term confidence and productivity rely more heavily on tangible success experiences and personal validation of competence. For the present study, this result highlights that while supportive communication from supervisors is beneficial, it cannot replace employees' own experiences of success and well-being in sustaining performance improvements.

Overall, the results confirm that self-efficacy as a whole significantly correlates with work performance ($r = .423, p < .001$). Employees with stronger self-belief demonstrate higher motivation, resilience, and efficiency in accomplishing organizational tasks. Daly and Thompson (2023) emphasize that broader self-efficacy constructs, including mastery, observational learning, and physiological regulation, form the foundation for workplace success. In the context of MSMEs in Impasugong, this finding suggests that organizational strategies to strengthen self-efficacy should go beyond mere verbal persuasion. Instead, fostering mastery experiences, building effective mentorship systems, and promoting employee health and well-being may yield more substantial improvements in employee performance and satisfaction.

SUMMARY, FINDINGS, CONCLUSION, AND RECOMMENDATIONS

This chapter summarizes the study's findings. Moreover, conclusions and recommendations are also provided from now on.

Summary

This study was conducted to assess the impact of self-efficacy on the work performance of employees in small and medium-sized businesses within the Municipality of Impasugong, Bukidnon. Self-efficacy refers to an individual's belief in their capability to accomplish specific tasks and goals. At the same time, work performance reflects the quality, quantity, and effectiveness of employee contributions in meeting organizational objectives.

Grounded in Bandura's Social Cognitive Theory (1986), this study examined self-efficacy dimensions (performance outcomes, vicarious experiences, verbal persuasion, and physiological feedback) and their relationship to work performance (task performance, contextual performance, and counterproductive behavior). Using a descriptive-correlational research design, 150 employees from SMEs in Impasugong participated through convenience sampling. Data was gathered using a validated and modified questionnaire and analyzed with descriptive statistics and Spearman's rho correlation analysis.

The result indicate that self-efficacy is significantly correlated with improved work performance ($r = .423, p < .001$). Workers who have a positive self-efficacy are more motivated, robust and productive. As pointed out by Daly and Thompson (2023), self-efficacy encompasses such skills as mastery, other learning, and stress management, which are the keys to success in the workplace. In the case of MSMEs in Impasugong, the result of this is that the enhancement of self-efficacy must be developed based on practical experience, appropriate mentorship, and the welfare of the employees rather than motivation alone.

According to the results of the study, the emphasis on wellness programs, stress management, hands on training, and mentoring are used by employers to enhance self-efficacy of employees and their performance instead of verbal encouragement. The employees are advised to remain highly planned and time conscious, pursue growth opportunities, and remain self-conscious in order to reduce unproductive behavior through wellness and team activities. Further studies on verbal persuasion need to focus on larger and diverse populations and the reasons behind the ineffectiveness of verbal persuasion using qualitative research. Mental health-related initiatives, mentorship, and leadership development where effective communication is coupled with practical experience are the areas, which policymakers are encouraged to support to enhance motivation and success at the workplace.

Findings

SOP 1. What is the Level of Self-Efficacy among employees?

Results revealed that employees exhibited very high self-efficacy across dimensions. Performance outcomes (overall mean = 3.457) demonstrated a very high level, indicating that employees strongly rely on prior successes to guide decision-making. Vicarious experiences (overall mean = 3.40) also scored very high, indicating that employees gain confidence by observing their peers and mentors. Verbal persuasion, though the lowest (overall mean = 3.289), was still interpreted as very high, suggesting that while external encouragement influences self-efficacy, it is not as strong as personal experience. Physiological feedback showed the highest overall mean (3.505), indicating a very high level, which highlights employees' confidence in managing stress and regulating emotions during decision-making.

SOP 2. What is the level of Work Performance among employees?

Employees consistently demonstrated very high levels of work performance across all categories. Task performance was the strongest dimension (overall mean = 3.652, very high), indicating employees plan effectively, set priorities, and complete tasks efficiently. Contextual performance also registered very high (overall mean = 3.466), showing that employees take initiative, update their skills, and contribute to organizational improvement. Counterproductive behavior had the lowest mean (overall mean = 3.387), but this was still interpreted as very high performance, meaning employees seldom engaged in negative workplace behaviors such as complaining or avoiding tasks.

SOP 3. Is there a significant relationship between Self-Efficacy and Work Performance?

Spearman's rho correlation analysis revealed significant positive correlations between self-efficacy and work performance in three dimensions: performance outcomes ($r = 0.371$, $p < 0.001$), vicarious experiences ($r = 0.363$, $p < 0.001$), and physiological feedback ($r = 0.530$, $p < 0.001$). However, verbal persuasion ($r = .148$, $p = .071$) was not significantly correlated with work performance. Thus, the null hypothesis (H_0 : There is no significant relationship between self-efficacy and work performance) was rejected for performance outcomes, vicarious experiences, and physiological feedback, but accepted for verbal persuasion.

Conclusion

After the conduct of the study it has been conclude that employees in MSMEs in Impasugong exhibit very high self-efficacy, particularly in managing stress and utilizing past achievements to inform their decisions. They also exhibit very high work performance, excelling in task execution and continuous learning while showing minimal counterproductive behaviors.

The correlation results confirm that self-efficacy has a significant influence on work performance. Employees who regulate emotions (physiological feedback), draw confidence from past successes (performance outcomes), and learn through observation (vicarious experiences) are more likely to perform effectively. Therefore, the null hypothesis was rejected in these dimensions. Conversely, verbal persuasion, while contributing to confidence, was not significantly related to work performance, suggesting that encouragement alone is insufficient to improve productivity. Thus, the null hypothesis was accepted for verbal persuasion.

In conclusion, enhancing self-efficacy through experience-based learning, stress management, and observational opportunities can directly strengthen work performance. However, reliance on verbal encouragement without concrete experiences may not yield meaningful improvements in workplace outcomes.

Recommendations

Based on the findings and conclusions of this study, the following recommendations are presented to employers, employees, future researchers, and policymakers:

For Employers. Since employees demonstrated very high self-efficacy in physiological feedback, organizations should invest in wellness programs, stress management initiatives, and mindfulness training to further strengthen employees' ability to regulate emotions and remain productive under pressure. As performance outcomes were also significantly related to work performance, employers are encouraged to provide employees with opportunities to experience success through structured training, mentorship, and task simulations that reinforce mastery. Similarly, because vicarious experiences play a strong role, peer learning and mentoring systems should be institutionalized, allowing employees to learn from successful role models. On the other hand, since verbal persuasion was found not to be significantly correlated with performance, employers should not overly rely on verbal encouragement alone; instead, they should pair it with concrete experiential learning and performance-based feedback.

For Employees. Given the very high level of work performance in task performance, employees are encouraged to sustain and further improve their planning, prioritization, and time management practices. Since contextual performance was also very high, employees should continue to seek challenges, upskill, and explore innovative ways to contribute to organizational goals. However, while counterproductive behaviors were low, their presence still indicates a need for employees to remain self-aware and minimize unproductive habits, such as excessive complaints or disengagement. Employees can achieve this by actively engaging in wellness programs, feedback sessions, and team-building initiatives that promote collaboration and positivity.

For Future Researchers. Since this study confirmed that self-efficacy dimensions such as performance outcomes, vicarious experiences, and physiological feedback significantly influence work performance, future studies may expand to include larger and more diverse populations across different municipalities or provinces to confirm these results. Additionally, since verbal persuasion was not significant, future studies can explore why verbal encouragement alone is insufficient and whether cultural, organizational, or leadership factors influence this outcome. Qualitative research could also be conducted to explore the nuances of how employees perceive and internalize verbal motivation compared to experiential or observational learning.

For Policymakers. Given the findings that physiological feedback has the strongest relationship with performance, local and national policies should prioritize employee mental health and workplace wellness. Legislators can support MSMEs by providing subsidies or tax incentives for implementing wellness programs, stress-reduction activities, and professional development training. Since performance outcomes and vicarious experiences also play significant roles, policymakers should also support mentorship programs, apprenticeships, and continuous learning initiatives within local businesses. While verbal persuasion was found to be less effective, policymakers can encourage leadership development programs that combine effective communication with practical, experience-based training to ensure that motivation is grounded in real-world workplace learning.

The thesis of Niel Boy I. Guatno, Brexter D. Labado, Bea Joanna Mar Y. Malcino, Rolly Mae Ann D. Bahayan, Jasper C. Litohon, Richard B. Mercader, entitled: **"THE CORRELATION OF EMPLOYEES' SELF-EFFICACY TOWARDS WORK PERFORMANCE AMONG BUSINESSES IN THE MUNICIPALITY OF IMPASUGONG,"** submitted in fulfillment of the requirements for the degree: Bachelor of Science in Business Administration major in Financial Management in the Undergraduate Program, College of Business of Bukidnon State University – Impasugong Campus, Municipality of Impasugong, Bukidnon has been approved by the Thesis Committee.

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Our deepest appreciation goes to our adviser, Marivic L. Han-awon, for her invaluable guidance, expertise, and constant encouragement throughout this journey. Her dedication, insightful feedback, and constructive criticisms have greatly improved this study. More than being an adviser, she has been a mentor and inspiration who instilled our discipline, perseverance, and passion needed in conducting meaningful research.

We also extend our sincere thanks to our panel members for their generosity in sharing knowledge and offering constructive recommendations that helped refine and strengthen this work. Their thoughtful insights, expertise, and valuable suggestions have guided us in enhancing the quality and depth of our study. We are truly appreciative of the time and effort they devoted to reviewing our research and for their commitment to academic excellence.

Special thanks are also due to the faculty and staff of Bukidnon State University – Impasugong Campus, for providing a supportive and nurturing academic environment that enabled us to pursue and complete this study. Their encouragement, assistance, and dedication to student success have greatly inspired us throughout this journey.

Above all, we give glory and honor to the Almighty Father, whose wisdom, guidance, and blessings made this accomplishment possible. May this research be a living testament of His boundless grace, faithfulness, and divine providence.

GUATNO, NIEL BOY I.

LABADO, BREXTER D.

MALCINO, BEA JOANNA MAR Y.

LITOHON, JASPER C.

BAHAYAN, ROLLY MAE ANN D.

MERCADER, RICHARD B.

DEDICATION

This study is sincerely dedicated to our beloved parents, brothers and sisters, who motivates and encourage us and by giving us financial and emotional support. It is also dedicated to our classmates and friends who believe and prayed for us throughout this journey. They have never left our side throughout the process especially when we doubted ourselves, they provided us a great sense of enthusiasm and perseverance in continuing this.

We also dedicate this study to our Adviser Ma'am Marivic L. Han-awon, who constantly guides us and thought us to make this study better. She helped us in finishing this study, we really appreciate her words of advice and in continuously giving us moral, emotional and practical support.

Lastly, we dedicate this study to our Almighty God who gives us strength, wisdom, guidance and power and for giving us good health while doing this study. without his unconditional love and guidance this research would not have been made possible.

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APPENDIX A

Approval for Adapted Questionnaire

 Sent



 To: damianusabun@gmail.com >

You sent this
Today at 8:59 PM

Follow Up...

Research Questionnaire

Dear Ma'am/Sir,

I hope this email finds you well.

My name is Bea Joanna Mar Y. Malcino from Bukidnon State University Impasugong Campus. I am writing to you today to respectfully request permission to use and adapt your research instrument, "Employees' self-efficacy and work performance of employees as mediated by work environment" for my study.

Your questionnaire is highly relevant to my current research on "The correlation of employee self-efficacy towards work performance among businesses in the municipality of Impasugong", and its rigorous design would be an invaluable asset to my work.

Thank you very much for considering this request. I understand you are busy, and I greatly appreciate your time. Please let me know if there are any associated fees or conditions for use.

I look forward to hearing from you soon.

Sincerely,

Malcino, Bea Joanna Mar y.
"The correlation of employee self-efficacy towards work performance among businesses in the municipality of Impasugong"
malcinob@gmail.com
[+639934593422](tel:+639934593422)

 no subject)    

 Beajoannamar Mal... 8:02 AM

to damianusabun >

Dear Ma'am/Sir,

I hope this email finds you well.

Bukidnon State University Impasugong Campus. I am writing to you today to respectfully request permission to use and adapt your research instrument in the study, "The Risk Assessment and Management Self Efficacy Study" for my study. Your questionnaire is highly relevant to my current research on "The correlation of employee self-efficacy towards work performance among businesses in the municipality of Impasugong", and its rigorous design would be an invaluable asset to my work. Thank you very much for considering this request. I understand you are busy, and I greatly appreciate your time. Please let me know if there are any associated fees or conditions for use.

I look forward to hearing from you soon.

Sincerely,

Malcino, Bea Joanna Mar y.
"The correlation of employee self-efficacy towards work performance among businesses in the municipality of Impasugong"
malcinob@gmail.com
[+639934593422](tel:+639934593422)

APPENDIX B

Semi-Structures Questionnaire

Survey Questionnaire

Objective:

This study aims to evaluate the impact of employees' self-efficacy on their level of work performance.

Instructions for Participants:

- Read each statement carefully before responding.
- Select the number that best represents your level of agreement.
- Answer honestly based on your personal experiences and perceptions.
- There are no right or wrong answers.

Likert Scale Interpretation: 4 – Strongly Agree, 3 – Agree, 2 – Disagree, 1 – Strongly Disagree

Kindly mark (/) the appropriate box for each question to indicate your response. We appreciate your participation!

Survey Questionnaire

PART 1: Self-Efficacy

	Strongly Agree	Agree	Strongly Disagree	Disagree
A. Performance outcomes				
1. I think clearly and keep all risk factors in mind				
2. I remain confident in making sound judgments and the right choices				
3. I know what to do next in decision-making				
4. I make difficult decisions under time pressure				
5. I analyze and interpret numerical or quantitative data accurately				
6. I discover a range of alternative or several				
7. I readily commit to my decisions				
8. I search for new information and alternatives				
B. Vicarious Experience				
1. I use a methodical thinking process in my decisions				

2. I weigh the negative and positive consequences of each alternative option				
3. others' performance influences me in making decisions with certainty that they will work				
4. I appraise a business decision problem situation quickly				
5. I obtain information by seeing what needs to be known				
6. I narrow down a list of alternatives that appear as effective options				
7. I persevere in my persuasive attempts to convince others of my decision choice				
C. Verbal Persuasion				
1. I trust my own judgment and express my opinions firmly				
2. I make decisions that contain risks and potentially unfavorable consequences				
3. I convince others of my decision even when opposition mounts				
4. I communicate the best alternative given the situation				
5. I utilize resources to implement my decisions				
6. I disseminate decisions regardless of the amount of control I have over organizational constraints				
7. I refrain from making difficult decisions				
D. Physiological Feedback				
1. I control my level of attention and concentration when time pressure mounts				
2. I limit negative thoughts entering my mind				
3. I refrain from worrying about my decision choices and consequences				
4. I contain my self-doubts about my ability to deal with adverse consequences				
5. I feel that I am making the right decisions				

6. I refrain from changing my mind to the least objectionable alternative				
7. I make a decision and persevere with actions to make them pay off				

PART 2: Work Performance

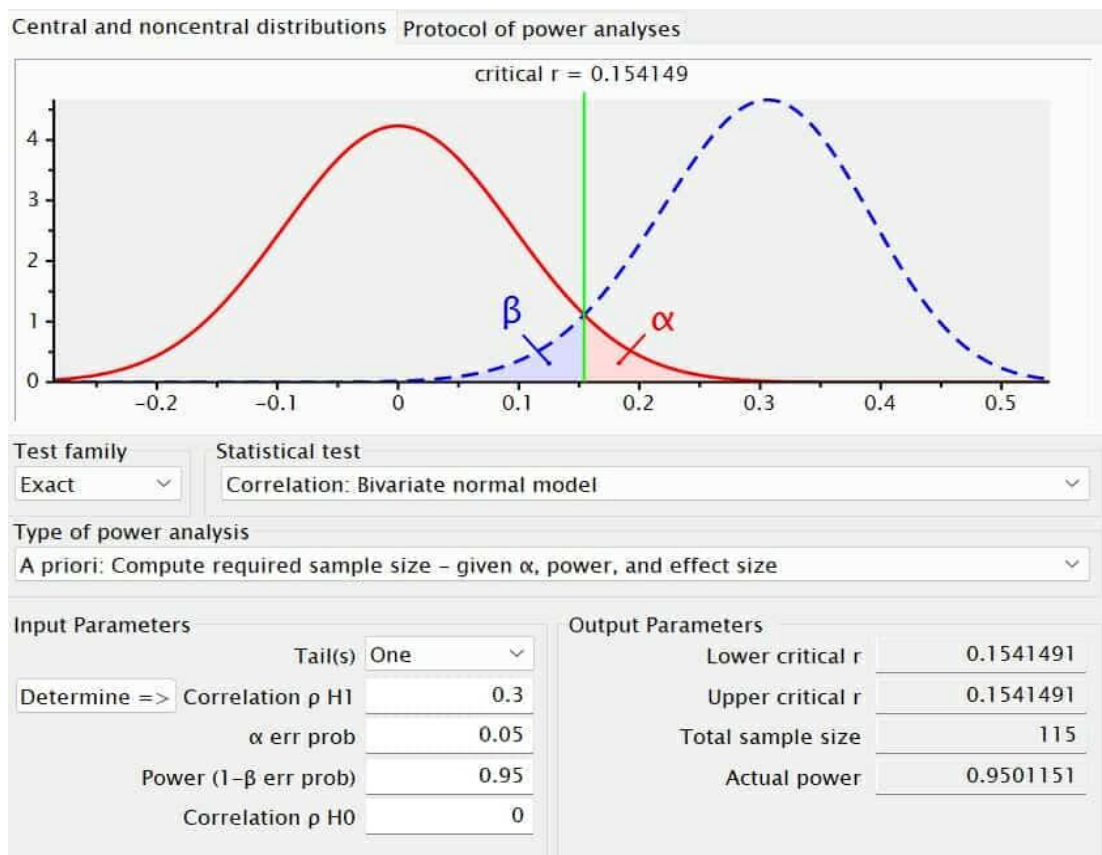
	Strongly Agree	Agree	Strongly Disagree	Disagree
A. Task Performance (TP)				
1. I plan my work to finish it on time.				
2. My planning is adequate.				
3. I focus on the results I need to achieve.				
4. At work, I know what is really important and what is not.				
5. I set the right priorities.				
6. I complete my work efficiently with minimal time and effort.				
B. Contextual Performance (CP)				
1. I took on extra responsibilities.				
2. I started a new task myself when my old ones were finished.				
3. I took on a challenging work task when available.				
4. I worked at keeping my job knowledge up-to-date.				
5. I worked at keeping my job skills up-to-date.				
6. I came up with creative solutions to new problems.				
7. I kept looking for new challenges in my job.				
8. I did more than was expected of me.				
9. I actively participated in work meetings.				
10. I actively look for ways to improve my performance at work.				
11. I grasped opportunities when they presented themselves.				

12. I knew how to solve difficult situations and setbacks quickly.				
C. Counterproductive work behavior (CWB)				
1. I complained about unimportant matters at work.				
2. I made problems greater than they were at work.				
3. I focused on the negative aspects of a work situation, instead of on the positive aspects.				
4. I spoke with colleagues about the negative aspects of my work.				
5. I spoke with people from outside the organization about the negative aspects of my work.				
6. I did less than was expected of me.				
7. I managed to get out of a work task easily.				
8. I sometimes did nothing, while I should have been working.				

Thank you, God bless!

APPENDIX C

Sample Size Estimation Methods



APPENDIX D

Validity Results


BUKIDNON STATE UNIVERSITY
 IMPASUGONG CAMPUS
 POBLACION, IMPASUGONG, BUKIDNON
 

CERTIFICATE OF VALIDITY

Statement of Certification

This is to certify that the research questionnaire entitled **The Impact of Employees' Self Efficacy Towards Work Performance among Businesses in Municipality of Impasugong** by **Niel Boy Guatno**, and 5 other researchers has been reviewed and validated based on its content, structure, clarity, and relevance to the objectives of the study.

The validation process was conducted in accordance with established research standards and guidelines, ensuring that the instrument effectively measures the intended variables.

Thus, based on this evaluation, the questionnaire is deemed valid for data collection and research purposes. However, proper administration and ethical considerations must be observed to ensure the reliability of responses.

Validator's Declaration

I hereby confirm that the validation of this research questionnaire has been conducted objectively and in accordance with academic and ethical research standards. The instrument is valid for use in aforementioned study.

MARIVIC L. HAN-AWON, LPT, MAED-Eng

Validator

Validator's Information

Name: MARIVIC L. HAN-AWON, LPT, MAED-Eng
 Designation/Position: General Education Faculty
 Institution/Organization: Bukidnon State University
 Contact Information: han-awonmarivio@bksu.edu.ph

APPENDIX E

Reliability Results


BUKIDNON STATE UNIVERSITY
 IMPASUGONG CAMPUS
 POBLACION, IMPASUGONG, BUKIDNON
 

**RELIABILITY TEST RESULT
CERTIFICATION**

This is to certify that the research instrument of the study entitled "The Impact of Employees Self Efficacy Toward Work Performance among Business in the Municipality of Impasugong" has undergone a reliability test and has **Passed** using **Cronbach's Alpha**.

Questionnaire	Cronbach's Alpha	Interpretation
Performance Outcome	.787	Acceptable
Vicarious Experience	.802	Good
Verbal Persuasion	.701	Acceptable
Physiological Feedback	.735	Acceptable
Task Performance	.782	Acceptable
Contextual Performance	.794	Acceptable
Counterproductive Work Behavior	.937	Excellent
Overall	.920	Excellent

This indicates that the questionnaires have a high level of internal consistency. This finding suggests that the items within the questionnaires of *Performance Outcome*, *Vicarious Experience*, *Verbal Persuasion*, *Physiological Feedback*, *Task Performance*, *Contextual Performance*, and *Counterproductive Work Behavior* are positively interrelated and provide a reliable measure of these constructs.

Validated and assessed for research reliability.

Test Conducted By:


JOHN DARVY L. PINEDA, MSc-MATH
 Research Data Analyst/Statistician

APPENDIX F

Informed Consent



BUKIDNON STATE UNIVERSITY
IMPASUGONG CAMPUS
POBLACION, IMPASUGONG, BUKIDNON



Date: February 27, 2025

Dear Ma'am/Sir,

Greetings!

I am Rolly Mac Ann Bahayan and together with my co-researchers of BukSU Impasugong Satellite Campus. We are currently pursuing Bachelor of Science in Business Administration Major in Financial Management, one of the partial requirements to complete this degree is to conduct research study. We are currently conducting research study entitled, The Correlation of Employees Self-Efficacy Towards Work Performance among Businesses in Municipality of Impasugong. In view of the above rationally, may we ask your consent to participate in this study?

You are requested to take part in the study considering that you directly represent the qualities that will best address the study. There is no risk to you in participating in this study project.

The data generated by this study will be kept confidential. Respondents and their identities are strictly private and will not be named in any manner of publication that may be derived from this study. Research files, papers, documents and audio recordings will be kept secured and only the researcher can access them.

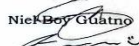
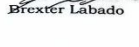
You are absolutely free to decide whether to take part or not to take part in this survey. If you decide to participate, you can choose to terminate your participation at any time. There shall be no consequences, nor will you be penalized for not participating.

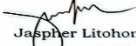
Confidentiality of Privacy of Data

All information gathered about you as a result of this study will be secured and absolutely confidential. There is definite assurance from the researcher that confidentiality, privacy and anonymity will be observed during and after collection, and in the storage and publication of the research study. All data generated in the process of the research study will be properly stored in paper or electronic form for a period covering ten years after the research study has been completed.

Thank you for carefully reading the information in this form and for participating in his study.

Respectfully,


Rolly Mac Ann Bahayan

Niel Boy Guatno

Dexter Labado


Jasper Liton

Bea Joanna Mar Malcino

Richard Mercader

APPENDIX G

Raw Result of The Data

Table 1. Descriptive Statistics for self-efficacy - Performance Outcomes

Construct / Item	N	Mean	Std. Deviation	Interpretation
PO1	150	3.647	0.5326	High
PO2	150	3.553	0.5377	
PO3	150	3.513	0.5524	
PO4	150	3.227	0.7610	
PO5	150	3.287	0.7173	High
PO6	150	3.493	0.5646	High
PO7	150	3.42	0.6050	High
PO8	150	3.513	0.6211	High
Overall Mean	150	3.457	0.3689	High

Table 2. Descriptive Statistics for self-efficacy - Vicarious Experiences

Construct / Item	N	Mean	Std. Deviation	Interpretation
VE1	150	3.333	0.6094	High
VE2	150	3.473	0.6922	
VE3	150	3.320	0.6273	
VE4	150	3.273	0.6745	
VE5	150	3.440	0.6603	High
VE6	150	3.420	0.6581	High
VE7	150	3.540	0.5865	High
Overall Mean	150	3.400	0.4047	High

Table 3. Descriptive Statistics for self-efficacy - Verbal Persuasion

Construct / Item	N	Mean	Std. Deviation	Interpretation
VP1	150	3.313	0.6465	High
VP2	150	3.113	0.6609	
VP3	150	3.053	0.7027	
VP4	150	3.473	0.5986	
VP5	150	3.373	0.6298	High
VP6	150	3.22	0.6225	High
VP7	150	3.473	0.6625	High
Overall Mean	150	3.289	0.3654	High

Table 4. Descriptive Statistics for self-efficacy - Physiological Feedback

Construct / Item	N	Mean	Std. Deviation	Interpretation
PF1	150	3.607	0.5296	High
PF 2	150	3.567	0.5485	
PF 3	150	3.473	0.5873	
PF 4	150	3.380	0.5983	
PF 5	150	3.467	0.5516	High
PF 6	150	3.440	0.5962	High

PF 7	150	3.600	0.5434	High
Overall Mean	150	3.505	0.3541	High

Table 5. Descriptive Statistics for Work Performance - Task Performance

Construct / Item	N	Mean	Std. Deviation	Interpretation
TP1	150	3.793	0.4225	High
TP2	150	3.627	0.5122	
TP3	150	3.640	0.4953	
TP4	150	3.680	0.5223	
TP5	150	3.633	0.5362	High
TP6	150	3.540	0.5865	High
Overall Mean	150	3.652	0.3161	High

Table 6. Descriptive Statistics for Work Performance - Contextual Performance

Construct / Item	N	Mean	Std. Deviation	Interpretation
CP1	150	3.380	0.587	High
CP2	150	3.347	0.6019	
CP3	150	3.293	0.661	
CP4	150	3.660	0.5159	
CP5	150	3.633	0.5105	
CP6	150	3.527	0.5142	
CP7	150	3.373	0.5622	
CP8	150	3.413	0.5457	
CP9	150	3.453	0.5506	
CP10	150	3.573	0.5353	
CP11	150	3.500	0.5646	High
CP12	150	3.433	0.6494	High
Overall Mean	150	3.466	0.2711	High

Table 7. Descriptive Statistics for Work Performance - Counterproductive

Construct / Item	N	Mean	Std. Deviation	Interpretation
CWB1	150	4.000	.0000	
CWB2	150	3.313	.4654	
CWB3	150	3.333	.4730	
CWB4	150	3.280	.4505	
CWB5	150	3.327	.4706	
CWB6	150	3.240	.4285	
CWB7	150	3.253	.4364	
CWB8	150	3.347	.4775	
Overall Mean	150	3.3867	.23187	

Table 8. Spearman's rho test of significant relationship between self-efficacy and work performance

Self-Efficacy	Work Performance	P-value	Interpretation
Performance Outcomes	.371**	<.001	Significant
Vicarious Experiences	.363**	<.001	Significant
Verbal Persuasion	.148	.071	Significant
Physiological Feedback	.530**	<.001	Significant
Overall Self-Efficacy	.423**	<.001	Significant

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
PO1	150	2.0	4.0	3.647	.5326
PO2	150	2.0	4.0	3.553	.5377
PO3	150	2.0	4.0	3.513	.5524
PO4	150	1.0	4.0	3.227	.7610
PO5	150	2.0	4.0	3.287	.7173
PO6	150	2.0	4.0	3.493	.5646
PO7	150	2.0	4.0	3.420	.6050
PO8	150	1.0	4.0	3.513	.6211
VE1	150	2.0	4.0	3.333	.6094
VE2	150	1.0	4.0	3.473	.6922
VE3	150	2.0	4.0	3.320	.6273
VE4	150	1.0	4.0	3.273	.6745
VE5	150	1.0	4.0	3.440	.6603
VE6	150	1.0	4.0	3.420	.6581
VE7	150	2.0	4.0	3.540	.5865
VP1	150	1.0	4.0	3.313	.6465
VP2	150	1.0	4.0	3.113	.6609
VP3	150	1.0	4.0	3.053	.7027
VP4	150	2.0	4.0	3.473	.5986
VP5	150	1.0	4.0	3.373	.6298
VP6	150	1.0	4.0	3.220	.6225
VP7	150	1.0	4.0	3.473	.6625
PF1	150	2.0	4.0	3.607	.5296
PF2	150	2.0	4.0	3.567	.5485
PF3	150	2.0	4.0	3.473	.5873
PF4	150	2.0	4.0	3.380	.5983
PF5	150	2.0	4.0	3.467	.5516
PF6	150	2.0	4.0	3.440	.5962
PF7	150	2.0	4.0	3.600	.5434
TP1	150	2.0	4.0	3.793	.4225
TP2	150	2.0	4.0	3.627	.5122
TP3	150	2.0	4.0	3.640	.4953
TP4	150	2.0	4.0	3.680	.5223
TP5	150	2.0	4.0	3.633	.5362
TP6	150	2.0	4.0	3.540	.5865
CP1	150	2.0	4.0	3.380	.5870
CP2	150	2.0	4.0	3.347	.6019
CP3	150	2.0	4.0	3.293	.6610
CP4	150	2.0	4.0	3.660	.5159
CP5	150	2.0	4.0	3.633	.5105
CP6	150	2.0	4.0	3.527	.5142
CP7	150	1.0	4.0	3.373	.5622
CP8	150	2.0	4.0	3.413	.5457
CP9	150	2.0	4.0	3.453	.5506
CP10	150	2.0	4.0	3.573	.5353
CP11	150	2.0	4.0	3.500	.5646
CP12	150	2.0	4.0	3.433	.6494
CWB1	150	1.0	4.0	2.800	1.0034
CWB2	150	1.0	4.0	2.187	.8853
CWB3	150	1.0	4.0	2.173	.9030
CWB4	150	1.0	4.0	2.667	.8874
CWB5	150	1.0	4.0	2.467	.9530
CWB6	150	1.0	4.0	2.100	.7575
CWB7	150	1.0	4.0	2.420	.8691
CWB8	150	1.0	4.0	2.333	.9601
Valid N (listwise)	150				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OPO	150	2.50	4.00	3.4567	.36893
OVE	150	1.86	4.00	3.4000	.40474
OVP	150	2.00	4.00	3.2886	.36542
OPF	150	2.57	4.00	3.5048	.35408
OTP	150	2.50	4.00	3.6522	.31607
OCP	150	2.75	4.00	3.4656	.27105
OCWB	150	1.00	3.88	2.3933	.65352
Valid N (listwise)	150				

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
OWP	.057	150	.200 [*]	.991	150	.451
OSE	.064	150	.200 [*]	.981	150	.033

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Correlations

			OPO	OVE	OVP	OPF	OWP
Spearman's rho	OPO	Correlation Coefficient	1.000	.488 ^{**}	.276 ^{**}	.389 ^{**}	.404 ^{**}
		Sig. (2-tailed)	.	.000	.001	.000	.000
		N	150	150	150	150	150
	OVE	Correlation Coefficient	.488 ^{**}	1.000	.490 ^{**}	.354 ^{**}	.346 ^{**}
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	150	150	150	150	150
	OVP	Correlation Coefficient	.276 ^{**}	.490 ^{**}	1.000	.124	.343 ^{**}
		Sig. (2-tailed)	.001	.000	.	.131	.000
		N	150	150	150	150	150
	OPF	Correlation Coefficient	.389 ^{**}	.354 ^{**}	.124	1.000	.258 ^{**}
		Sig. (2-tailed)	.000	.000	.131	.	.001
		N	150	150	150	150	150
	OWP	Correlation Coefficient	.404 ^{**}	.346 ^{**}	.343 ^{**}	.258 ^{**}	1.000
		Sig. (2-tailed)	.000	.000	.000	.001	.
		N	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2-tailed).

Descriptive Statistics

	N	Mean	Std. Deviation
rc_CWB1	150	2.2000	1.00335
rc_CWB3	150	2.8267	.90299
rc_CWB4	150	2.3333	.88740
rc_CWB5	150	2.5333	.95304
rc_CWB6	150	2.9000	.75751
rc_CWB7	150	2.5800	.86908
rc_CWB8	150	2.6667	.96005
rc_CWB2	150	2.8133	.88528
rc_OCWB	150	2.5771	.66635
Valid N (listwise)	150		

APPENDIX H

Grammarly And Originality Certificate



BUKIDNON STATE UNIVERSITY
 IMPASUGONG CAMPUS
 POBLACION, IMPASUGONG, BUKIDNON



CERTIFICATE FOR GRAMMARLY AND PLAGIARISM TEST

This is to certify that the study entitled **"The Correlation of Employees' Self-Efficacy Towards Work Performance among Businesses in the Municipality of Impasugong"** authored by **Rolly Mae Ann Bahayan, Niel Boy I. Guatno, Brexter D. Labado, Jaspheer Litothon, Bea Joanna Mar Malcino and Richard Mercader** has been reviewed using Grammarly for grammar and language accuracy and has undergone a plagiarism check to ensure originality.

	Grammarly Score	Remark	Similarity Index	Remark
Page 1-64	98	PASSED	15%	PASSED

Note:
 * Passing score for Grammarly is 90 and above
 * Passing percentage for plagiarism is 20% and below for undergraduate

COURSE: Bachelor of Science in Business Administration Major in Financial Management
Adviser: **MARIVIC L. HAN-AWON, PhD ©, LPT**
Date Submitted: **October 8, 2025**
Date Claimed: **October 13, 2025**
Pass No. **2**

Certified by:
MARIVIC L. HAN-AWON, PhD ©, LPT
 Research, Extension and Innovation Coordinator

APPENDIX I

Declaration Of AI Tool Utilization



BUKIDNON STATE UNIVERSITY
 IMPASUGONG CAMPUS
 POBLACION, IMPASUGONG, BUKIDNON



FORM: DECLARATION OF AI TOOL UTILIZATION IN RESEARCH

Undergraduate _____ **Date:** **October 14, 2025** **Time:** **8:36 pm**

In the preparation of this undergraduate thesis, we hereby declare that we have:

☐ **NOT EMPLOYED** any AI tools in the development of this research.

☐ **EMPLOYED** AI tools only for limited purposes such as grammar checking, formatting, sentence enhancement or organizing ideas.

We, the undersigned, further affirm that:

- Artificial Intelligence (AI) tools, if used, were limited to support functions only.
- No part of this thesis was wholly generated by AI without critical human oversight.
- The originality, interpretation of data, and intellectual contribution of this work remain the full responsibility of the researchers.
- Any AI-assisted output was thoroughly reviewed, revised, and validated by both the proponents and the adviser to ensure academic integrity.

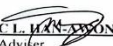
This declaration is made in accordance with the ethical and academic integrity standards of Bukidnon State University – Impasugong Campus.

Proponents:

1. <u>NIEL BOY I. GUATNO</u>	Signature/Date:  10/14/25
2. <u>BREXTER D. LABADO</u>	Signature/Date:  10/14/25
3. <u>BEA JOANNA MAR Y. MALCINO</u>	Signature/Date:  10/14/25
4. <u>ROLLY MAE ANN D. BAHAYAN</u>	Signature/Date:  10/14/25
5. <u>RICHARD B. MERCADER</u>	Signature/Date:  10/14/25
6. <u>JASPER C. LITOTHON</u>	Signature/Date:  10/14/25

Adviser's Certification:

I hereby certify that I have guided this work and affirm that the above declaration is true and correct.

MARIVIC L. HAN-AWON, MAED, LPT
 Research Adviser 

1

APPENDIX J

Proofreading Certificate



BUKIDNON STATE UNIVERSITY
IMPASUGONG CAMPUS
POBLACION, IMPASUGONG, BUKIDNON



CERTIFICATE OF PROOFREADING

This is to certify that the research manuscript entitled **"THE CORRELATION OF EMPLOYEES' SELF-EFFICACY TOWARDS WORK PERFORMANCE AMONG BUSINESSES IN THE MUNICIPALITY OF IMPASUGONG"** has been thoroughly proofread and edited for grammar, structure, coherence, and overall clarity. The paper has been reviewed in accordance with academic standards and conventions for scholarly writing. Issued this 22nd of October, 2025 at Bukidnon State University - Impasugong Satellite Campus, Impasugong, Bukidnon, Philippines.

Proofreader:

MARIVIC L. HAN'AWON, PhD ©
REI Coordinator / Publication Adviser

Proofreader Qualification

Educational Background:	
Bachelor of Secondary Education Major in English	2016
Master of Arts in Education Major in English	2022
Doctor of Philosophy Major in Educational Management (CAR)	2025

Skills

Reviewer
Research Consultant
Editor
Proofreader
Moderator
National and International Advisory
Session Chair



NIEL BOY I. GUATNO



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nielboy273@gmail.com



PERSONAL INFO

- March 24, 2003
- Filipino
- Male
- Salay Misamis Oriental



SKILLS

- Digital literacy
- Leadership
- Business statistic and research



ACHIEVEMENTS

- SHS With Honor 2022
- Commendable 1st Sem 2023
- CSG AUDITOR 2025
- IP TREASURER 2024-2025



ABOUT ME

- A dedicated fourth year student taking up Bachelor of Science in Business Administration major in financial management.



EDUCATION

- Tertiary**
Bukidnon State University
BS in Business Administration-Financial Management
Impasugong, Bukidnon
2022 - 2026
- Secondary**
Dalwangan Senior High School
Malaybalay City, Bukidnon
2020 - 2022



TRAININGS AND SEMINARS

- National Simultaneous Earthquake Drill (NSED)
 - Basic Life Support (BLS)
 - Bomb Awareness Seminar
 - Leadership Training
 - Research Seminar
- Bukidnon State University (BLS) Impasugong Satellite Campus



RESEARCH EXPERIENCE

- "The Correlation of Employees Self Efficacy towards Work Performance among Businesses in the Municipality of Impasugong"
- Editor/Writer / Presenter
- Year Conducted: 2024-2025
- Adviser: Marivic L. Han'awon, MAED-ENG, PhD(c), LPT.

Researcher's Profile



BREXTER D. LABADO

+639934593422
labadobrexter04@gmail.com

ABOUT ME

• A critical thinker who loves online gaming and helping others. I thrive on facts over faith, relish clear reasoning, and bring a sharp, often witty sense of humor to every conversation. Whether I'm tackling a tricky problem or sharing practical advice, I aim to inform, empower, and entertain with honesty and a dash of humor.

EDUCATION

- Tertiary**
Bukidnon State University
BS in Business Administration- Financial Management
Sumilao, Bukidnon
August 2022 - May 2026
- Secondary**
San Vicente Senior High School
Sumilao, Bukidnon
August 2020 - May 2022

TRAININGS AND SEMINARS

- Portfolio Diversification using Correlation Matrix**
Bukidnon state University (Coursera)
March 16, 2025/7 hours
- Business Analysis & Process Management**
Bukidnon state University (Coursera)
March 3, 2025 - March . 17, 2025

RESEARCH EXPERIENCE

- " The Correlation of Employees Self Efficacy towards Work Performance among Businesses in the Municipality of Impasugong "
- Editor/Writer / Presenter
- Year Conducted: 2024-2025
- Adviser: Marivic L. Hanawon, MAED-ENG, PhD(c), LPT.

PERSONAL INFO

- December 21, 2004
- Filipino
- Male
- San Vicente, Sumilao, Bukidnon

SKILLS

- Creative Video Editing
- Proficient in Microsoft Office

ACHIEVEMENTS

- Elementary Complete Attendance
- Senior Highschool Conduct Award



BEA JOANNA MAR Y. MALCINO

+639934593422
malcinob@gmail.com

ABOUT ME

• I'm a dedicated and driven aspirant student focused on earning my Bachelor of Science in Business Administration, major in Financial Management (BSBA-FM). I find a sense of peace and control through meticulous cleaning and organization, and I am motivated by a strong desire to help and support others in my community.

EDUCATION

- Tertiary**
Bukidnon State University
BS in Business Administration- Financial Management
Impasugong, Bukidnon
August 2022 - May 2026
- Secondary**
Impasugong Senior High School
Impasugong, Bukidnon
August 2020 - May 2022

TRAININGS AND SEMINARS

- Business Analysis & Process Management**
Bukidnon State University (Coursera)
March 10, 2025/5 hours
- Portfolio Diversification using Correlation Matrix**
Bukidnon State University (Coursera)
March 27, 2025- April. 01, 2025

RESEARCH EXPERIENCE

- " The Correlation of Employees Self Efficacy towards Work Performance among Businesses in the Municipality of Impasugong "
- Editor/Writer / Presenter
- Year Conducted: 2024-2025
- Adviser: Marivic L. Hanawon, MAED-ENG, PhD(c), LPT.

PERSONAL INFO

- June 23, 2004
- Filipino
- Female
- Crossing Mt. Kilanglad, Poblacion, Impasugong, Bukidnon

SKILLS

- Nail Artist
- Writing Stories

ACHIEVEMENTS

- BSBA DAYS Essay Writing 3rd runner up 2024
- BSBA FESTIVAL Essay Writing 2nd Runner Up 2025



ROLLY MAE ANN D. BAHAYAN

+639130761088
rollymaeannbahayan08@gmail.com

PERSONAL INFO

- April 8, 1998
- Filipino
- Female
- San Antonio poblacion Impasugong

SKILLS

- Basic computer literacy
- Hardware Assembly & Disassembly: CPU'S MOTHER BOARD

ACHIEVEMENTS

- Senior high school conduct award

ABOUT ME

- I'm Rolly Mae Ann D Bahayan a driven BSBA in financial management At Buksu impasugong satellite campus I'm someone who deeply values connection and inner harmony. At my core, I strive to be a loyal friend and a person with a good heart—always ready to listen, support, and uplift others. But I've also learned that true kindness starts with nurturing my own peace of mind, which is why I prioritize self-control and stress management in my daily life.

EDUCATION

- **Tertiary**
Bukidnon State University
BS in Business Administration-Financial Management
Impasugong, Bukidnon
August 2022 - May 2026
- **Secondary**
San Vicente Senior High School
Sumilao Bukidnon
August 2017 – May 2018

TRAININGS AND SEMINARS

- **Investment risk management**
bukidnon State University (Coursera)
March 13, 2025

RESEARCH EXPERIENCE

- "The correlation of employees self efficacy towards work performance among business in the municipality of impasugong
- Editor/Writer / Presenter
- Year Conducted: 2024-2025
- Adviser: Marivic L. Han-awon, MAED-ENG, PhD(c), LPT



RICHARD B. MERCADER

639535426786
richardmercader347@gmail.com

PERSONAL INFO

- July 25 1997
- Filipino
- Male
- Kisolon Sumilao Bukidnon

SKILLS

- carpentry, welder, masonry

ACHIEVEMENTS

- Elementary Complete Attendance
- HS Best dance presenter award
- HS Junior batalion commander
- Construction Painting NCII

ABOUT ME

- A hardworking person that relentlessly pursuing his dreams to build a worthy life and inspiring others specially to those who arounds him with his unwavering dedication and passion.

EDUCATION

- **Tertiary**
Bukidnon State University
BS in Business Administration-Financial Management
Sumilao, Bukidnon
August 2022 - May 2026
- **Secondary**
PILAR High School Kisolon
Sumilao, Bukidnon
2011-2015

TRAININGS AND SEMINARS

- **Seeking investment alpha**
Bukidnon state University (Coursera)
March 16, 2025/7 hours
- **Business Analysis & Process Management**
Bukidnon state University (Coursera)
March 3, 2025 – March . 17, 2025
- **Small business Marketing (coursera)**
March 16-2025

RESEARCH EXPERIENCE

- " The Correlation of Employees Self Efficacy towards Work Performance among Businesses in the Municipality of Impasugong "
- Editor/Writer / Presenter
- Year Conducted: 2024-2025
- Adviser: Marivic L. Han-awon, MAED-ENG, PhD(c), LPT.



**JASPER C.
LITOZHON**

+639358332581
litozonjaspher@gmail.com

PERSONAL INFO

- April 27, 1998
- Filipino
- Male
- Poblacion, Impasugong bukidnon

SKILLS

- Basic computer literacy
- Essay writing

ACHIEVEMENTS

- Elementary Complete attendance
- With High Honors in High School

ABOUT ME

- A motivated BSBA Financial Management student who values discipline, growth, and collaboration. Committed to learning with purpose, fostering positive relationships, and pursuing excellence guided by integrity and perseverance.

EDUCATION

- **Tertiary**
Bukidnon State University
BS in Business Administration-Financial Management
Impasugong, Bukidnon
August 2022 - May 2026
- **Secondary**
Impasugong Senior High School
Impasugong, Bukidnon
August 2018 - May 2020

TRAININGS AND SEMINARS

- **Investment Options and Analysis**
Bukidnon State University (Coursera) March 12, 2025 -
March 19, 2025 Brand Management: Aligning Business,
Brand & Behavior

RESEARCH EXPERIENCE

- "The Correlation of Employees' Self-Efficacy towards
Work Performance among Businesses in the Municipality
of Impasugong
- Editor / Writer / Presenter
- Year Conducted: 2024-2025
- Adviser: Marivic L. Han-awon, MAED-ENG, PhD(c),
LPTLeader/Statistician/Editor/Writer / Presenter