



EFFECT OF SELF EFFICACY AND CUSTOMER AGGRESSION ON EMPLOYEE PERFORMANCE AMONG TELECOMMUNICATION FIRMS IN KADUNA STATE

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Abstract

In the past and in most recent times, managers in all types of formal organizations are confronted with the challenges of getting maximum performance from their workers. The success of organization is thus dependent on the caliber of its employees and how effective and efficient they are in the discharge of their duties in order to help the organization achieve its objectives. Few studies have link customer aggression and self-efficacy to employee performance but none of the studies have empirically examined the combined effect of customer aggression and self-efficacy on employee performance. Thus, the current study examined the effect of customer aggression and self-efficacy on employee performance among telecommunication firms in Kaduna state. A survey research design was used and data were collected by using instruments adapted from past studies. Instruments from Dormann and Zapf (2004); Schwarzer, Schmitz and Daytner, (1999) and Koopman (2014) were adapted to measure customer aggression, self-efficacy and employee performance respectively. The study utilized partial least square structural equation modeling PLS-SEM through Smartpls 3 software. The results of the structural model revealed that customer aggression has significant negative effect on employee performance and self-efficacy has a significant positive effect on employee performance. The study therefore recommended that the management should incorporate a cohesive intervention team, constant customer's orientation and education in the organization

Keywords: Customer, Employee, Self-efficacy, Telecommunication, Firms

JEL Classification: M12

Introduction

Foundation for high performance must be investigated by the organizations. No organization can progress by one or two individuals' efforts; it is the combined effort of all the members of the organization (Ogaboh, Mboto, & Agba, 2013). Intellectual capital is considered as a human resource that guarantees organizations' competitive

advantage. Organizations rely heavily on their employees to survive. Performance is a major multidimensional concept aimed to achieve results and has a strong link to strategic targets of an organization. Employee performance means employee productivity and efficiency as a result of employee growth. Employee performance will impinge on the organization's performance.

However the excellent working of the workforce at all levels of organization has a major influence on organization's performance. Each employee's productivity has an impact on organization's goals therefore it is essential that each individual employee should be managed. Performance of the employees plays a key role for organizations.

Employee performance may be affected by the level of self-efficacy (Beattie, Woodman, Fakehy, & Dempsey, 2016; Cherian & Jacob, 2013; Judge, Jackson, Shaw, Scott, & Rich, 2007; Lunenburg, 2011). Scholars have established that self-efficacy and customer aggression are possible determinants of employee performance. Yeo and Neal (2006) suggested that self-efficacy relates to performance because it influences both the activities that people pursue and how much effort they allocate to these activities. For these reasons, Bandura (1997) had made strong claim that beliefs of personal efficacy constitute the factors of human agency while, self-efficacy in general refers to one's confidence in executing courses of action in managing a wide array of situations. Work self-efficacy assesses workers' confidence in managing work place experiences. The idea underpinning this is that individuals with higher work self-efficacy are more likely to look forward to and to be successful in work place performance.

Customer aggression refers to the low-quality interpersonal treatment, violence, derogatory behavior and anger that employees receive from their customers during service interactions. An underlying assumption of research on customer aggression is that a single hostile incident is not likely to be very harmful (Kern & Grandey, 2009). Instead, small recurring incidents of customer aggression are thought to act as daily hassles with long-term emotional effects (e.g., Ben-Zur & Yagil, 2005). The current study examines the effect of customer aggression and self-efficacy on employee performance among telecommunication firms in Kaduna State.

In the past and in most recent times, managers in all types of formal organizations are confronted with the challenges of getting maximum performance from their workers (Khan & Jabbar, 2013). The complex nature of formal organizations, coupled with individual and cultural differences, technological change and the general dynamics of society makes the task of enhancing workers performance even more challenging. To Ugbonmhe, Nasakhare, and Egwu (2015), the success of organization is thus dependent on the caliber of its employees and how effective and efficient they are in the discharge of their duties in order to help the organization achieve its objectives. Most organizations with the aim of attaining higher

productivity end up saddling employees with overload of work in order to meet deadline and this might have psychological and physical effects on the employees which may result in something contrary to what these organizations want to achieve.

Few studies have linked customer aggression to employee performance (Wang, Liao, Zhan, and Shi, 2011 & Rafaeli et al., 2012) and self-efficacy to employee performance (Cherian & Jacob, 2013; Lai & Chen, 2012; Manessah, 2015 & Judge, Jackson, Shaw, Scott & Rich (2007)). Though, the few studies that have investigated the link between verbal aggression and performance clearly indicate that even isolated incidents of mild aggression can cause performance decrements. For example, Porath and Erez (2009) demonstrated that a brief single hostile incident caused cognitive disruption. However, none of these studies were conducted in telecommunication industry which is another service industry with high customer contacts. Also, to the best of the researcher knowledge, no study has empirically examined the effect of both self-efficacy and customer aggression on employee performance. Thus, the current study examines the effect of self-efficacy and customer aggression on employee performance among selected telecommunication firms in Kaduna state.

The following hypotheses have been stated for testing:

H₁: Customer aggression does not significantly affect employee performance among telecommunication firms in Kaduna state

H₂: Self efficacy does not significantly affect employee performance among telecommunication firms in Kaduna state.

The study has five sections, the next section reviewed related empirical studies including the underpinning theory and theoretical framework. The section is followed by research methodology where the research design, population of the study and sampling design are discussed. This was followed by results and discussion and finally conclusion and recommendations.

Literature Review

Performance refers to the prescribed role an employee should comply with in order to attain organizational goals. It can be defined as the efficacy with which incumbents perform activities that contribute to the development of the organizations technical core (Díaz-vilela, Rodríguez, Isla-díaz, & Díaz-cabrera, 2015). Most performance frameworks mentioned task performance as an important dimension of individual work performance (Koopmans,

Bernaards, Hildebrandt, Vet, & Beek, 2014). It can be defined as the proficiency with which one performs his/her primary job tasks. Other labels sometimes used for task performance are job-specific task proficiency (Griffin, Neal & Parker, 2007), technical proficiency (Lance, Teachout & Donnelly, 1992) or in-role performance (Maxham, Netemeyer & Lichtenstein, 2008). Task performance includes work quantity, work quality and job knowledge.

During the past years, scholars have made progress in clarifying and extending the performance concept (Campbell, 1990). Furthermore, advances have been made in specifying major antecedents and factors associated with individual performance. With the changing trend that we are witnessing within organizations today, the performance concepts and performance criteria are undergoing changes as well (Ilgen & Pulakos, 1999).

Aggressive behavior within service organizations affects the aggressor, the victim, and other actors present in the context. Aggression and violence are common in services settings (Brockmann, 2002), yet in order to prevent and manage customer aggression a greater understanding of the antecedents is necessary. Prior research has focused on the individual (e.g., Jockin, Arvey & McGue, 2000) or on the situation (Gleninning, 2001; Neuman & Baron, 1998) as the cause of aggressiveness. Customer verbal aggression consumes employee emotional resources. The service providers often disguise or modifies their actual emotions in order to express what is required by their job role and to protect themselves from further abuse. Customer aggression can be influenced by the work characteristics of an organization, the location of a workplace, the attributes of the customer, the skills and capability of employees in managing the hazard and performing their normal work, workplace culture, and the design of the environment.

Bandura (1977) defined self-efficacy as the expectations that people have about their abilities to achieve or discharge their desired behaviors and to impact their environment successfully. Self-efficacy is a person's belief that he or she is capable of performing a particular task successfully. To Brockner (1988) and Kanter (2006), self-efficacy is a kind of self-confidence or a task-specific version of self-esteem. According to Bandura (1977), self-concept reflects people's beliefs in their personal efficacy.

Related Empirical Studies

Herein, empirical literatures on the determinants of brand loyalty will be reviewed to show empirical evidences showing the relationship between price,

service quality, and brand image and service quality. The theories underpinning the study will be discussed also in this section of the paper. Miron-Spektor, Efrat-Treister, Rafaeli, and Schwartz-Cohen (2011) showed negative effects of brief anger on creativity and problem solving in the target person. Goldberg and Grandey (2007) found that customer hostility increased the number of errors participants made in processing customer requests.

Skarlicki, van Jaarsveld, and Walker (2008) demonstrated that perceptions of customer injustice led to customer-directed sabotage by employees, which in turn reduced aggregated performance; Wang, Liao, Zhan, and Shi (2011) found that daily mistreatment by customers was related to a daily increase in customer-directed employee sabotage, implying that customer aggression has immediate negative consequences for performance.

Rafaeli *et al.*, (2012) examined customer verbal aggression on performance using 4 experimental studies. In Study 1, customers' verbal aggression reduced recall of customers' requests. Study 2 extended these findings by showing that customer verbal aggression impaired recognition memory and working memory among employees of a cellular communication provider. In Study 3, the ability to take another's perspective attenuated the negative effects of customer verbal aggression on participants' cognitive performance. Study 4 linked customer verbal aggression to quality of task performance, showing a particularly negative influence of aggressive requests delivered by high-status customers. Together, these studies suggest that the effects of even minor aggression from customers can strongly affect the immediate cognitive performance of customer service employees and reduce their task performance.

Lai & Chen (2012) studied self-efficacy, effort, job performance, job satisfaction, and turnover intention: the effect of personal characteristics on organization performance in Taiwan, using a convenient sample of 616 automobile sales people, the result of their structural equation modeling (SEM) showed that Self-efficacy has a positive effect on job performance.

In 2013, Ajala investigated whether Self-efficacy has anything to do with industrial employees' training, performance and well-being in Nigeria industrial settings. About 274 respondents took part in the study. Data were analyzed with t-test statistic and the finding revealed that workers with high self-efficacy are higher performers of assigned duties than those with low self-efficacy, workers with high level of self-efficacy are more amenable to training than those with low level of self-efficacy and workers with high self-efficacy are better in their well-being than those with low self-efficacy.

Manessah (2015) in his examination of previous studies on the relationship between Self Efficacy and Work Performance using Albert Bandura's social cognition theory as a theoretical framework, revealed that findings have been varied with some studies having a positive relationship between self-efficacy and work performance, some a negative relationship and some no relationship between the variables. The study further discovered that though self-efficacy has implication on work related performance but not without some intervening variables. This finding is in line with Judge, Jackson, Shaw, Scott & Rich (2007) who noted that the relationship between self-efficacy and performance is moderated by individual differences.

LaForge-MacKenzie and Sullivan (2014) also examined the relationship between self-efficacy and performance within a continuous educational gymnastics routine in Canada and revealed that self-efficacy was not a significant predictor of performance, nor was performance a significant predictor of self-efficacy. Similar findings were noted in Cho (2013), Choi (2005), Chowdury and Shahabuddin (2007) where in their studies they concluded that General self-efficacy failed to significantly predict performance of employees at work.

Furthermore, in 1995, Cervone and Wood found that self-efficacy has a direct positive relationship with performance only when participants were given an overall goal and specific feedback about that goal. This supported the assumption of Verhaeren, (2012) who noted that self-efficacy may not always have a beneficial effect on subsequent performance. To Richard, Diefendorff and Martin (2006), the negative impact of self-efficacy on performance may be particularly evident under conditions where in employees must choose between engaging in or withdrawing from a work activity, rather than in situations where the goal is already outlined. We can therefore state here that although employees may have high sense of belief in his or her abilities but its impact on performance may be dependent upon whether or not such employee is ready to execute or committed to the execution of the assigned duties.

Theoretical Framework Underpinning Theory

The underpinning theory for this study is person fit environment theory (P-E). It was proposed by French, Rodgers, and Cobb in 1974. It has several properties which may be of theoretical and empirical value in understanding adjustment in organizations (Caplan & Harrison, 1993). To them, Person-environment (P-E) fit theory assumes that stress occurs because of a misfit between the

individual and the environment. Thus, it is neither the person nor the situation alone which cause stress experiences and strains. Caplan and Harrison (1993) noted that there are two types of misfit between an individual and the environment. To them, the first type refers to the fit between the demands of the environment and the abilities and competencies of the persons and the second type refers to the fit between the needs of the person and supplies from the environment. The theory bears the popular notion that organizations and their employees must find common grounds on how well the characteristics of individual employees (e.g. skill sets, abilities, personality and competencies) and the environment of the organization (including culture, tasks and job roles) match each other in mutually beneficial ways.

Methodology

This involves the procedure the researcher wants to use to carry out a research work. It includes research design, population of the study, sample size, method of data collection among others.

Research Design

The present study is a quantitative research and survey research design is employed. Generally, Creswell (2003) considered survey method as the most appropriate for organizational researchers drawing on quantitative research collecting information on predetermined instruments that yield statistical data on a large sample for the purpose of generalizing result to a given population. Structure questionnaire was used to collect data from participants.

Population of this study consist the entire staff of Glo, Etisalat and Airtel telecommunication in Kaduna state. A total number of 101 workers were working with the selected firms as at 2018 (Appendix I). Using krajcie and Morgan (1970) sample size table, the study arrived at 80 staff. However, to cater for incorrectly filled questionnaires and provide for possible non responses, the researcher distributed the questionnaires to all the population.

Instruments from past studies were adapted to measure the constructs of the study. For customer aggression, the scale used in the measurement of verbal abuse directed at employees was the social stresses scale related to customers which was developed by Dormann and Zapf (2004), consisting of 5 questions of the verbal abuse dimension. The items in the scale are measure using 5-point Likert type. Questionnaire was adapted from general self efficacy scale developed by Schwarzer, Schmitz & Daytner, (1999). The instrument is a 10 items measured in 5 point Likert scale. The reported reliability was 0.76 Schwarzeretal (1999). The

scale used to measure employee performance in this study was adapted from Koopman (2014)

individual performance scale. It consists of 5 items also measured in 5 point Likert scale

Research model

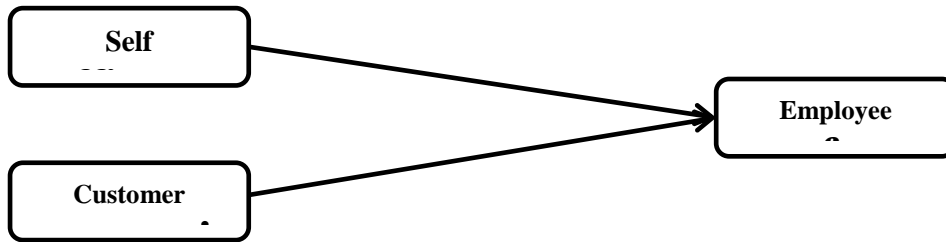


Figure 2.1: Research Model

Techniques of Data Analysis

The study utilized the partial least square structural equation modeling through Smart pls2 to analyze the data collected from the field. In using PLS_SEM, two basic models are necessary. They include the measurement model to ascertain the reliability and validity of the instruments used in the study and Structural model to test the hypotheses and predictive relevance of the model.

Results and Discussion

The researcher distributed 101 questionnaires of which 89 were returned properly completed. The responses from the 89 questionnaires were coded and entered into SSPS (statistical package for social science students. The 5 items measuring customer aggressions were coded CA1-CA5, 10 items measuring self-efficacy were coded as SE1-SE10 and 5 items measuring employee performance were coded EP1-EP5.

The data were screened for missing values and outliers and normality test was conducted. The missing values noted were replaced using serial mean. However, In the course of data screening, 2

outliers were noted and deleted from the data set there by bringing the number of usable questionnaires to 87 representing 86.1% response rate.

Assessment of measurement model

The study assessed the loading, validity and reliabilities of all the constructs of the study. The average variance extracted (AVE) was used to measure the convergent validity of the constructs of the study, whereas FornellLacker criterion and cross-loadings were employed for discriminant validity. To determine the internal consistency reliability and validity of all the constructs of this study and composite reliability (CR) was used.

Table 1 showed the construct reliability and validity. All items measuring the various construct of the study loaded above 0.5 which is the minimum loading recommended by Hair, Black, Babin, Anderson and Tatham (2013). However, items loading below this bench mark were deleted. Consequently, CA3 and SE 10 were deleted.

Table 1: Items Loadings, Internal Consistency And Average Variance Extracted

Construct	Indicators	Loadings	CR	AVE
Self-efficacy	SE1	0.676	0.868	0.504
	SE2	0.53		
	SE3	0.636		
	SE4	0.701		
	SE5	0.692		
	SE6	0.727		
	SE7	0.687		
	SE8	0.577		
	SE9	0.616		
Customer aggression	CA1	0.608	0.792	0.627
	CA2	0.715		
	CA4	0.777		
	CA5	0.69		
Employee performance	EP1	0.797	0.893	0.602
	EP2	0.865		
	EP3	0.781		
	EP4	0.811		
	EP5	0.697		

Source: Authors' Computations using STATA (2018)

Note: CR=Composite reliability, AVE=Average variance extracted, CA= Cronbach Alpha

Table 1 also showed that all the AVE for the construct are above the recommended minimum of 0.5. The AVE for the constructs are 0.504, 0.627 and 0.602 for Self efficacy, customer aggression and employee performance respectively. The AVE is the measure of convergent validity of the construct. To assess the reliability of the construct,

the study utilized Composite reliability (CR). Hair *et al* recommended a bench mark of 0.7 CR and CA. these criteria have been met as shown on the table. The CR for all the constructs are 0.868, 0.792 and 0.893 for self-efficacy, customer aggression and employee performance respectively.

Table 2: Discriminant validity

	Customer aggression	Employee performance	Self-efficacy
CA	0.792		
EP	-0.671	0.776	
SE	-0.589	0.571	0.710

Source: Authors' Computations using STATA (2018)

Table 2 present the discriminant validity of the construct. The study utilized the fornel and larker (1981) criteria which state that the square root of AVE must be greater than the correlation between

the constructs. The square roots of AVEs are represented bolded on the diagonal. The highest correlation coefficient is 0.719 while the lowest square root of AVE is 0.726.

Structural Model

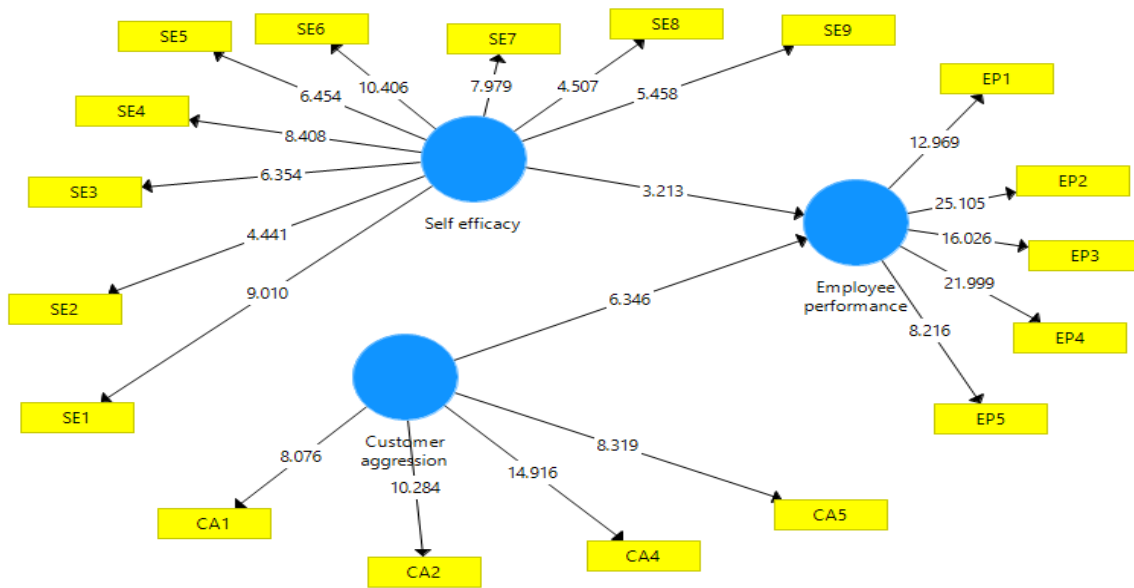


Fig. 1: Structural model of the study

Test of Hypothesis

Table 3: Test of hypotheses – Path coefficient

Hypothesis	Relationship	Beta	Std err	T Statistics	p-value	Decision
H1	CA -> EP	-0.514	0.081	6.346	0.000	Rejected
H2	SE -> EP	0.268	0.083	3.213	0.001	Rejected

Source: Authors’ Computations using STATA (2018)

Table 3 presented the results of the test of hypotheses. Customer aggression was found to be negatively related with employee performance (Beta value = -0.514) and self-efficacy is positively related to employee performance (Beta value = 0.268). The table further disclosed that customer aggression has significant effect on employee performance (t-value = 6.346 & p value =0.001). This means our first hypothesis of the study; CA has no significant effect on employee performance is rejected. This finding is consistent with the prior empirical studies (Karatepe, Haktanir, &Yorganci, 2010; Karatepe, Yorganci, &Haktanir, 2009).Similarly, self-efficacy has significant effect

on employee performance (t-value= 3.213, p-value = 0.000). On this note, our second hypothesis, CA has no significant effect on employee performance is also rejected. This is in consonant with the findings of Uludag (2011).

Effect size and Predictive relevance

Having tested hypotheses, it is of equally important to assess the effect size and predictive relevance of the endogenous variables customer aggression and self-efficacy on the exogenous variables (employee performance). Cohen (1988) recommended the use of and f^2 cumulative redundancy Q^2 to assess the predictive relevance of a model.

Table 4: Effect size (f^2) and predictive relevance (Q^2)

Relationship	f square	effect size
CA -> EP	0.343	Medium
SE -> EP	0.094	Small
Q^2	0.262	

Source: Authors’ Computations using STATA (2018)

The study assessed the effect size of the exogenous variable on endogenous variable using the F^2 . Cohen (1988) recommended that f^2 values of 0.02, 0.15, and 0.35, to represent small, medium, and large effects respectively. Going by the results presented on the table 4.4, CA has 0.343 f^2 value indicating a medium effect size and Self efficacy has 0.094 f^2 value which is a small effect size. For an endogenous variable to be relevant in predicting exogenous variable, the Q^2 value must be greater than 0. From table 4.4, the Q^2 value is 0.262 which is greater than 0 and this implied that customer aggression and self-efficacy is relevant in predicting employee performance.

Conclusion and Recommendations

The study examines the effect of customer aggression and self-efficacy on employee

performance among selected telecommunication firms in Kaduna state. Based on the results obtained from the analysis, the study concludes that customer aggression has significant negative effect on employee performance and self-efficacy has a significant positive effect on employee performance telecommunication firms in Kaduna state.

The study recommends that the management should incorporate a cohesive intervention team, constant customer's orientation and education in the organization. This will help curtail the violence among customer and bring their aggressiveness to a manageable level. It is also recommended that management integrate some programs aimed at enhancing the employee level of efficacy.

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efficacy and performance across levels of
 analysis and levels of specificity. *Journal of
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Appendix I

Firm	Offices	No of staff
9Mobile	Etisalat Experience Centre Zaria	19
	9Mobile Total Kiosk Zaria	4
	<u>9Mobile Kaduna Medium Experience Centre</u>	22
Glo	Conoil Building, 26A Ahmadu Bello Way, Kaduna	11
	Plot C2, Obekpa Rd, along Independent way, Kaduna	6
	15, River Rd, Off kaduna Road, Zaria	9
Airtel	Kaduna Showroom YakubuGowo way kaduna	16
	Airtel Express Point, KASU	7
	Airtel Express Point, ABU	6
Total		101

Source: Authors' Computations using STATA (2018)