

THE INFLUENCE OF WORK VALUES ON INDIVIDUAL TASK PERFORMANCE IN CHINESE ENTERPRISES: THE MEDIATING ROLE OF GENERAL SELF-EFFICACY

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Abstract

This research has delves into how work values and general self-efficacy interact within the Chinese business workforce, focusing on their combined effects on task performance. Aimed at assisting corporations to navigate rapid market changes and management challenges, the study uses cross-industry survey data to pursue four objectives as follows: (1) to systematically assess the direct impact of work values on employee task performance; (2) to investigate the mediating role of general self-efficacy between work values and task performance; (3) to construct and validate a theoretical model of the relationships among work values, general self-efficacy, and task performance; and (4) to propose specific management strategies and suggestions for employee development. This research explores the interaction between work values and general self-efficacy among Chinese enterprise employees, focusing on their combined effects on task performance. Utilizing a combination of online surveys, email questionnaires, and field research across various sectors and job levels within the Chinese business context, the study collected data from 661 participants, resulting in 581 valid responses. The methodology integrates Structural Equation Modeling (SEM).

The research results revealed that: (1) there was a significant positive impact of work values on task performance, underscoring the importance of reinforcing work values in organizational management; (2) there was a key mediating role of general self-efficacy between work values and task performance, suggesting enhancing self-efficacy as a vital link for improving performance; (3) there was the construction and validation of a theoretical model that provides new insights into the complex relationships among work values, self-efficacy, and task performance; and (4) there was the suggestion of specific management strategies focusing on both work values and self-efficacy to improve employee performance. This concise integration of methodology and findings highlights the study's depth and its strategic implications for managing the dynamic Chinese business environment.

Keywords: Work Values, Task Performance, General Self-Efficacy

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Introduction

Under the impetus of globalization and the knowledge economy, Chinese enterprises are undergoing profound and extensive changes. These transformations transcend technology and market levels, deeply affecting the core of corporate management styles and organizational culture (Qi & Zhu, 2020). Global economic integration and the rapid development of information technology require Chinese enterprises to not only adapt to intense international competition but also to fundamentally innovate internal management and cultural construction. In this context, employee task performance becomes a key indicator of corporate competitiveness, reflecting individual work capabilities, organizational efficiency, and the ability of enterprises to adapt to global challenges (Hou, et al., 2020). Currently, facing the uncertainty of the global economy and intensified international competition, the status of Chinese enterprises in improving work performance and enhancing competitiveness is particularly critical. Especially the gap with the world's leading companies highlights the urgency of deepening innovation in internal management and cultural construction. This study aims to analyze these challenges and opportunities, proposing practical strategies to help Chinese enterprises improve their global competitive position.

Faced with these challenges, Chinese enterprises need to exert efforts in two areas: firstly, to seek new opportunities in the global market, enhancing international

competitiveness through innovative products and services, and optimizing supply chain and marketing strategies (Li et al., 2023); and secondly, to transform internal management, not only improving operational efficiency and adapting to technological innovations but also building an organizational culture that supports innovation and personal development (Lu et al., 2023).

Meanwhile, with the evolution of social values and rapid economic development, the work values of Chinese employees have undergone significant changes, profoundly affecting their daily work performance and long-term career development. These evolving values have a profound impact on the formulation of corporate management strategies. Particularly in terms of individual work performance, General Self-Efficacy (GSE) plays a crucial role. As a general confidence in facing various challenges (Schwarzer & Arristi 1977), GSE is essential for adapting to rapidly changing work environments.

This study aims to explore how the work values and general self-efficacy of employees in Chinese enterprises under the current context of globalization and the knowledge economy jointly affect task performance. By conducting a comprehensive and in-depth exploration of the impact of these factors across different industries and environments, this study hopes to provide profound insights on how to enhance employee task performance, promote personal growth, and optimize overall corporate performance. This not only helps enterprises gain an advantage in

intense business competition but also provides important references for understanding the psychological cognitive processes and behavioral patterns of employees.

Objectives

1. To systematically evaluate the direct impact of job value on employee performance.
2. To study the mediating role of general self-efficacy in the relationship between job value and job performance.
3. To construct and validate a theoretical model that includes the relationships among work values, general self-efficacy, and task performance.
4. To propose specific management strategies and suggestions for employee development.

Literature Review

Conceptual Definitions

Work values are the intrinsic criteria and standards by which employees assess the importance of various factors in their work. This study adopts the dimensional categorization method for work values proposed by Ma and Ni (1998). This method delineates three key dimensions: organizational collectivism factors, work behavior assessment factors, and individual requirement factors. The categorization is adapted to the characteristics of Chinese culture and organizational environment and provides an analytical framework for understanding the work values of employees in Chinese enterprises. The dimensions are

defined as follows: Organizational collectivism factors reflect standards such as adherence to rules and loyalty to the organization; work behavior assessment factors are manifested in standards such as actively working and striving to complete tasks; individual requirement factors refer to considerations regarding developmental prospects and the intrinsic value of the work (Ma & Ni, 1998).

Before Borman and Motowidlo (1993) differentiated job performance into task performance and contextual performance, most studies focused on the connotation of task performance. In this study, task performance includes the efficiency and effectiveness with which an employee fulfills work responsibilities, extending to solving complex problems. General Self-Efficacy (GSE) is defined as an individual's overall confidence level when facing various challenges or new situations (Schwarzer & Aristi, 1997). GSE emphasizes the belief in one's generalized abilities rather than specific skills (Judge & Bono, 2001).

In assessing employees' work values, this study utilized scales adapted and modified for the Chinese environment by Ma and Ni (1998), based on the original research by Wollack et al. (1971) and Buchholz (1977). The measurement of general self-efficacy was based on the widely recognized General Self-Efficacy Scale (GSES) developed by Schwarzer and Jerusalem (1995), which has been extensively applied in international research. As for the measurement of task performance, this study adopted scales initially developed

by Williams and Anderson (1991) and further refined by Borman and Motowidlo (1993) as well as Befort and Hattrup (2003), specifically designed to comprehensively evaluate employees' work performance.

Theoretical Foundation

Social Cognitive Theory (SCT), introduced by Albert Bandura highlights the interplay between individual behavior, cognitive traits, and the environment (Bandura, 1986). Central to SCT is self-efficacy, or confidence in one's ability to perform tasks, which influences behavior, effort, and persistence. In the Chinese corporate context, Peng et al. (2023) self-efficacy affects job performance through work values, with higher self-efficacy leading to positive work values and better performance. This demonstrates SCT's relevance and applicability in China, focusing on how cognitive processes and environmental interaction shape behaviors and outcomes.

Work Values and Task Performance

Social Cognitive Theory emphasizes that individual behavior is influenced by cognition, observation, and environmental factors, highlighting the direct impact of work values on task performance. Positive work values enhance employees' motivation and confidence, encouraging them to achieve higher task performance (Lent et al., 1994).

Numerous studies have explored the link between work values and task performance. Wang et al. (2017) noted that work values have a significant impact on employees' engagement, attitudes, and motivation towards work. Positive work values are associated with

higher task engagement and performance, while negative or mismatched values may lead to a lack of motivation and enthusiasm, thereby reducing task performance. Fong et al. (2019) explained how work values influence task performance by affecting the functional connectivity patterns of the brain. Muis et al. (2021) confirmed the close relationship between work values and work performance. Employees whose values align with those of the organization tend to demonstrate higher performance; conversely, a mismatch in values can negatively impact performance.

Hypothesis 1: The work values of corporate employees and task performance

Based on the above literature review and theoretical analysis, this study proposes the following hypotheses:

H1: The work values of employees in enterprises have a positive impact on individual task performance.

H1a: Organizational collectivism factors have a positive impact on individual task performance.

H1b: Work behavior evaluation factors have a positive impact on individual task performance.

H1c: Individual requirement factors have a positive impact on individual task performance.

Work Values and General Self-Efficacy

In organizational behavior and psychology, according to Social Cognitive Theory, work values and general self-efficacy are interconnected key concepts. Positive work values, by enhancing general self-efficacy,

boost employees' confidence and motivation to complete tasks, leading to improved work performance.

In significant research within this field, Bandura (2012) highlighted the pivotal role of self-efficacy in individuals' behavior, motivation, and performance, proposing that individuals' perceptions of the importance and meaning of their work influence their job confidence, or self-efficacy. Duffy et al. (2013) found a positive correlation between work values and self-efficacy, suggesting that higher work values in individuals are associated with stronger self-efficacy. Dedahanov et al. (2019) utilized Social Cognitive Theory to elucidate how work values shape self-efficacy by influencing individuals' confidence in and expectations of their abilities. Labrague et al. (2021) regarded work values as one of the key factors affecting self-efficacy, emphasizing the tight linkage between work values and self-efficacy, and noting that work values influence self-efficacy by affecting individuals' assessment of their capabilities.

Hypothesis 2: The work values of corporate employees and general self-efficacy
Based on the above literature review and theoretical analysis, this study proposes the following hypotheses:

H2: The work values of employees in enterprises have a positive impact on general self-efficacy.

H2a: Organizational collectivism factors have a positive impact on general self-efficacy.

H2b: Work behavior evaluation factors have a positive impact on general self-efficacy.

H2c: Individual requirement factors have a positive impact on general self-efficacy.

General Self-Efficacy and Task Performance

Within the framework of Social Cognitive Theory, general self-efficacy is defined as an individual's confidence and belief in their ability to succeed in specific areas, significantly affecting their motivation and performance. Individuals with high self-efficacy tend to set challenging goals, overcome obstacles, and demonstrate better task performance and perseverance in pursuit of success (Downes et al., 2021).

Recent studies further confirm the positive relationship between self-efficacy and task performance. Hulshof et al. (2020) found that employees with high self-efficacy are more likely to be engaged in their work and demonstrate better performance. Peifer et al. (2020) discovered that self-efficacy has a significant positive impact on task performance, especially when enhanced through positive feedback. Downes et al. (2021) not only confirmed the positive correlation between self-efficacy and individual task performance but also used Social Cognitive Theory to explain this effect and demonstrated the relationship through their validated measurement model.

Hypothesis 3: The general self-efficacy of corporate employees and task performance
Based on the above literature review and theoretical analysis, this study proposes the following hypothesis:

H3: General self-efficacy of employees in enterprises has a positive impact on individual task performance.

The Mediating Role of General Self-Efficacy

According to Social Cognitive Theory, general self-efficacy plays a crucial mediating role between work values and task performance, where positive work values enhance employees' general self-efficacy, belief in their abilities, and motivation, leading to improved performance. Employees with high general self-efficacy set challenging goals, overcome difficulties, and exhibit better performance, reflecting the alignment of their work values and positive attitudes with their confidence and determination to tackle job challenges (Nuutila et al., 2020).

Hypothesis 4: The mediating role of general self-efficacy

Based on the above analysis, this study proposes the following hypothesis:

H4: General self-efficacy mediates the impact of employees' work values on individual task performance.

H4a: General self-efficacy mediates the impact of organizational collectivism factors on individual task performance.

H4b: General self-efficacy mediates the impact of work behavior evaluation factors on individual task performance.

H4c: General self-efficacy mediates the impact of individual requirement factors on individual task performance.

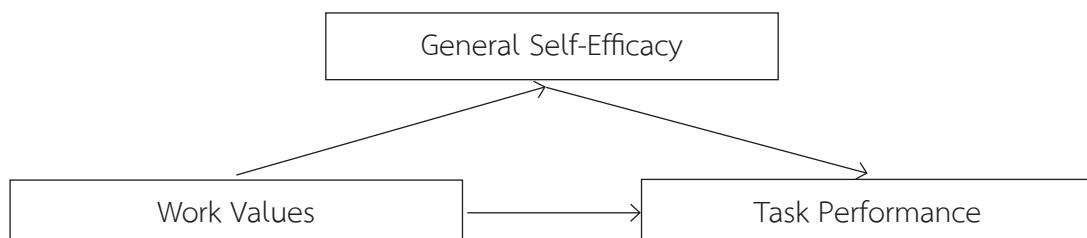


Figure 1 Theoretical model diagram

Methodology

This study's data collection was meticulously carried out using a combination of online surveys, email questionnaires, and field research, ensuring a diverse and comprehensive sample across various sectors and job levels within the Chinese business environment. Employing a multifaceted strategy not only allowed for a broad representation but also ensured the high quality of our research data through a carefully designed questionnaire and a strict data screening process.

During the empirical phase, from November to December 2023, a survey targeting a broad group of employees across various Chinese enterprises was disseminated among employees from a wide range of Chinese enterprises, yielding 661 responses. To maintain data integrity and accuracy, an initial screening process was implemented, excluding questionnaires with abnormal response times and those with uniform or inconsistent answers to closely related items. This meticulous screening resulted in 581 valid

responses, achieving an effective response rate of 87.89%. The data was collected using a combination of methods: 62% from online surveys, 21% from email questionnaires, and 17% from field research.

The research framework was structured with work values as the independent variable, task performance as the dependent variable, and general self-efficacy as the mediating variable. The reliability and validity of these measurements were affirmed through the use of established scales, known for their rigorous validation in authoritative journals. These scales were carefully retranslated and adjusted to fit the research context, with a translation process that focused on content accuracy, including a back-translation test to ensure fidelity to the original texts.

To ensure methodological rigor, the study included a thorough validation of the instruments' reliability and validity. Through the application of Confirmatory Factor Analysis (CFA) and reliability testing, the scales employed demonstrated high internal consistency and structural validity, meeting the stringent criteria for psychometric properties. This process ensured that the measurements used were both reliable and valid for assessing the constructs of interest in the context of Chinese businesses.

This quantitative study employs Structural Equation Modeling (SEM) and survey methodology to investigate the complex relationships between work values, general self-efficacy, and task performance. Emphasizing a quantitative approach, the study highlights

its dedication to empirical rigor, using SEM to intricately analyze the relationships defined in the research model and validate the proposed hypotheses. Furthermore, the mediation effects of general self-efficacy between work values and task performance were rigorously tested using statistical techniques that assess indirect effects, confirming the mediating role of general self-efficacy in the proposed model. The methodological thoroughness, combined with the comprehensive data collection strategy, underscores the study's commitment to revealing detailed insights into the dynamics of work values and their impact on employee performance in the Chinese business context. The incorporation of measures such as pre-testing, random sampling, and anonymous surveys to control biases, along with the application of Cronbach's α coefficient and Confirmatory Factor Analysis (CFA) to ensure high reliability and validity, further establishes a solid foundation of credibility for the study. The inclusion of reliability and validity testing, along with the analysis of mediation effects, enhances the credibility and depth of the findings, contributing valuable perspectives on the influence of work values and self-efficacy on task performance among employees in Chinese enterprises. This methodological rigor ensures that the study not only contributes to academic knowledge but also provides practical implications for enhancing employee performance and development strategies within the rapidly evolving Chinese business landscape.

Results

In the sample, 47% were male and 53% were female, indicating a balanced gender ratio. Age-wise, the 18-25 age group constituted 22.5%, with the largest proportion being the 26-35 age group at 42%, and the 36-45 age group at 25.1%, indicating a tendency towards young and middle-aged labor. Regarding marital status, 69.7% of the respondents were married, indicating that most employees were in a stable family life stage. The educational background revealed that most employees (53.4%) had a bachelor's degree, reflecting a higher level of education. In terms of the nature of the enterprises, private enterprises dominated at 78.8%, followed

by foreign-funded and state-owned enterprises. The industry categories were predominantly manufacturing, service, and high-tech industries. The job level distribution showed that the vast majority were general staff (78.8%), indicating the sample's generalizability and representativeness. These detailed demographic data provide a solid foundation for exploring the relationship between work values and task performance.

Common Method Bias Test

To further validate the absence of common method bias, Harman's single-factor test was performed. The results are summarized in Table 1.

Table 1 Common Method Bias Test

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.817	29.542	29.542	11.817	29.542	29.542
2	4.638	11.595	41.137	4.638	11.595	41.137
3	3.652	9.13	50.267	3.652	9.13	50.267
4	2.71	6.774	57.041	2.71	6.774	57.041
5	2.201	5.502	62.543	2.201	5.502	62.543
...			
40	0.227	0.567	100			

In this study, a factor analysis was conducted on all survey items using the Harman's single-factor test, which involves principal component analysis without rotation, to explore the possibility of common method bias. The analysis results show that the

variance explained by the first factor without rotation is only 29.542%, which is far below the 40% standard threshold (Wu & Tu, 2012). This indicates that no single factor dominates the sample data, accounting for most of the variability. Therefore, it is considered that this

study is not significantly affected by common method bias.

Reliability Test

In this research, reliability analysis conducted through SPSS 21 software indicated that the Cronbach's Alpha coefficients for all dimensions of the questionnaire exceeded the standard threshold of 0.7 (Wei et al., 2004), ensuring high internal consistency and reliability. Specifically, the overall reliability coefficient for work values was 0.909, organizational collectivism factors were 0.852, work behavior evaluation factors were 0.911, individual requirement factors were 0.923, task performance was 0.925, general self-efficacy was 0.926, the overall reliability coefficient for emotional labor was 0.791, surface acting was 0.918, and deep acting was 0.852. These results demonstrate that the questionnaire designed for this study has stable reliability and consistency over different times and places, providing a solid measurement tool for subsequent research.

Validity Test

In this study, Confirmatory Factor Analysis (CFA) was conducted using AMOS 21 software to assess the structural validity of several key scales, including the work values scale, task performance scale, and general

self-efficacy scale. Through the application of Structural Equation Modeling (SEM), we aimed to determine whether the theoretical structures of these scales corresponded with the collected data. Model fit assessment was conducted using various standard indicators, including the chi-square to degrees of freedom ratio (χ^2/df), Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Normed Fit Index (NFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA). All scales met or exceeded the acceptance criteria for fit indices, demonstrating high congruence between the scales and the data. Additionally, the values of standardized factor loadings, Composite Reliability (CR), and Average Variance Extracted (AVE) for each scale met the statistical requirements, thus confirming the scales' superiority in terms of internal consistency and structural validity. These results not only validate the effectiveness of the scales but also provide solid statistical support for their application in related fields.

Correlation Analysis

To examine the relationships among the variables, a correlation analysis was conducted. The results are summarized in Table 2.

Table 2 Correlation Analysis of Variables

Variables	1	2	3	4	5
A1 Organizational Collectivism Factors	1				
A2 Work Behavior Evaluation Factors	.381**	1			
A3 Individual Requirement Factors	.312**	.341**	1		
B Task Performance	.368**	.466**	.385**	1	
C General Self-Efficacy	.236**	.271**	.243**	.306**	1

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

The results of the correlation analysis in the table indicate that in this study, all pairs of latent variables exhibit Pearson correlation coefficients above 0.1, with corresponding significance P-values less than the 0.05 statistical significance threshold (Pearson, 1896). This demonstrates that the correlation coefficients have significant statistical relevance, thus adequately illustrating that

the five latent variables used in this study are significantly correlated with each other. AMOS Structural Equation Modeling-Path Hypothesis Testing.

Model Goodness of Fit Test

To evaluate the fit of the structural equation model, several fit indices were calculated. The results are summarized in Table 3.

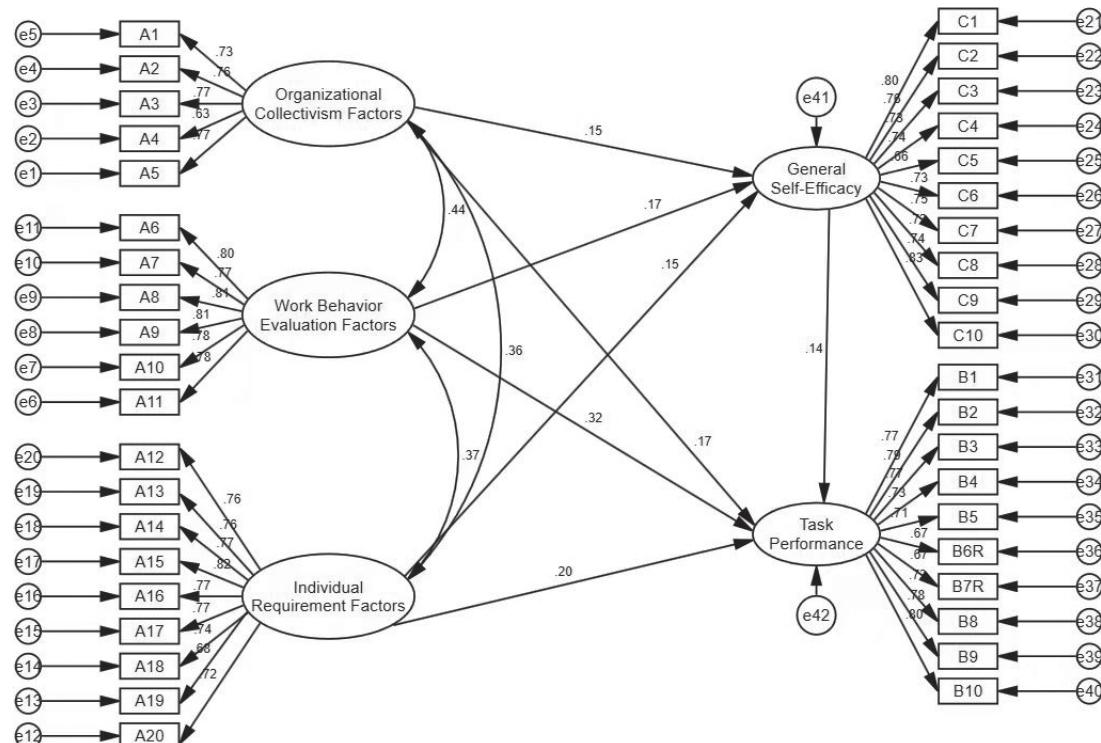
**Figure 2** Structural Equation Model Diagram

Table 3 Fit Indices for Structural Equation Model

Fit Index	Criteria	Actual Value
Chi-square to DF Ratio (χ^2/df)	<5 acceptable; <3 ideal	1.268
Goodness of Fit Index (GFI)	>0.8 acceptable; >0.9 ideal	0.926
Adjusted Goodness of Fit Index (AGFI)	>0.8 acceptable; >0.9 ideal	0.917
Normed Fit Index (NFI)	>0.8 acceptable; >0.9 ideal	0.934
Incremental Fit Index (IFI)	>0.9	0.985
Comparative Fit Index (CFI)	>0.9	0.985
Tucker-Lewis Index (NNFI/TLI)	>0.9	0.984
Root Mean Square Error of Approximation (RMSEA)	<0.08	0.022

The structural equation model established in this study has achieved universally accepted standards across key fit indices, indicating that the model has good consistency with the collected survey data and meets the assessment criteria proposed by Wu (2017). The results support the structural validity of

the model, providing a reliable foundation for further theoretical and empirical analysis.

Path Hypothesis Testing

To test the hypothesized paths in the model, path analysis was conducted. The results are summarized in Table 4.

Table 4 Path Hypothesis Testing

Hypothesized Path	Standardized			
	Path Coefficient	S.E.	C.R.	P
General Self-Efficacy <--- Organizational Collectivism Factors	0.151	0.052	2.904	0.004**
General Self-Efficacy <--- Work Behavior Evaluation Factors	0.174	0.053	3.434	***
General Self-Efficacy <--- Individual Requirement Factors	0.147	0.054	3.061	0.002**
Task Performance <--- Organizational Collectivism Factors	0.169	0.049	3.653	***

Table 4 Path Hypothesis Testing (Con.)

	Hypothesized Path	Standardized			
		Path Coefficient	S.E.	C.R.	P
Task Performance	<--- Work Behavior Evaluation Factors	0.324	0.052	6.882	***
Task Performance	<--- Individual Requirement Factors	0.201	0.052	4.644	***
Task Performance	<--- General Self-Efficacy	0.140	0.043	3.463	***

Note: ***P<0.001, **P<0.01, *P<0.05

In this study, the path testing results revealed significant associations between the variables. Specifically, the impact of organizational collectivism factors on general self-efficacy was significant, with a standardized path coefficient of 0.151 (P<0.01). Similarly, the relationship between work behavior evaluation factors and general self-efficacy showed a significant positive effect, with a path coefficient of 0.174 (P<0.001). The positive impact of individual requirement factors on general self-efficacy was also significant, with a path coefficient of 0.147 (P<0.01). Regarding task performance, organizational

collectivism factors, work behavior evaluation factors, and individual requirement factors all demonstrated significant positive effects, with path coefficients of 0.169 (P<0.001), 0.324 (P <0.001), and 0.201 (P<0.001), respectively. Moreover, the positive impact of general self-efficacy on task performance was confirmed, with a path coefficient of 0.140 (P<0.01). These results collectively support the research hypotheses, indicating that significant interactive relationships exist among these variables at the organizational and individual levels, which are important in enhancing task performance and individual self-efficacy.

Table 5 AMOS Bootstrap Mediation Effect Testing

Type	Hypothesized Path	Estimate	95% Confidence		P	
			Interval			
			Lower	Upper		
Indirect Effects	Organizational Collectivism Factors -> General Self-Efficacy -> Task Performance	0.021	0.005	0.050	0.005	
	Work Behavior Evaluation Factors -> General Self-Efficacy -> Task Performance	0.024	0.007	0.053	0.002	
	Individual Requirement Factors -> General Self-Efficacy -> Task Performance	0.021	0.006	0.046	0.002	
Direct Effects	Organizational Collectivism Factors -> Task Performance	0.169	0.076	0.271	0.000	
	Work Behavior Evaluation Factors -> Task Performance	0.324	0.225	0.423	0.000	
	Individual Requirement Factors -> Task Performance	0.201	0.103	0.301	0.000	
Total Effects	Organizational Collectivism Factors -> Task Performance	0.190	0.097	0.293	0.000	
	Work Behavior Evaluation Factors -> Task Performance	0.348	0.249	0.448	0.000	
	Individual Requirement Factors -> Task Performance	0.221	0.127	0.322	0.000	

The present study utilized the Bootstrap method in AMOS 21 software to test for mediation effects. The results indicated that organizational collectivism factors, work behavior evaluation factors, and individual requirement factors have significant indirect effects on task performance through general

self-efficacy. The statistical significance of these effects suggests that general self-efficacy partially mediates the relationship between these variables and task performance. Therefore, all hypotheses proposed in this study were supported.

Discussion

Through data analysis and validation, this study confirmed that work values have a direct and positive impact on employee task performance. This finding is consistent with the research results of Wang et al. (2017), Fong et al. (2019), and Muis et al. (2021), further emphasizing the significant role of work values in enhancing employee performance.

The research results support the hypothesis that general self-efficacy plays a mediating role between work values and task performance. This aligns with Bandura (2012) self-efficacy theory, which suggests that an individual's general self-efficacy can enhance confidence in work tasks, thereby improving task performance. The findings of this study also match those of Dedahanov et al. (2019) and Labrague et al. (2021), further validating that enhancing employees' general self-efficacy is an effective way to promote higher task performance.

This study successfully constructed and validated a theoretical model that elucidates the relationship between work values, general self-efficacy, and task performance. Through statistical analysis, the study not only confirmed the direct impact of work values on task performance but also revealed the mediating role of general self-efficacy between the two. The validation of this model provides a new perspective for understanding the determinants of employee performance and offers a theoretical foundation for future research and practice.

Based on the research findings, this study proposes specific management strategies and suggestions for employee development. These include, but are not limited to, emphasizing the importance of work values, enhancing employees' general self-efficacy through training and development programs, and creating a supportive work environment to promote employee task performance. These recommendations aim to help managers more effectively improve employee work performance while also fostering personal and professional development.

Conclusions

1. Work values have a significant positive impact on enhancing employee task performance, highlighting the importance of recognizing and reinforcing these values in organizational management.
2. General self-efficacy plays a key mediating role in this process, bridging the relationship between work values and employee performance and suggesting that boosting employee confidence and sense of capability is a potential avenue for improving performance.
3. The theoretical model developed in this study offers new perspectives for understanding this complex relationship and lays a foundation for future research.
4. At the practical level, the findings underscore the necessity for managers to consider these factors when devising employee development strategies.

Recommendation

Theoretical Development Suggestion

Given the potential of cognitive evaluation theory in explaining employee behavior and performance, future research is advised to apply this theory in various organizational and cultural contexts, highlighting its applicability across different cultural and organizational backgrounds. Additionally, exploring the role of variables such as work values and self-efficacy on a broader psychological and behavioral level will further enrich the theory. It's also suggested that future studies explore the long-term interactions between these variables using longitudinal research methods to understand their causal relationships and dynamic changes.

Practical Application Suggestion

Employees should be encouraged to establish and pursue specific career development objectives, with regular self-assessment serving to bolster their confidence and insight into their capabilities. This process aids in enhancing their understanding of their own skills and potential for growth.

Incorporating team building exercises and communication skills training, as well as considering additional factors that affect

task performance, such as perceptions of organizational support and adaptability to the work environment, can provide comprehensive strategies for employee development.

Organizations ought to incorporate strategies to elevate self-efficacy into their human resources management practices, such as recruitment, training, and performance evaluations. The aim is to cultivate a proactive and engaged work culture, reinforcing the importance of self-efficacy at all levels of the organization.

Future Research Direction Suggestion

To gain a deeper understanding of the long-term interactions between the study variables, longitudinal research methods are recommended. This approach will help reveal the causal relationships and dynamic changes among the variables, offering insights into how cognitive evaluation theory can be applied and validated in various contexts over time. Future studies should consider incorporating additional factors that affect task performance, such as perceptions of organizational support and adaptability to the work environment, to build a more comprehensive theoretical framework that encompasses a wider range of influences on employee performance.

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