

# Level Determination of Self and Organisational Efficacy

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## Abstract

Self-efficacy is a significant element in Albert Bandura's social cognitive theory. According to Bandura, a strong self-efficacy belief enhances perceived human capability and well being to perform a particular task. It emerges through gradual acquisition of anticipatory judgmental skills, social and physical skills through experience. On the contrary, organisational efficacy (OE) is a generative capacity within an organisation to cope effectively with the needs, hurdles, problems, and opportunities it encounters within the business environment. Organisational efficacy differs from self-efficacy because it is a group-level, as opposed to an individual level. The study includes 782 respondents from different pharmaceutical companies across different hierarchy level of various functional areas. The collected sample of the study varied widely on personal characteristics of the respondents. The result reveals that majority of the respondents possess high level of self and organisational efficacy. But respondents from age group 20-30 years are found to be having more efficacious beliefs.

## 1. Introduction

Self-efficacy is a significant element in Bandura (1977) social cognitive theory. In social cognitive theory, a holistic view of the learner is taken and is considered an integral part of the environment. The learners' attitude, behavior, responses and environment all work together to create learning. During the process the learner watches the mentor and constructs self-efficacy, and belief that they can complete the task which mentor have taught them. According to Bandura, a strong self-efficacy belief enhances perceived human capability and well being to perform a particular task. It emerges through gradual acquisition of anticipatory judgmental skills, social and physical skills through experience (Bandura, 1982). Self-efficacy is belief in one's capabilities to initiate the motivation, available resources, and sequential action required to meet given situational needs (Wood et al., 1989). Further studies describe three faces of self-efficacy definition. First, self-efficacy is belief in one's capability to perform a particular task. It can be measured by deriving the information from the individual, the work done and outcomes in the organisational environment.

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Secondly, it is not static in nature. It changes with the information and experience gained over a period of time. Thirdly, efficacy beliefs differ from one to another means people having the same skills may perform differently based on their efficacy beliefs. Individuals use to collect, integrate, and evaluate information about their capabilities; then they regulate their choices and efforts accordingly towards the way, they found themselves more confident (Bandura, et al., 1980). Schunk (1991) propounded self-efficacy refers to one's belief in capabilities to undertake any task and accomplish at designated levels. Individual assess their skills, capacity and capabilities on their efficacy beliefs to transform those attributes into action.

Organisational efficacy (OE) is a generative capacity within an organisation to cope effectively with the needs, hurdles, problems, and opportunities it encounters within the business environment. It exists as an aggregated judgment of an organisation's individual members about their (1) sense of collective capacities (2) sense of mission and purpose, and (3) a sense of resilience (Bohn, 2010; 2002 and 2001). The efficacy is the construct which shows great promise while studying the performance of the organisation. However, few researches can only be found on efficacy at organisational level. Organisational efficacy, the belief that an organisation is capable of

doing well in all situations, is the constructive interest of this research. The presence of self-efficacy cannot be felt in highly interactive tasks. Such tasks are performed jointly by the team members toward a common outcome and individual efforts oftenly cannot be distinguished. In such cases, team's performance is affected not only by the individuals' capabilities and efforts but also by the nature of the relationship among the team members and by group processes. For example, the levels of coordination and collaboration. Moreover, when group's task requires high interdependence among the group members, they have the opportunity to construct shared belief and to use this shared knowledge to guide their behaviour towards goal attainment (Cannon et al., 2001). Various collectivity levels may be assumed for efficacy considerations, such as "communities, organisations, social institutions and nations". In organisations, collective efficacy has been studied extensively on the level of teams and is usually defined as "a group's shared belief in its conjoint capabilities to organise and execute the courses of action required for producing certain levels of attainments" (Bandura, 1997). It is stated that teams with a fortified sense of collective efficacy have empowering and motivating effects on group members, and reinforce their commitment to the organisation.

### **Self-efficacy and Organisational Efficacy-Similarities and Differences**

Collective-efficacy differs from self-efficacy because it is a group-level, as opposed to an individual level. Perceptions of collective efficacy become part of the group member's non-native belief structure and thus may significantly influence individual and organisational outcomes. As a consequence, they influence members' expectations about the way things are and will be done (Zacarro et al., 1995). They also proposed that when a work group perceives itself to bears low ability, which is required for the successful completion of team objectives, then increased job dissatisfaction and intent to turnover are more likely to take place. Alternatively, individuals who perceive their group members to be highly competent may react less negatively when role conflict arises because they anticipate that others within their department can successfully contribute towards the completion of tasks.

When high levels of interaction is required among the group members, individual self-efficacy beliefs might not be sufficient to explain group performance because these efficacy beliefs do not

demonstrate members' judgement of team processes that are pivotal for team performance (Shamir, 1990; Weldon et al., 1993). The meaning of efficacy necessarily changes when the center shifts from individual competence to group competence. Hence, collective-efficacy is proposed as a meaningful parallel on the group level to the concept of self-efficacy on the individual level. This change occurs in two steps (Chan, 1998); first, individuals shift their reference from the individual to the group level when they evaluate team efficacy. Second, the agreement among all team members elevates the construct itself to the group level. Thus, collective-efficacy manifest the distributive beliefs of the group members in their group's capabilities to start the motivation, resources, and desired action needed to produce given levels of attainments on a specific task (Gibson, 2003).

## **2. Levels of Self-efficacy among Pharmaceutical Employees across Interfunctional Departments**

Self-efficacy is the construct of belief in performing difficult tasks and takes on challenges in the adverse situations. People with high self-efficacy always seek challenging jobs and if they found that organisation has no scope of offering them challenges, they tend to leave. Similarly, people with low self-efficacy found themselves uncomfortable with organisations with high organisational efficacy and causes high attrition. Thus, it becomes imperative for the individual and organisations to make a fit between their efficacy beliefs. Finding the levels of self-efficacy before recruitment and selection of the employees would help both to make compatibility among them and such relation would last long. In order to draw the levels of self-efficacy, organisational efficacy and attrition intent among the employees of Indian pharmaceutical employees, cross tabulation of all the three constructs have been drawn. Each table carries information regarding the individual levels of the constructs on the basis of the age, gender, hierarchy level respondents of various functional areas. The levels of self-efficacy among the employees of Indian pharmaceutical industry are as follows:

### **2.1 Levels of Self-efficacy among the Employees of Production Department**

Table 1.1 revealed that out of 782 respondents, 418 respondents are from production department, and 83 respondents are from R&D department. Out of 418 respondents of the production department, 154 respondents belong to the senior level, 198

respondents belong to middle level and 66 respondents are from junior level.

### Among Senior Level Employees

Among 154 respondents of the senior level positions in production section, 119 respondents belong to the 20-30 years age group of senior level employees in the organisation followed by 28 respondents of 30-40 years age group representing senior level positions. Only 7 respondents are of 40 and above year age group. Among 119 employees, 102 are males and 17 are female. For the cited age

group in the production department majority of the respondents (98 male and 17 female) have shown higher self-efficacy level. Few respondents (6) have shown medium level of self-efficacy in the cited age group and among them 4 are males and 2 are females.

Furthermore, in the age group of 30-40 years, out of 28 respondents, 27 are male and only 1 is female respondents. Among 28 respondents, majority of both the respondents (25 males and 1 female) have shown high level of self-efficacy. Only 2 male respondents have shown medium level of self-efficacy. In this age group none have shown low level of self-efficacy.

	Age	Self-efficacy Level	PRODUCTION			MARKETING			R&D		
			Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Level	20-30 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	4	2	6	1	0	1	0	0	0
		High	98	15	113	19	0	19	10	1	11
		<b>Total</b>	<b>102</b>	<b>17</b>	<b>119</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>10</b>	<b>1</b>	<b>11</b>
	30-40 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	2	0	2	0	0	0	0	0	0
		High	25	1	26	6	0	6	1	0	1
		<b>Total</b>	<b>27</b>	<b>1</b>	<b>28</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>
	40 & above	Low	0	0	0	0	0	0	0	0	0
		Medium	2	0	2	0	0	0	0	0	0
		High	5	0	5	0	0	0	0	0	0
		<b>Total</b>	<b>7</b>	<b>0</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>G. Total (A)</b>			<b>136</b>	<b>18</b>	<b>154</b>	<b>26</b>	<b>0</b>	<b>26</b>	<b>11</b>	<b>1</b>	<b>12</b>
Middle Level	20-30 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	5	0	5	3	0	3	2	0	2
		High	119	27	146	35	2	37	38	8	46
		<b>Total</b>	<b>124</b>	<b>27</b>	<b>151</b>	<b>38</b>	<b>2</b>	<b>40</b>	<b>40</b>	<b>8</b>	<b>48</b>
	30-40 Yrs	Low	0	0	0	0	0	0	1	0	1
		Medium	3	0	3	0	0	0	0	0	0
		High	31	2	33	14	0	14	14	1	15
		<b>Total</b>	<b>34</b>	<b>2</b>	<b>36</b>	<b>14</b>	<b>0</b>	<b>14</b>	<b>15</b>	<b>1</b>	<b>16</b>
	40 & above	Low	0	0	0	0	0	0	0	0	0
		Medium	1	0	1	0	0	0	2	0	2
		High	9	1	10	2	0	2	5	0	5
		<b>Total</b>	<b>10</b>	<b>1</b>	<b>11</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>7</b>	<b>0</b>	<b>7</b>
<b>G. Total (B)</b>			<b>168</b>	<b>30</b>	<b>198</b>	<b>54</b>	<b>2</b>	<b>56</b>	<b>62</b>	<b>9</b>	<b>71</b>
Junior Level	20-30 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	2	1	3	5	0	5	0	0	0
		High	45	4	49	150	5	155	0	0	0
		<b>Total</b>	<b>47</b>	<b>5</b>	<b>52</b>	<b>155</b>	<b>5</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>0</b>

30-40 Yrs	Low	0	0	0	0	0	0	0	0	0
	Medium	1	0	1	0	0	0	0	0	0
	High	9	0	9	33	2	35	0	0	0
	<b>Total</b>	<b>10</b>	<b>0</b>	<b>10</b>	<b>33</b>	<b>2</b>	<b>35</b>	<b>0</b>	<b>0</b>	<b>0</b>
40 & above	Low	0	0	0	0	0	0	0	0	0
	Medium	0	0	0	0	0	0	0	0	0
	High	4	0	4	4	0	4	0	0	0
	<b>Total</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>G. Total (C)</b>		<b>57</b>	<b>5</b>	<b>66</b>	<b>192</b>	<b>7</b>	<b>199</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>G. Total (A+B+C)</b>		<b>418</b>			<b>281</b>			<b>83</b>		

**Table: 1.** Levels of Self-efficacy at Different Managerial Levels in Different Departments

Source: Primary Data

All the respondents (7) from age group of 40 and above years' are male. Majority of the respondents (5) have shown high level and 2 respondents have shown medium level of self-efficacy. No respondent have shown lower self-efficacy level in this age group.

This shows that enactive mastery certainly works for the employees. As the time passes by, individual build the skills and coping capabilities on gradual and repetitive tasks have been accomplished. It can be concluded that irrespective of age of the respondents, all of them are having high level of self-efficacy to accomplish the task assigned effectively and efficiently.

### Among Middle Level Employees

Now examining the middle level group of employees in the production department, out of 198 respondents, majority of respondents (168) are male followed by 30 female respondents. Age wise analysis reveals that out of 198 respondents, 151 respondents belong to 20-30 years of age group whereas 36 respondents belong to 30-40 years age group and only 11 respondents belong to 40 and above years' age group. Out of 151 respondents of the 20-30 years age group, 124 are male and 27 are female respondents. Majority of both the respondents (119 male and 27 female) in this age group have shown high level of self-efficacy. 5 male respondents have shown medium level of self-efficacy. No male and female respondents have shown low level of self-efficacy in the cited age group.

Analysing the 30-40 years, 36 respondents belong to this age category in the middle level. Majority of both the respondents (31 males and 2 females) in this age group have shown high level of self-efficacy. 3 respondents have shown medium level of self-efficacy. No male or female respondents have shown low level of self-efficacy.

Out of 11 respondents from 40 and above years' age group, 10 are male and only 1 female respondent has responded. In this age group, majority of respondents (9 males and 1 female) have shown high self-efficacy level to cope with the challenges. 1 male respondent have shown medium level of self-efficacy.

### Among Junior Level Employees

Furthermore, moving on to the junior level group of employees, 66 respondents have responded comprising 52 from 20-30 years age group, 10 from 30-40 years age group and 4 respondents from 40 and above years' age group. Out of 52 respondents majority of the respondents (45 males and 4 females) have shown high self-efficacy level. 2 male and only 1 female respondents have shown medium level of self-efficacy at this age group whereas no respondent has shown low level of self-efficacy.

In the age group of 30-40 years, out of 10 male respondents, 9 have responded towards the high level of self-efficacy. Only 1 male respondent have shown medium level of self-efficacy. No female respondent belongs to this age group has found in the production department. No respondent has shown low level of self-efficacy.

In the age of 40 and above years', all the 4 male respondents have shown high level of self-efficacy. There is no female respondent comes under this age group. No respondents have shown medium or low level of self-efficacy.

At last, it can be extracted that majority of the hierarchy levels in the organisation i.e. senior, middle and junior levels in the production department are occupied by the respondents from the age group of 20-30 years (senior level= 119, middle level= 151 and junior level= 52). It also shows that major chunk of the respondents possess high level of self-efficacy which means people do believe in their efforts they are ready to put in if they are going to face an adverse

situation. They seek more challenged assignments and look for the opportunities which give them a chance to prove their coping capabilities in unfavourable conditions.

### **1.2 Levels of Self-efficacy among Employees of Marketing Department**

Table 1.1 revealed that out of 782 respondents, 281 are from marketing department. Out of 281 respondents, 26 belong to the senior level of employees whereas 56 and 199 respondents are from middle and junior level respectively.

#### **Among Senior Level Employees**

Out of 26 respondents of senior level, 20 male respondents belong to the age group of 20-30 years. Majority of the male respondents (19) have shown high level and only 1 male respondent have shown medium level of self-efficacy. There is no female respondent in this age group engaged in the marketing department.

In the age group of 30-40 years of senior level respondents, only 6 male respondents are found and all of them have shown a high level of self-efficacy. There is no female respondent in this age group. No respondent found in the age group of 40 and above years'.

#### **Among Middle Level Employees**

In the middle level group of respondents, out of 56 respondents, 40 respondents come in the age group of 20-30 years. Out of 40 respondents, 38 are male and 2 are female respondents. Majority of the respondents (35 male and 2 females) have shown high level of self-efficacy, while 3 male respondents have shown medium level of self-efficacy. No respondent have shown low level of self-efficacy.

In the age group of 30-40 years in the middle level respondents of the marketing department only 14 male respondents have responded and all of them have shown high self-efficacy level. There is no female respondent in this group.

In the age group of 40 and above years', only 2 male respondents are available and both of them have shown their level of self-efficacy on the higher side. No female respondent found in this age group in the marketing department.

#### **Among Junior Level Employees**

As far as junior level respondents are concerned in the marketing department out of 199 respondents, 160 respondents belong to the age group of 20-30 years, followed by 35 and 4 respondents from 30-40 years and 40 and above years' of age group

respectively. Out of 160, 155 are male respondents and 5 are female respondents. Majority of the respondents (150 males and females 5) have shown high self-efficacy level which shows that both the gender are ready to cope unforeseen situation and are confident of handling them efficiently because they believe in themselves and their coping capabilities. 5 male respondents have shown medium level of self-efficacy which means they are less willing to take on any challenge in their work. No respondent have shown low self-efficacy level.

Among 35 respondents of 30-40 years age group, 33 are male and 2 are female respondents. All the respondents (33 males and 2 female) have shown high self-efficacy level. It shows that irrespective of age, respondents of the marketing department have become more efficacious after doing the same task again and again. They know the trend of the market and can anticipate the changes at the early stage which helps to prepare them to face the challenges in more efficient manner by enhancing their self-efficacy.

Furthermore, at the junior level in the age group of 40 and above years', all the 4 male respondents have shown a high level of self-efficacy. No female respondent is available at this level.

### **1.3 Levels of Self-efficacy among Employees of R&D Department**

Table 1.1 revealed that out of 782 respondents, 83 respondents are from R&D department. Out of 83, 12 respondents belong to senior level and 71 respondents are from the middle level. No respondent found at junior level in R&D department. The number of respondents in the R&D department is less because most of the organisations are not having R&D section within their premises. Either they use to outsource this job or they do not have R&D department because of the cost associated with R&D.

#### **Among Senior Level Employees**

Out of 12 respondents at the senior positions, 11 belongs to the age group of 20-30 years in which 10 are male and only 1 female respondents. All the respondents (10 males and 1 female) in this age group have shown high level of self-efficacy. No respondent have shown medium or low level of self-efficacy.

In the age group of 30-40 years, only 1 male respondent is found and has shown a higher level of self-efficacy. As far as 40 and above years' age group is concerned at the senior level, no respondent has been found in this category.

#### **Among Middle Level Employees**



Now moving on to the middle level respondents, out of 71 respondents, 48 respondents belong to the 20-30 years age group, 16 from 30-40 years and 7 from 40 and above years' age group. Out of 48 respondents, 40 are male and 8 are female respondents. At this level, majority of the respondents (38 male and 8 female) have shown high level of self-efficacy. Only 2 male respondents of have shown medium level of self-efficacy. No respondent of this category has shown low level of self-efficacy.

In the age group of 30-40 years, out of 16 respondents, 15 are male and only 1 is female respondent. Majority of the respondents (14 male and 1 female) have shown a high level of self-efficacy. Only 1 male respondent have shown low self-efficacy level.

In the age group of 40 and above years' at middle level respondents, 7 male respondents have responded and out of them, 5 respondents have shown high level of self-efficacy whereas 2 male respondents have shown medium self-efficacy level. There is no female respondent in this age group.

### Among Junior Level Employees

No respondent has been found at junior level positions in the R&D department.

To conclude, majority of the respondents irrespective of their department, hierarchical level and age, have high level of self-efficacy. Self-efficacy is based on the individual's self-concept depends on how the individual presents himself to the organisation and society, which is colored by experiences with self and others. According to Bandura (1997) self-efficacy beliefs are acquired from four sources. The first source, self-efficacy beliefs may be enhanced through mastery experiences wherein through repeated achievements, the individual gains confidence in his or her ability. A second source is vicarious learning or the information

obtained through observing others when performing their duties and interpreting these observations. Third, there is symbolic experience through social persuasion by others. The fourth source in this connection is emotional arousal wherein the individual experiences anger or stress or anxiety which may affect the development of that individual's self-efficacy (Judeh, 2012).

### 3. Levels of Organisational Efficacy among Pharmaceutical Employees across Interfunctional Departments

Organisational efficacy is a belief of group of people about their organisations' capability to face challenges and ability to survive against stringent competition. A high organisational efficacy level among the employees ensures the high commitment and strong belief in organisational capabilities. Organisational efficacy is a part of collective efficacy. A group with high organisational efficacy belief performs better than the group with low level of efficacy belief. Members of high organisational efficacy group feel more confident because they assume that any lack in their effort will be compensated by other members of the group and ultimately the assigned task would be achieved.

#### 3.1 Levels of Organisational Efficacy among the Employees of Production Department

Table 1.2 revealed that out of 782 respondents, 418 respondents are from production department. Out of 418 respondents of the production department, 154 respondents belong to the senior level positions, 198 respondents belong to middle level and 66 respondents are from junior level positions in the organisation.

Senior Level	Age	Organisational Efficacy Level	PRODUCTION			MARKETING			R&D		
			Male	Female	Total	Male	Female	Total	Male	Female	Total
	20-30 Yrs	Low		0	0	0	0	0	0	0	0
Medium			15	1	16	3	0	3	0	0	0
High			87	16	103	17	0	17	10	1	11
<b>Total</b>			<b>102</b>	<b>17</b>	<b>119</b>	<b>20</b>	<b>0</b>	<b>20</b>	<b>10</b>	<b>1</b>	<b>11</b>
30-40 Yrs	Low		0	0	0	0	0	0	0	0	0
	Medium		6	0	6	0	0	0	1	0	1
	High		21	1	22	6	0	6	0	0	0
	<b>Total</b>		<b>27</b>	<b>1</b>	<b>28</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>
40 & above	Low		0	0	0	0	0	0	0	0	0
	Medium		2	0	2	0	0	0	0	0	0

		High	5	0	5	0	0	0	0	0	0
		Total	7	0	7	0	0	0	0	0	0
<b>G. Total (A)</b>			<b>136</b>	<b>18</b>	<b>154</b>	<b>26</b>	<b>0</b>	<b>26</b>	<b>11</b>	<b>1</b>	<b>12</b>
<b>Middle Level</b>	20-30 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	12	3	15	8	0	8	1	0	1
		High	112	24	136	30	2	32	39	8	47
		Total	124	27	151	38	2	40	40	8	48
	30-40 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	5	0	5	4	0	4	4	0	4
		High	29	2	31	10	0	10	11	1	12
		Total	34	2	36	14	0	14	15	1	16
	40 & above	Low	0	0	0	0	0	0	0	0	0
		Medium	0	0	0	0	0	0	3	0	3
		High	10	1	11	2	0	2	4	0	4
		Total	10	1	11	2	0	2	7	0	7
<b>G. Total (B)</b>			<b>168</b>	<b>30</b>	<b>198</b>	<b>54</b>	<b>2</b>	<b>56</b>	<b>62</b>	<b>9</b>	<b>71</b>
<b>Junior Level</b>	20-30 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	4	1	5	17	1	18	0	0	0
		High	43	4	47	138	4	142	0	0	0
		Total	47	5	52	155	5	160	0	0	0
	30-40 Yrs	Low	0	0	0	0	0	0	0	0	0
		Medium	1	0	1	6	1	7	0	0	0
		High	9	0	9	27	1	28	0	0	0
		Total	10	0	10	33	2	35	0	0	0
	40 & above	Low	0	0	0	0	0	0	0	0	0
		Medium	0	0	0	0	0	0	0	0	0
		High	4	0	4	4	0	4	0	0	0
		Total	4	0	4	4	0	4	0	0	0
<b>G. Total (C)</b>			<b>61</b>	<b>5</b>	<b>66</b>	<b>192</b>	<b>7</b>	<b>199</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>G. Total (A+B+C)</b>			<b>418</b>			<b>281</b>			<b>83</b>		

**Table: 2.** Levels of Organisational Efficacy at Different Managerial Levels in Different Departments

Source: Primary Data

**Among Senior Level Employees**

Among 154 respondents of the senior level positions in production, 119 respondents belong to the 20-30 years age group followed by 28 respondents of 30-40 years age group. Only 7 respondents are of 40 and above years' age group. Among 119 employees, 102 are males and

17 are female respondents. For the cited age group in the production department, majority of the respondents (87 male and 16 female) have shown higher organisational efficacy level. Few respondents

(16) have shown medium level of organisational efficacy and among them 15 are males and only 1 is female respondents.

Furthermore, in the age group of 30-40 years, out of 28 respondents, 27 are male and only 1 is female respondent. Among 28 respondents, majority of the respondents (21 males and 1 female) have shown high level of organisational efficacy. Only 6 male respondents have shown medium level of

organisational efficacy. In this age group none have shown low level of organisational efficacy.

All the respondents (7) from age group of 40 and above years' are male. Majority of the respondents (5) have shown high level of organisational efficacy. 2 respondents have shown medium organisational efficacy level.

### **Among Middle Level Employees**

In the middle level group of employees in the production department, out of 198 respondents, majority of respondents (168) are male followed by 30 female respondents. Age wise analysis reveals that out of 198, 151 respondents belong to 20-30 years of age group whereas, 36 respondents belong to 30-40 years age group and 11 respondents belong to 40 and above years' age group. Out of 151 respondents of the 20-30 years age group, 124 are male respondents and 27 are female respondents. Majority of both the respondents (112 male and 24 female) have shown high level of organisational efficacy. 12 male and 3 female respondents have shown medium level of organisational efficacy. No male and female respondent have shown low level of organisational efficacy in the cited age group.

Dissecting the 30-40 years age group, 36 respondents belong to this age category in the middle level positions. Majority of both the respondents (29 male and 2 females) have shown high level of organisational efficacy. 5 respondents have shown medium level of organisational efficacy. No male or female respondents have shown low level of organisational efficacy.

Out of 11 respondents of 40 and above years' age group, 10 male and only 1 female respondents have responded. In this age group all the respondents (10 males and 1 female) have shown high organisational efficacy level.

### **Among Junior Level Employees**

Furthermore, in the junior level group of employees, a total of 66 respondents have responded comprising 52 from 20-30 years age group, 10 respondents from 30-40 years age group and 4 respondents from 40 and above years' age group. Out of 52 respondents majority of both the respondents (43 males and 4 females) from 20-30 years age group have shown high organisational efficacy level. 4 male and only 1 female respondents have shown medium level of organisational efficacy. No respondent has shown low level of organisational efficacy.

In the age group of 30-40 years, 10 male respondents have been found and 9 of them have responded towards the high level of organisational efficacy. Only 1 male respondent have shown

medium level of organisational efficacy. No female respondent belongs to this age group. No respondent has shown low level of organisational efficacy.

In the age of 40 and above years', all the 4 male respondents have shown high level of organisational efficacy. There is no female respondent comes under this age group. No respondent have shown medium or low level of organisational efficacy.

Table 1.2 revealed that majority of the levels in the organisation i.e. senior, middle and junior are occupied by the respondents from the age group of 20-30 years. It also shows that majority of the respondents possess high level of organisational efficacy which means people do believe in the efficacies of the organisation. It can be said that respondents have faith in general capabilities of the organisation to face challenge and difficult task and generating solutions.

### **3.2 Levels of Organisational Efficacy among the Employees of Marketing Department**

Table 1.2 revealed that out of 782 respondents, 281 are from marketing department. Out of 281 respondents, 26 belong to the senior level of employees whereas, 56 and 199 respondents are from middle and junior level respectively.

#### **Among Senior Level Employees**

Discovering the organisational efficacy levels among the employees of senior level respondents of the marketing departments in Indian pharmaceutical industry, the table 4.2 reveals that out of 281 respondents, 26 respondents belong to senior level, 56 are at middle level and maximum of respondents (199) are at junior level in hierarchy. Out of 26 respondents, 20 male respondents belong to the age group of 20-30 years. Majority of the male respondents (17) have shown high level of and 3 male respondents have shown medium level of organisational efficacy. There is no female respondent in this age group engaged in the marketing department.

In the age group of 30-40 years of senior level respondents, all the 6 male respondents have shown a high level of organisational efficacy. There is no female respondent in this age group. No respondent found in the age group of 40 and above years.

#### **Among Middle Level Employees**

In the middle level group of respondents, out of 56 respondents, 40 respondents belong to age group of 20-30 years. Out of 40 respondents, 38 are male and 2 are female respondents. Majority of both the respondents (30 male and 2 females) have shown high



level of organisational efficacy, while 8 male respondents have shown medium level of organisational efficacy. No respondent have shown low level of organisational efficacy.

In the age group of 30-40 years, only 14 male respondents have responded and 10 of them have shown high level and 4 respondents have shown medium level of organisational efficacy. There is no female respondent in this group.

In the age group of 40 and above years', only 2 male respondents are available and both of them have shown their level of organisational efficacy on the higher side. No female respondent found in this age group in the marketing department.

### Among Junior Level Employees

As far as junior level respondents are concerned in the marketing department, out of 199 respondents, 160 respondents belong to the age group of 20-30 years, followed by 35 and 4 respondents from 30-40 years and 40 and above years' of age group respectively. Out of 160, 155 are male respondents and 5 are female respondents. Majority of both the respondents (138 males and 4 females) have shown high organisational efficacy level which shows that both the gender believes in organisational coping capabilities. 17 male and only 1 female respondents have shown medium level of organisational efficacy. No respondent have shown low organisational efficacy level.

Among 35 respondents of age group 30-40 years, 33 are male respondents and 2 are female respondents. Among them, 27 male and 1 female respondents have shown high organisational efficacy level. 6 male and only 1 female respondents have shown medium level of organisational efficacy.

Furthermore, at the junior level in the age group of 40 and above years' in the marketing department, all the 4 male respondents have shown a high level of organisational efficacy. No female respondent is available at this level.

### 3.3 Levels of Organisational Efficacy among the Employees of R&D Department

Table 1.2 revealed that out of 782 respondents, 83 respondents are from R&D department. Out of 83, 12 respondents belong to senior level and 71 respondents are from the middle level. No respondent found at junior level in R&D department.

### Among Senior Level Employees

In order to gestate the organisational efficacy level in R&D department in the senior level respondents, the table 1.2 shows that out of total 83

respondents, 12 respondents are at the senior position and most of the respondents (71) are at middle level positions. None is found at junior level positions. Out of 12 respondents at the senior positions, 11 belongs the age group of 20-30 years in which 10 are male and only 1 female respondent. All the respondents (10 males and 1 female) in this age group have shown high level of organisational efficacy.

In the age group of 30-40 years, only 1 male respondent is found and has shown a medium level of organisational efficacy. As far as 40 and above years' age group is concerned at the senior level, no respondent found in this category.

### Among Middle Level Employees

Now retrieving the middle level respondents, out of 71 respondents, 48 respondents belong to the 20-30 years age group, 16 from 30-40 years and 7 from 40 and above years' age group. Out of 48 respondents, 40 are male and 8 are female respondents. At this level, majority of both the respondents (39 male and 8 female) have shown high level of organisational efficacy. Only 1 male respondent have shown medium level of organisational efficacy. No respondent of this category has shown low level of organisational efficacy.

In the age group of 30-40 years, out of 16 respondents, 15 are male and only 1 is female respondent. Majority of both the respondents (11 male and 1 female) have shown a high level of organisational efficacy. 4 male respondents have shown medium organisational efficacy level.

In the age group of 40 and above years' at middle level respondents, 7 male respondents have responded and out of them 4 respondents have shown high level of organisational efficacy whereas, 3 male respondents have shown medium organisational efficacy level. There is no female respondent in this age group.

### Among Junior Level Employees

There is no respondent has been found at junior level positions in the R&D department.

It can be drawn from the table 1.2 that majority of the respondents in the pharmaceutical industry have belief that their organisation is capable enough to overcome the challenges and impediment coming its way efficiently with the help of its resources.

## 4. Conclusion

The analysis of the above tables reveals that the level of self-efficacy is on the higher side in majority of the respondents from the Indian pharmaceutical industry, irrespective of their age, gender, hierarchical level and departments. Enactive mastery has emerged as an important mean of crating self-efficacy among employees. Self-efficacy is an individual based belief in itself of accomplishing the assigned tasks successfully. This sense of efficacy comes immediately when one is confronted with the problem and let the individual know if he or she is capable of doing this particular task or not. On the basis of this belief, one decides to proceed or to quit. High level of self-efficacy motivates individual to move with the tasks and such individuals maintain their efforts even in the initial phase of failure. The experience of successful completion of tasks improves the level of self-efficacy in an individual. However, a person who believed to be of low self-efficacy doubts his capability to meet life's stressful demands.

As far as organisational efficacy is concerned, majority of the respondents from the Indian pharmaceutical industry have shown high level of organisational efficacy. It means that the employees of the pharmaceutical industry have shown faith in the future endeavour of their organisations. They believe that their organisation is capable enough to deal with the hurdles coming its way. The employees of the organisation with high efficacy beliefs tend to believe

that the employees of this organisation are capable of accomplishing tasks successfully in an integrated manner. Organisational efficacy is a broad construct which involves organisation as a whole. Organisational efficacy (Gist, 1987; Bohn, 2002) defined as the cognitive confidence of the organization that it has the capability to perform its responsibilities well. This competency consists of the collective internal judgments of those individuals within the organization that the organization has the capabilities, judgment, and confidence necessary to perform successfully.

Organisational efficacy is a subcategory of collective efficacy, which has an established research base (Bandura, 1986, 1997 and 2000). One important distinction is that organisational efficacy is not self-efficacy. Self-efficacy is more individualistic whereas, organisational efficacy is a group construct. Collective efficacy can be applied to a wide variety of social situations where group of people engage in collective activity to accomplish outcomes including collective efficacy in neighbourhoods (Sampson *et al.*, 1998), politics (Pollock, 1983), education (Schwarzer *et al.*, 1999) and sports teams (Bandura, 1997; Hodges *et al.*, 1992; Kozub *et al.*, 2000; Spink, 1990). Organisations with high efficacy beliefs tend to work as a motivator for the employees and employees' of such organisation stays for long periods.

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