

Role of Managerial Competencies on Employee Performance Through Self-Efficacy and Perceived Organizational Support

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The goal of this explanatory research is to provide more detail on the direct link, as well as the presence of a mediator and moderator, between employees' management abilities and performance at work. Previous researchers have successfully determined that a number of elements, including workers' managerial abilities, influence how well employees perform in the firm. Performance is the dependent variable in this study, and a few crucial competencies—communication, decision-making, organization, and professional ethics—have been selected as the independent variables. An attempt was made to determine whether or not self-efficacy mediates this association. While investigating the connection between abilities and performance, the moderating effect of perceived organizational support was also examined. Using the proportional stratified sampling approach, the study's population will comprise the administrative personnel of public sector universities in Pakistan's Punjab region. Quantitative research design will serve as the foundation for this study's technique. The available statistical tools, SPSS and AMOS, will be used to analyze the primary data, which was gathered by self-administered questionnaires. In the context of Pakistan, this study would be advantageous for the service industry, particularly the public sector educational sector. Researchers and policymakers who wish to examine performance using multiple factors in the same context or the same variables in different settings will also find it helpful.

1. Introduction

Today's managers must be similar to craftsmen, they work in a worldwide economy where the connections among countries and defilements, rising economies, outsourcing accomplices, and the quick-paced advanced upheaval make a bunch of impacts, steady moves, and changes. Adaptability and inventiveness are fundamental; however, in administration, as in workmanship, a few standards stay steady. Understanding and imparting data to others, keeping up great associations with clients and individuals from the association, and making clear and balanced choices are key administration qualities, regardless of the time or spot. What's more regardless of the change they confront authoritative, social, or innovative administrators must arrange, sort out and lead their staff, while staying centered to meet objectives.

Recent research conducted in Malaysia different countries on foreign academic workers found that academic staff members who were local or nationals reported greater levels of work satisfaction than their overseas counterparts and that organizational commitment was positively connected with job satisfaction (Hassan & Hashim, 2011; Desta et al., 2022). It was maintained that organizational commitment gauges a person's emotional bond with the company. According to earlier empirical research, because expatriates found it difficult to integrate into the host society because they were not part of it, more intimate interactional justice had a bigger and more meaningful impact (Hassan & Hashim, 2011; Goka et al., 2024). As a result, foreigners' perceptions of the organization's concern for their welfare are reshaped by their global ideas (Eisenberger et al., 1986; Adekiya & Usman, 2024). According to George et al. (1993), perceived organizational support is also viewed as a guarantee that help and support "will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations."

Driving elements including Communication, Decision making, organizing and Professional ethics and career growth are necessary to improve employee performance. According to criteria decided upon by the employees and the business, employee performance is the word used to describe the outcomes attained by people or groups inside an institution, organization, or company, whether in terms of quality or quantity. Employees are often how businesses communicate with their employees in front of clients. Consequently, one of the most important factors in obtaining employee happiness and satisfaction is the performance of personnel in rendering services and organizing things. A company's reputation is based on how well its personnel perform in providing services to clients and employees. As a result, businesses utilize employee performance as a standard by which to measure their personnel. The urge or drive that propels someone to act and behave in a particular manner and organize during an activity is known as professional ethics. To improve or sustain their employees' professional ethics, executives need to pay attention to and concentrate on them. Employee performance is positively and significantly impacted by managerial competencies (Communication, Decision making, organizing, and Professional ethics), according to Sari's (2020) proposal on the subject. In contrast, Hidayat's study (2021) revealed conflicting findings, leading him to conclude that employee performance is substantially impacted by Communication, Decision making, organizing, and Professional ethics.

Management style impacts the representative's sentiments of notoriety, for example, worker age, sexual orientation, level of training, or occupation position. The way in which the supervisors of an organization oversee and control their workers depends to a great extent on their mentality and initiative over the last, and their view of corporate character and pictures that reflect in the hierarchical society. Dowling (1994) and Sungu et al. (2020) recognizes that the management style decides the vision of the association as an essential venture in the administration of the picture. Likewise, administrators must work to manufacture a positive notoriety as an essential for the improvement of a fruitful association where representatives are fulfilled and inspired to work. Administration style incorporates values and examples of conduct in which the administration of an organization takes into account, to impact the conduct of whatever is left of the organization. Therefore, based on this previous literature gap, the main research questions of this study are,

1. What is the effect of Communication, Decision Making, Professional Ethics, and organizing on employee performance, and how do this influence self-efficacy?
2. What is the impact of self-efficacy on employee performance?
3. Does self-efficacy mediate the relationship between these managerial competencies and employee performance?
4. How does Perceived organizational support moderate the relationship between managerial competencies and employee performance?

1.1 Rationale and Significance of the Research

Management style is portrayed by the perpetual conjunction of danger in choice-making, inventiveness, development, and a wide edge of move in the activities of staff. There is a study gap in the findings of earlier studies, including those by (Goka et al., 2024; Hasnidar et al., 2023) and (Ariani et al., 2023; Imran et al., 2020) which indicate that managerial competencies improve employee performance. There is a study gap in the findings of earlier studies, including those by which claim that communication improves employee performance. This implies that employee performance will rise in proportion to the company's level of communication. Self-efficacy is another element that may have an impact on worker performance. Self-efficacy, according to (Ali Khan & Khan, 2024), is the conviction that one can plan and execute a sequence of behaviors necessary to get the desired outcomes. According to (Anggriawan et al., 2022), self-efficacy is the belief in one's own capacity to inspire the mental resources and behaviors required to do certain tasks as successfully as possible, hence achieving job effectiveness. A person's confidence in his ability to do a task successfully is known as self-efficacy (Adekiya & Usman, 2024).

People may determine whether they possess the strength to develop the desired people with this mindset, which will give them confidence in their abilities to finish the tasks assigned by their superiors on time (Artha & Temaluru, 2022). The study gap in the findings of earlier studies, including those by (Adekiya & Usman, 2024; Imran et al., 2020), which indicates that employee performance is positively impacted by self-efficacy. This implies that an employee's performance will rise in proportion to their level of self-efficacy. Contrary to studies by (Carter et al., 2018), which claim that employee performance is unaffected by self-efficacy. This study

is of great value to the services sector especially the educational sector and for their management styles, accountancy practices, and managerial competencies such as communication, decision-making, organizing, professional ethics, and performance implementation in the organizations. This will be a great contribution to the scholarship of the research area that captures the main theme which is important for human resource practices. This investigation will assist those organizations that have the desire to implement these concepts in order to progressively improve the managerial competencies of employees and their performance.

2. Literature Review

2.1 Employees Performance

Whereas, there are two major branches of performance naming as the In-role Performance and Extra Role Performance. Meaningfully the in-role performance is the task performance while extra-role performance is also referred to as organizational citizenship behavior (organizational citizenship behavior-individual / interpersonal & organizational citizenship behavior- organizational) in which an employee performs the role even beyond the call of duty. They provided a cluster based on countries in 22 cultures for rating managerial competencies (Clark & Clark, 2016).

2.2 Communication and Employees Performance

Van Riel and Fombrun (2007) argued that communication is an instrument of management due to which external and internal communication is synchronized as efficiently as possible. Corporate communication is strategic management that provides a structure that assists to share communication plans for the corporate mission. Corporate communication departments direct all communication activities of firms and guide other departments' communication activities. Previous research proposed that communication structure may consist of two states like public relations or marketing. Departments involved in communication within an organization direct all communication activities to develop a sense of belongingness and organizational citizenship behavior. Communication within the organization among higher management and lower management creates a flexible and cooperative work environment, consequently enhancing the task performance and extra-role performance of employees.

2.3 Decision making and Employees Performance

The term group decision-making denotes involvement in making decisions. In the process of decision-making, an individual is deemed to be working either alone or within a group. Nowadays, in organizations decisions are made by committees, teams, and groups working there and its advantages are the availability of knowledge and expertise to solve the problem, examination of various alternatives, understandability of final decision, acceptance by all group members, and more commitment among employees to take a final decision (Lunenburg, 2010). A consideration of decision-making in corporations is essential to the expansion and growth of organizational psychology. Previous research proposed that decision-making starts with the selection of decision strategy and it is presumed to be depending on several appropriate and individual factors like time restrictions and motivation. After facing a

decision scenario, individuals have to recognize a set of suitable behaviors. Decision-making comprises the validity, probability, value, and importance of the evidence considered before making the choices (Betsch and Haberstroh, 2014).

2.4 Organizing and Employee Performance

Organizing is the deployment of organizational resources to achieve strategic goals. The deployment of resources is reflected in the organization's division of labor into specific departments and jobs, formal lines of authority, and mechanisms for coordinating diverse organizational tasks. It is a function of management in which the synchronization and combination of human, physical, and financial resources take place within an organization.

2.5 Professional Ethics and Employee Performance:

Almost all professions have some guidelines for casual ethical codes of conduct to be followed while working in an organization. Professional ethics is the basic issue of human society and has been acknowledged as the relevant code of conduct for management and organizations. Alonso (2005) proposed that professional ethics are based on the good morals and good character served by professionals and it further deals with professional duties and responsibilities and efforts which are expected from employees to be observed and followed. Strahlendorf (2004) explained that professional ethics empower a professional that what to do when faced with a specific issue at work that creates a moral problem.

2.6 Self-efficacy as a Mediator

It is worth mentioning that, managerial competencies can not only directly impact the performance but they also can impact the performance indirectly through some process or mediator. In this study, self-efficacy has been taken as a mediator which involves past experience, modeling, verbal persuasion, and emotional cues. According to (Bandura, 1994), performance outcomes / past experience, modeling, verbal persuasion, and emotional cues can affect self-efficacy. These are also named as the sources of self-efficacy. The self-efficacy is directly related to the experience of the employee, with the time when the experience of the employee increases, the self-efficacy also increases (Spurk & Abele, 2014). While Self-Efficacy is performing a mediating role, it has a positive impact on performance (Kakeeh et al., 2020).

2.7 Theoretical Framework

According to the conservation of theory the extent to which an organization values its employees' contributions and is concerned about their well-being. Conservation of resource theory (COR) deals with the relationship The Conservation of Resources (COR) Theory can be linked to the relationship between managerial competencies, employee performance, self-efficacy as a mediator, and perceived organizational support as a moderator. Here's how these variables can be connected to COR Theory:

2.8 Managerial Competencies

According to COR Theory, managerial competencies can be seen as personal resources possessed by managers within an organization (Doz, 1996). These competencies, such as leadership skills, problem-solving abilities, and effective communication, represent valuable

resources that managers can utilize to support employees and enhance their performance (Sungu et al., 2020).

2.9 Employee Performance

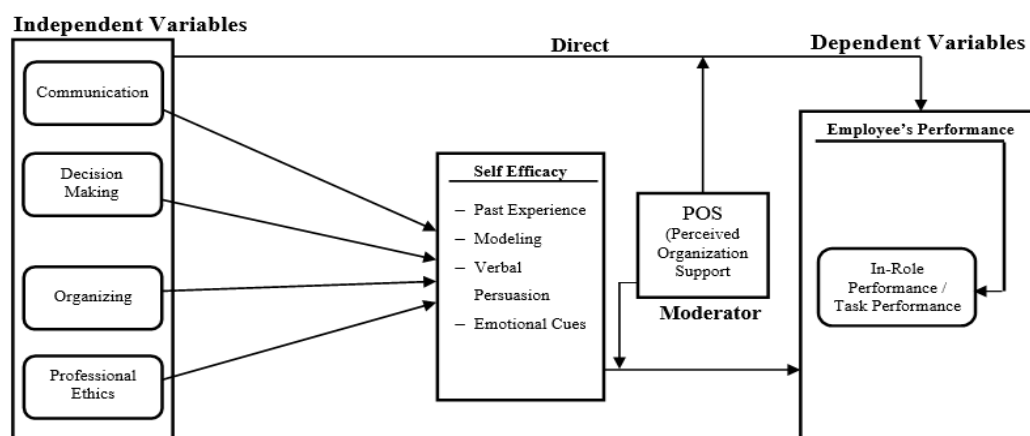
Employee performance can be viewed as an outcome of resource investment and resource loss within COR Theory (Ariani et al., 2023). When managers effectively apply their competencies, they allocate and mobilize resources (e.g., training, feedback, support) that can enhance employee performance. On the other hand, resource loss, such as high workload or inadequate support, may lead to decreased performance (Ng & Feldman, 2012).

2.10 Self-Efficacy as a Mediator

Self-efficacy refers to an individual's belief in their ability to successfully perform tasks and meet job demands. According to COR Theory, self-efficacy can act as a psychological resource that mediates the relationship between managerial competencies and employee performance (Pei et al., 2024). When managers demonstrate their competencies and provide support, employees' self-efficacy can be positively influenced, leading to improved performance.

In summary, within the framework of the Conservation of Resources Theory, managerial competencies can be seen as valuable personal resources that influence employee performance. Self-efficacy acts as a mediator, reflecting the role of psychological resources, while perceived organizational support serves as a moderator, influencing the availability and utilization of additional resources. Together, these variables help explain the mechanisms through which the allocation and preservation of resources impact employee performance within organizations.

Figure No 1: A proposed theoretical model



2.11 Research Hypothesis

H1: Managerial competencies have a significant effect on employee performance.

H2: Managerial competencies have a significant effect on self-efficacy.

H3: Self-efficacy has a significant effect on employee performance.

H4: Self-efficacy mediates the relationship between managerial competencies and employee performance.

3. Research Methodology

Primarily grounded on positivism and pragmatism, the research philosophy of the study reflects the goals and methodology of the investigation. According to positivism, knowledge has to be grounded on quantifiable, objective, and observable facts (Saunders et al., 2019). This study supports positivist presumptions as it most likely uses quantitative techniques (such as surveys and statistical analysis) to test theories empirically. It makes the assumption that correlations between employee performance, perceived organizational support, self-efficacy, and management competence can be quantified and extrapolated to larger organizational contexts.

Faculty and administrative personnel are appropriate for studying the link between management competences, self-efficacy, perceived organizational support, and employee performance. Universities were chosen as the population due to their hierarchical organizational hierarchy, varied workforce, and performance-based assessments. University personnel work in a knowledge-intensive setting where management competence may greatly affect individual and institutional achievement. The study focuses on university teachers and staff to give informative insights for educational institutions, adding to academic literature and management applications.

3.1 Sample

The current study is based on the primary data and cross-sectional design. The research under study is Explanatory Research which involves dependent and independent mediating and moderating variables. A proportionate stratified sampling technique was used in order to collect data. The population, for this study, was comprise the administrative staff of the Public Sector Universities located in the Punjab Province of Pakistan and questionnaires were distributed among employees who were be working as administrators or managers.

3.2 Scale of variables

Multiple dependent and independent variables are involved in this study. For the Measurement of Performance, the scale developed by (Na-Nan et al., 2018) was used. To measure the perceived organization, support an eight-item modified version of the survey of perceived organization support (Worley et al., 2009) was used. To measure Self-Efficacy: the scale of (Schwarzer & Jerusalem, 1995) was used. To measure managerial competencies, properly developed scales were used. Decision-making was measured by the scale of (Rencz et al., 2019), Communication was measured by the scale (Campbell, 2013), professional ethics by Akcamete et al. (2017) and organizing by Vogus and Sutcliffe (2007).

4. Result and Discussion

4.1 Demographic Profile of the Respondents:

In the early data analysis stage, demographics, and basic characteristics were drawn to know the frequency of demographics. Table 1 shows the characteristics of gender.

Table No 1: Demographic Profile of the Respondents

		Frequency	Percent
Gender	Male	200	43.5
	Female	260	56.5
Age	less than 20	64	13.9
	21-30year	95	20.7
	31-40 year	166	36.1
	41-50 year	90	19.6
	More than 50 year	45	9.8
Education	High School	79	17.2
	College	216	47.0
	University	165	35.9
	Total	460	100.0

4.2 Common Method Bias (CMB)

This research employed multiple methods to identify common method bias, including Harman's one-factor, single-factor CFA, and common latent factor. In Harman's one-factor, a single factor extracted only 44.7 percent variance; whereas in the principal component analysis, all items produced six distinct factors that accounted for 44.7 percent variance. Single-factor CFA also did not produce a good model fit. In common latent factors, no threat of common method bias was found for the data used in this study (Podsakoff et al., 2003). KMO and Bartlett's test of the model is significant at $.803 p < .001$.

4.3 Reliability and Composite Reliability:

Finally, Cronbach's α values for all the variables were greater than the threshold value of 0.70, thus indicating good reliability (Nunally and Bernstein, 1978). These values are reported in Table 2.

Table No 2: Cronbach Alpha and Composite Reliability of Variables

Variables	Cronbach Alpha	Composite Reliability
Sustainable Career Development	.869	.812
Idiosyncratic Deals	.887	.794
Core Self Evaluation	.812	.823
Workaholism	.861	.848
Emotional Exhaustion	.884	.865
Perceived Work Ability	.750	.657

4.4 Discriminant Validity and Correlation

In discriminant validity analysis, the square root of AVE was compared with inter-variable correlations. It was found to be greater than respective correlations confirming that all the variables are also discriminated from one another (Fornell and Larcker, 1981). Correlations are reported in Table 3.

Table No 3: Correlation and Average Variance Extracted

Sr.#	Variables	1	2	3	4	5	6	7
1	Communication	.756						
2	Decision Making	.795**	.765					
3	Organizing	.602**	.608**	.723				
4	Professional Ethics	.651**	.679**	.577**	.743			
5	Self-Efficacy	.573**	.638**	.637**	.697**	.765		
6	Perceived Organizational Support	.649**	.671**	.591**	.678**	.616**	.789	
7	Employee Performance	.657**	.659**	.623**	.662**	.589**	.765**	.745

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

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

N=460, AVE values are shown in italic and bold form.

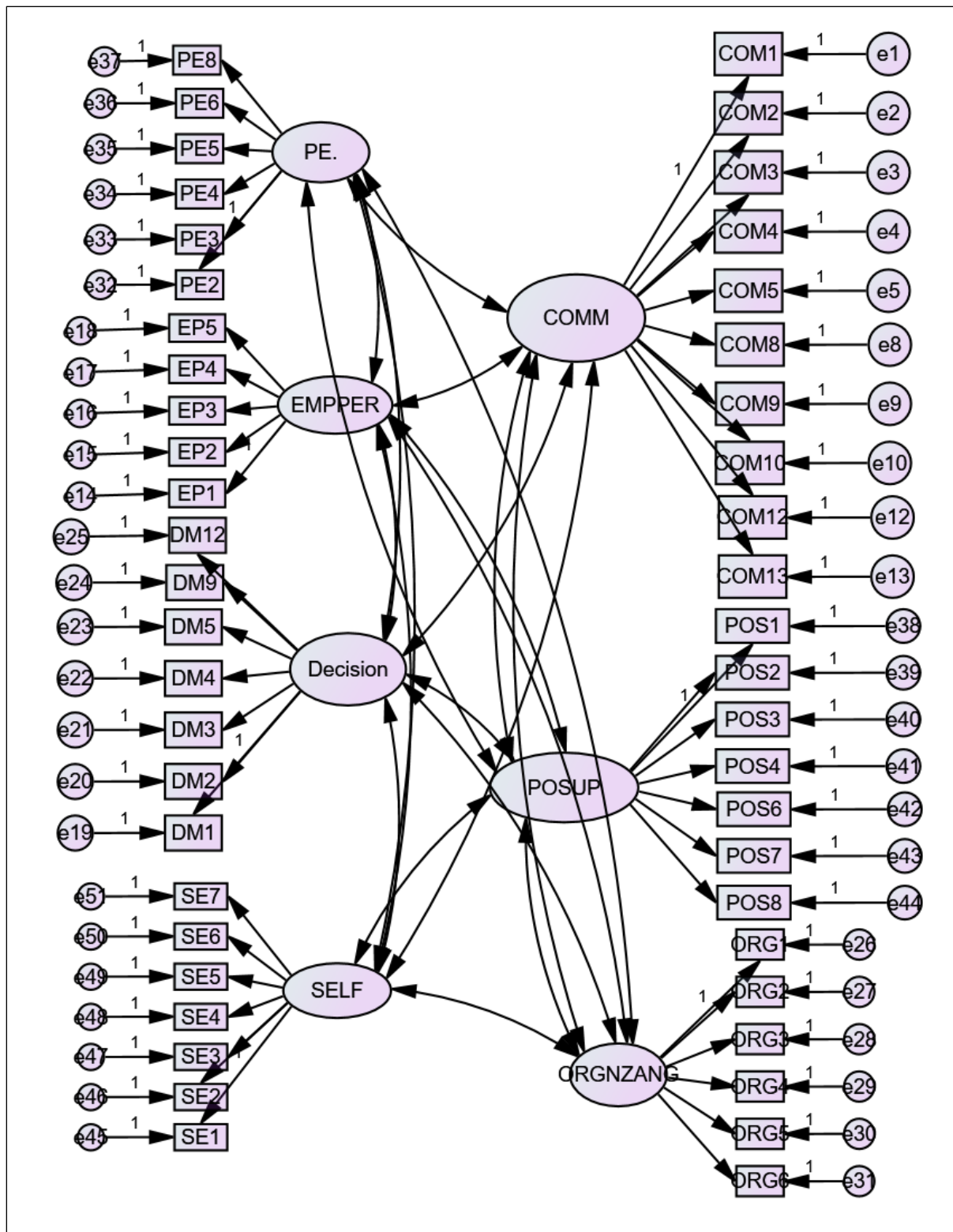
4.5 Structure Equation Modeling (SEM)

In SEM measuring process components of the analysis verify the observed variables in order to ascertain whether any fundamental components may account for the variables (Stein et al., 2012). In other words, the study's objective is to ascertain if the survey's components, in essence, evaluate the concepts it was intended to evaluate. The sample size was considered adequate to conduct an additional robust design to authenticate the survey instrument, taking into account the characteristics and observations found in the intended structural model (Muthén et al., 2025).

Table No 4: Overall Model Fit Indexes

Description	χ^2	Df	χ^2/df	CFI	GFI	AGFI	RMSEA
Overall Model	26.096	9	2.99	.977	.981	.956	.064

Figure No 2: SEM Model of the Study



4.6 Direct and Indirect Effect

According to the first hypothesis (H1), the Communication has a significant and positive effect on the employee performance ($b = .5293$, $p < 0.001$). this hypothesis is supported by the study of (Mutria Farhaeni et al., 2025), in which they explained that good

communication greatly improves worker effectiveness. For example, a research conducted at PT. Pelayaran Wisata Laut Varuna Sakti revealed a substantial beneficial effect between communication and employee performance. hence H1 is proved. In the 2nd hypothesis, Decision making has a significant and positive effect on the employee performance ($b=.5194$, $p<0.01$). hence H2 is supported. The findings confirmed that the workers who have high decision making power were able to grow personally, which enabled them to strengthen their dedication to their careers and continue working for the company (De Vos et al., 2020; Ferdiana et al., 2023). In the 3rd hypothesis, organizing has a significant and positive effect on the employee performance ($b=.2567$, $p<0.001$). hence H3 is proved.

Table No 5: Direct and Indirect Effects

Relationship	Employee Performance		Total Effect	Confidence Interval		Mediation
	Direct effect	Indirect effect		Lower Limit	Upper Limit	
Communication-> Self-Efficacy ->Employee Performance	.5293*	.2015*	.7308	.1372	.2702	Partial Mediation
Decision Making-> Self-Efficacy ->Employee Performance	.5194*	.1968**	.7168	.1274	.2692	Partial Mediation
Organizing-> Self-Efficacy ->Employee Performance	.2567**	.1725**	.4292	.1202	.2428	Partial Mediation
Professional Ethics-> Self-Efficacy ->Employee Performance	.4914**	.1744*	.6658	.1046	.2587	Partial Mediation

In the 4th hypothesis, Professional ethics has a significant and positive effect on employee performance ($b=-.4914$, $p<0.05$). hence H4 is also supported. Since workers take initiative and venture out on their initiative without being asked to, they may be perceived as more capable and effective employees in professional ethics (Brzykcy et al., 2019). In the 5th hypothesis, the Self-efficacy has a significant and positive effect on the employee performance ($b=.3418$, $p<0.001$). hence H5 is proved. The study assessed the mediating role of self-efficacy in the relationship between Communication and Employee Performance. The results revealed a significant indirect effect of the self-efficacy between Communication and Employee Performance ($b=.2015$ **, $p<0.001$), supporting H6. The analysis findings also suggest positive and significant mediating effects of self-efficacy on Employee Performance with decision-making ($b=.1968$ **, $p<0.001$), hence H7 was supported. Furthermore, the direct effect of decision-making was also significant and positive on self-efficacy. Hence, Self-efficacy partially mediated the relationship. The results revealed a significant indirect effect of the self-efficacy between organizing and Employee Performance ($b=.2565$ **, $p<0.001$), supporting H8. Furthermore, the direct impact of organizing on employee performance was also significant. Hence, self-efficacy partially mediated the relationship. The analysis findings also suggest

positive and significant mediating effects of self-efficacy on Employee Performance with professional ethics ($b=.1744^{**}$, $p<0.001$), hence H9 was supported.

Furthermore, the direct effect of professional ethics was also significant and positive on self-efficacy. Hence, Self-efficacy partially mediated the relationship.

4.7 Implications

The study of management skills including decision-making, professional ethics, communication, and organization adds a great deal of theoretical depth to the literature on employee performance and leadership. Managerial skills can impact employees' self-efficacy, or belief in their own talents, which in turn affects their performance, according to social cognitive theory (Bandura, 1990). Ethical leadership and good communication foster a positive work atmosphere where staff members feel appreciated and empowered, which raises self-efficacy (Bang & Kim, 2014). Organizations may boost employee confidence in their abilities and increase motivation and productivity by highlighting these talents. Additionally, self-efficacy plays a vital mediating function, supporting the self-determination hypothesis (Van Tam, 2024) which postulates that workers who believe themselves to be more competent are more engaged and dedicated to their jobs. Strong decision-making and organizational skills from managers help employees understand their jobs, which eliminates uncertainty and increases their confidence in carrying them out (Avianty, 2024). This suggests that management competences impact employee performance through psychological mechanisms in addition to being autonomous drivers, and that self-efficacy plays a crucial mediating role in this connection (Desta et al., 2022). The study papers' conclusions have several useful ramifications for companies looking to improve worker performance. Through focused interventions, such as offering chances for skill development, giving constructive criticism, and establishing a positive work atmosphere, organizations should concentrate on promoting self-efficacy among their workforce. Organizations should also think about how mediating factors like motivation and job satisfaction might strengthen the effect of self-efficacy on performance. Self-efficacy, for instance, mediates the link between competence, motivation, and work culture, according to a study on medical support staff. This suggests that companies should give priority to these elements in order to enhance employee performance (Muliyanto et al., 2023).

4.8 Limitations and Future Recommendation

The dynamic interactions between self-efficacy and other environmental and personal elements in various organizational situations should be the subject of future research. For example, nothing is known about the function of self-efficacy in remote work and digital transformation. To understand its durability over time, research should also look at the longitudinal impacts of self-efficacy on employee performance. The study used a cross-sectional design, which means that information was gathered all at once. More thorough insights into the long-term effects of self-efficacy and managerial competencies on worker performance would come from longitudinal research (Wardhana & Harsono, 2024). To learn more about how cultural norms affect the efficacy of ethical leadership practices, research might also examine the function of ethical leadership in various cultural contexts (Carter et al., 2018). To give a more thorough knowledge of the importance of ethical leadership in

organizational performance, future research might also look at how ethical leadership affects other outcomes including job satisfaction, workplace optimism, and organizational commitment (Sumlin et al., 2024).

5. Conclusion

Employee performance is significantly influenced by self-efficacy, which has both direct and indirect consequences. Its intricacy and importance in organizational psychology are highlighted by its function as a mediator. Organizations may create interventions to improve employee performance and accomplish strategic objectives by comprehending the ways in which self-efficacy affects performance (Wardhana & Harsono, 2024). According to the study's findings, managerial competencies (communication, professional ethics, organizing and decision making) greatly improve worker performance. Better performance results may be achieved by leaders that inspire and encourage their staff. A positive regression coefficient and noteworthy statistical findings support the idea that better employee performance is correlated with greater levels of transformational leadership. Transformational leadership, self-efficacy, and employee engagement must all be used in tandem to improve employee performance because using these strategies alone is insufficient; high levels of employee engagement from Pakistan services staff are also necessary (Van Tam, 2024).

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