-RESEARCH ARTICLE-

EVALUATING THE IMPACT OF SELF-AWARENESS ON JOB PERFORMANCE THROUGH SELF-EFFICACY

Adel Alferaih

Department of Business Administration,
College of Business Administration, Majmaah
University, Al-Majmaah 11952, Saudi Arabia
Email: A.alferaih@mu.edu.sa
https://orcid.org/0000-0001-7547-0750

─**Abstract**─

Despite the vast research on variables such as stress, training, and development, no studies have evaluated the relationship between self-knowledge, self-efficacy, and job performance. Therefore, the present study aims to examine the mediating role of social, emotional, and work self-efficacy in the relationship between self-awareness and job performance of Saudi Arabian telecom employees. Two hundred three valid survey responses were collected from a non-probability convenience sample for the cross-sectional study's primary survey data. A SmartPLS 3 SEM analysis demonstrated a favorable association between self-awareness and job performance, mediated by work, social, and emotional efficacy. This research gives useful psychological insights that help managers of telecom firms comprehend the self-awareness and self-efficacy of their staff. This study examines the effect of self-awareness on job performance. It contributes to the body of knowledge by demonstrating that self-awareness and self-efficacy are essential resources for enhancing job performance. '

Keywords: Self-awareness, Social self-efficacy, Work self-efficacy, Emotional self-efficacy, Job performance.

1. INTRODUCTION

The Saudi Arabia Telecom Market is relied upon to reach expected to enlist a CAGR of

more than 10% over the figure time frame 2021 – 2026 (Almuqren & Cristea, 2021). The telecom business is quickly changing regarding innovative turns of events, administration conveyance, serious scenes, and telcos' administrations' extension in the non-conventional telecom administrations segment. These incorporate framework administrations, server farm/co-area administrations, and cloud administrations. In Saudi Arabia, the market for telecom services began to expand in 2003. (Singh & Sharma, 2020). Since then, with the passage of unfamiliar speculation and government assistance, the nation has developed an extremely competitive telecom sector. The country is one of the most populous in the GCC region, with most of its inhabitants being young. With the increasing use of technology, there is a growing demand for data communication and technology (ICT) services. In technologically advanced firms, employee performance is the most important aspect of achieving organizational growth. ' (Al Doghan, 2019).

Self-awareness and self-efficacy are crucial to the strategic improvement of work performance in modern businesses. Employees should be aware of the various aspects of the self, including its attributes, characteristics, behaviors, and emotions (Klassen & Klassen, 2018). When we perceive ourselves as unique individuals, our self-awareness improves, permitting us to accomplish desired improvements by utilizing certain skills and traits. Self-awareness can be more broadly defined as the characteristic of people who are sensibly aware of their social interconnections and interchange with others and their internal conditions (Sheth, Lorig, Stewart, Parodi, & Ritter, 2021). It is a key to productivity and performance in the workplace, where there can be no efficiency without self-awareness. "Self-efficacy also affects job performance, meaning one's ability to control one's emotions, feelings, behavior, and motivations. Self-efficacy is believing in one's capabilities to solve problems, fulfil tasks, and achieve one's aims and goals. It has been defined as a person's confidence in "their skills to produce specified levels of performance that exert influence over life-altering events" (Bandura, 1977). These two notions are essential to work performance because no company can grow effectively without self-awareness and beliefs, and job performance consists of the methods individuals employ to achieve task-based or organizational objectives. ""

Organizations often adopt various levers intended to affect job performance positively. Telecoms is an industry that depends upon job performance, which is known to be affected by many factors and variables (Alwahaishi & Amine, 2018). Researchers have explored many variables affecting job performance, including stress, training, development, etc., but no research shows how self-awareness and self-efficacy influence job performance. The present study highlights the impact of self-awareness on job

performance through the mediating role of social, work, and emotional self-efficacy. It aims to identify the impact of individual and personal factors like self-efficacy processing in strengthening or weakening the influence of self-awareness on job performance, using questionnaire data collected from employees in the telecom sector in Saudi Arabia.

2. THEORETICAL ORIENTATION

Three theories or models have helped develop the conceptual framework to be tested in the current research by establishing certain relationships among self-awareness, social, emotional, work self-efficacy, and job performance.

2.1 The Cascading Model of Emotional Intelligence

The cascading model of emotional intelligence, developed by (Joseph & Newman, 2010), states that appreciation and recognition predict emotions and their management, leading to emotional adjustment, eventually determining job performance. The authors claim practical support for their model by presenting an analysis showing that "emotional understanding fully mediates the relationship between emotional perception and regulation. Therefore, this emotional supervision fully mediates the paths of other elements to job performance."

Emotional intelligence has recently gained popularity (Kotsou, Mikolajczak, Heeren, Grégoire, & Leys, 2019). It contributes to meaningful results (Sánchez-Álvarez, Berrios Martos, & Extremera, 2020). This has led to conflicting and confusing research on emotional intelligence. (Kotsou et al., 2019)distinguished three approaches: particular ability, integrative ability, and a mixed strategy. (Chen & Guo, 2020) differentiated ability and trait models. While mixed-model or trait emotional intelligence is measured by self-report (Castro-Sánchez, Zurita-Ortega, Chacón-Cuberos, López-Gutiérrez, & Zafra-Santos, 2018), the ability model of emotional intelligence is measured by maximum-performance tests with scoring criteria derived from the majority of the sample or emotions experts (Valente, Monteiro, & Lourenço, 2019).

Despite earlier criticisms of the four-branch ability model, a recent meta-analysis supports a revised three-branch cascade model (Walker, Double, Kunst, Zhang, & MacCann, 2022). Emotion perception, understanding, and regulation are the three branches of emotional intelligence (Walker et al., 2022). Emotion perception recognizes emotions in oneself, people, voices, tales, music, and art (Raghubir, 2018). Emotion knowledge includes labeling feelings, interpreting their meanings (including possible causes), understanding complex emotions, and recognizing emotion patterns through time (MacCann et al., 2020). Perception precedes comprehension in the cascading model of emotional intelligence. One can learn how emotions work by recognizing their and others' feelings. People learn their causes, effects, and evolution by monitoring emotions as they occur. Emotion perception promotes emotional understanding. Emotion

regulation is the ability to control one's and others' emotions to act effectively (Ahad, Mustafa, Mohamad, Abdullah, & Nordin, 2021). Emotion understanding enables emotion regulation in the sense that if an individual has access to high-quality knowledge structures about the causes, consequences, and meanings of emotions, they can use this knowledge to develop a large repertoire of strategies for selecting and inducing appropriate emotions in a given situation (MacCann et al., 2020).

2.2   Self-awareness Theory

Self-awareness theory, developed by Duval and Wicklund (1972) book A hypothesis of genuine mindfulness, states that when we focus on ourselves, we compare and contrast our current behavior with our internal rules and attributes. Duval and Wicklund (1972); Walker et al. (2022) reflect a major corpus of earlier research. It merits examination for multiple reasons. First, it proposed that self-awareness is a construct that strengthens motivation. Second, it reveals that the efficacy of self-awareness is mediated by its physiological components. Lastly, self-awareness is theorized to be related to behavior interpretation (Fenigstein, Scheier, & Buss, 1975).

Self-awareness is the capacity to pay attention to oneself (Rasheed, Younas, & Sundus, 2019). Self-awareness is achieved by reflecting on perceiving and processing stimuli. Many of us become self-aware in front of an audience (Chen & Guo, 2020). Self-awareness is multidimensional, encompassing a variety of domains and corollaries (Eurich, 2018). Conduct regulation is a phenomenological, psychological, and neurological process. Numerous stimuli can induce self-awareness (Atmojo, Muhtarom, & Lukitoaji, 2020). Cameras, audiences, recorders, and mirrors have been utilized in controlled settings to heighten self-awareness (Kohda et al., 2019). Mirrors provide feedback that enables a person to alter their appearance to project the desired image (Atmojo et al., 2020). By inducing self-awareness, we become conscious of our self-domains (e.g., self-criticism, self-efficacy) and our public self-dimensions, such as our behaviors, mannerisms, and appearance (Graham, 2020).

According to social psychology studies, self-awareness motivates self-analysis and identity formation (Chon & Sitkin, 2021). Numerous studies demonstrate that self-awareness influences behavior. Self-awareness enables behavioral flexibility (Atmojo et al., 2020). Avoidance, self-harm, emotional intensity, and self-regulation have been identified in prior research (Kreibich, Hennecke, & Brandstätter, 2020). Self-regulation entails controlling one's behavior, avoiding temptation, altering one's mood, and selecting from various responses (Kohda et al., 2019). These are self-dimensions thought susceptible to control. According to research, heightened self-awareness results in socially desirable responses to even the slightest indications that someone may be looking (Rasheed, Younas, & Sundus, 2019). Observability increases the desire to comply with regulations (Eurich, 2018). Due to our description of the psychosocial mechanisms underlying deterrence theory, most sociologists should be familiar with real-world displays of socially desirable behavior (i.e., self-awareness of being

observed); for more recent explorations of moderators of being observed and socially desirable behavior, see: (Chon & Sitkin, 2021). Knowing that our behavior is being observed or evaluated modifies the social cognitive processes that cause us to adhere to desirable rules. These codes can be found in the law, rules, and socially desired responses (Atmojo et al., 2020). The principle of deterrence necessitates a heightened awareness that someone is observing and will penalize violations. There is abundant evidence that the perceived certainty of punishment has a causal relationship with reduced rule-breaking (Kohda et al., 2019; Rasheed et al., 2019). Increasing the perception of the likelihood of being detected decreases rule-breaking (Eurich, 2018). This certainty effect is prevalent in dissuasive circumstances (Chon & Sitkin, 2021).

2.3   Self-Determination Theory

In their self-determination theory (SDT), Deci and Ryan (1985) claim that by their nature, humans need motivation, which can be either intrinsic or extrinsic. The former type is described as an intuitive tendency to stretch and enlarge one's capacity, look for the informative and the demanding, and investigate and seek. This motivation can be enhanced by doing an activity because it can instill satisfaction. Conversely, extrinsic motivation involves performing an activity to achieve an external result because satisfaction is produced by result rather than activity. The individual tries to achieve desirable outcomes (Deci, Koestner, & Ryan, 2001).

According to SDT, employees are motivated by a spectrum of factors that fluctuate along a continuum of autonomy (Vasconcellos et al., 2020). Intrinsic motivation (doing something because you enjoy it) is the most independent form of motivation. However, even if the employee's behavior is not intrinsically rewarding, it is still possible to be autonomously motivated by incorporating regulation (such as acting according to one's own goals and values) and identifying regulation (e.g., acting to obtain valued personal outcomes). When employee behavior is not self-directed but instead impacted by external variables (e.g., avoidance of guilt or shame by introduced incentive or response to reward and punishment through external regulation), long-term changes in employee behavior are uncommon (Gilal, Zhang, Paul, & Gilal, 2019).

When we engage in activities for their own sake, we experience more adaptive outcomes, including a greater sense of well-being and a higher rate of behavior adoption and maintenance (Gillison, Rouse, Standage, Sebire, & Ryan, 2019). Autonomy (the belief that one is in charge and able to make decisions) is enabled by the satisfaction of three fundamental psychological needs: a sense of self-worth, a sense of competence, and a sense of belonging (Gillison et al., 2019). As with all theories put into practice, practitioners must know how to most effectively promote need fulfillment in terms of specific tactics and strategies. Over the past decade, taxonomies of behaviour modification tactics have been produced, and they have been a game-changer in making this process easier.

2.4 Hypothesis Formulation and Conceptual Framework

2.4.1 Self-awareness

According to Ickes, Walker et al. (2022), self-awareness consists of self-comparison in introspection and self-evaluation. Rasheed et al. (2019) assert that self-awareness might be situational or dispositional. Situational self-awareness is a natural process by which a person distinguishes the self by internalized qualities and then makes adjustments to decrease any instability or irregularity (Kishkilev, 2018). Dispositional self-awareness refers to self-responsiveness or self-concentration associated with a person's tendency to look inward and reflect on the self (Fenigstein et al., 1975). Newman and Nezlek (2019) propose that dispositional self-awareness has both good and negative manifestations. In negative self-perception, the emphasis is on negative emotions, depression, mood, weakness, and obstacles to solving social problems (Altan-Atalay, Kaya-Kızılöz, İlkmen, & Kozol, 2022). Good self-awareness reflects the positive effects of physiological mindfulness, in-depth self-awareness, and desired self-improvements (Newman & Nezlek, 2019). These good and negative results of self-awareness have substantial effects on occupational performance. Recent research indicates that almost 90% of managing directors sense a connection between the workplace and the health and well-being of their staff (Hall, Garabiles, & Latkin, 2019). Self-awareness is also associated with important outcomes such as increased job performance and satisfaction Budworth and Chummar (2022) and more effective professional decisions (Kim, Schuh, & Cai, 2020). The relationship between good self-awareness and work outcomes demonstrates that training has prospective and actual benefits for employers, employees, and organizations' self-awareness. "

H1: *Self-awareness has a significant positive impact on job performance.*

2.4.2 Social Self-efficacy

Numerous studies on social self-efficacy are cited in the academic literature. Social interlinkage quality has played a significant role in resolving and finishing employees' job challenges (Qing, Asif, Hussain, & Jameel, 2020), and social interaction and relationship expectations are developing in the workplace. Workers occasionally need to express their views, ideas, and results to others, so they seek assistance from others or participate in social groups for debate (Ladyshewsky & Taplin, 2018). Social self-efficacy also impacts the ability to govern successfully and arrange workers' interpersonal interactions, such as by sharing personal thoughts, perspectives, and experiences with co-workers (Bi, Wang, & Ji, 2022). Employees with strong social self-efficacy should be able to develop and sustain positive relationships with co-workers. Those who treat their co-workers respectfully are more likely to be accepted and assisted by them. Social self-efficacy is an employee's belief in their capacity to engage in the social interactional activities and tasks required to moderate and maintain interdependent relationships (De Smul, Heirweg, Van Keer, Devos, & Vandevelde, 2018). '"

H2: *Social self-efficacy has a significant positive impact on job performance.*

H3: *Social self-efficacy mediates the relation between self-awareness and job performance.*

2.4.3 Emotional Self-efficacy

The literature argues that service-oriented organizations and the labor community must foster self-confidence and the ability to recognize, utilize, and control feelings and emotions. Jeung, Kim, and Chang (2018) emphasize the importance of self-efficacy in emotionally difficult activities and in enhancing job performance. Petrich, Liu, and Nedelec (2020) believe that emotional regulation, self-efficacy, and reliance are key to predicting prosocial behavior. In other words, employees who effectively regulate their emotions are more secure in their ability to form and maintain great relationships with others. Therefore, researchers have postulated that emotional self-efficacy will predict social self-efficacy over time. One may assume that persons who have difficulty managing their emotions will be unable to carry through a series of predetermined behaviors because they lack the emotional self-efficacy required to do so and hence will not exert enough effort to achieve their goals. Therefore, according to Joseph and Newman (2010), employees with a high level of emotional self-efficacy will be able to devote a greater proportion of their intellectual resources to job performance.

H4: *Emotional self-efficacy has a significant positive impact on job performance.*

H5: *Emotional self-efficacy mediates the relation between self-awareness and job performance.*

2.4.4 Work Self-efficacy

Work self-efficacy is the accomplishment workers feel regarding their capacity to complete their work activity successfully. Previous research has shown that self-efficacy at work is directly related to organizational results such as job performance, satisfaction and dedication (Zeng, Fung, Li, Hussain, & Yu, 2020). It is negatively associated with psychological tension in work situations (Kößler, Fujishiro, Veit, & Hoppe, 2022). However, employees learn many lessons and concepts only because of social interaction and connection with other employees (Bandura, 1986). Occupational self-efficacy is related to the capacities necessary for employees to perform well at work (Jungert, Schattke, Proulx, Taylor, & Koestner, 2021). Bandura (1986, 1997) also suggest that this type of efficacy is sufficient to give rise to substantial interest in the activity, in contrast to when a person perceives the opposite meaning of efficacy.

H6: *Work self-efficacy has a significant positive impact on job performance.*

H7: *Work self-efficacy mediates the relation between self-awareness and job performance.*

2.4.5   Job Performance as a Dependent Variable

Job performance is defined as the acts individuals carry out at work (Chen & Guo, 2020). In general, work or task performance is the process by which employees transform raw materials into finished products through the efficient operation of an organization (Malureanu, Panisoara, & Lazar, 2021). Job success depends on self-leadership, which leads to increased self-knowledge Manz (1986) and job satisfaction. (Newman & Nezlek, 2019; Petrich et al., 2020). Moreover, job performance is enhanced by establishing personal objectives and boosting self-confidence (Horcajo, Paredes, Higuero, Brinol, & Petty, 2019; Ickes, Wicklund, & Ferris, 1973; Loeb, Stempel, & Isaksson, 2016; MacCann et al., 2020). Increasing the modification of the job task improves performance, which is accomplished by instituting a natural incentive system. Therefore, people who demonstrate strong leadership will do better on the job than those with less self-leadership (Ho & Nesbit, 2018).

H8: Self-awareness has a significant positive impact on social self-efficacy.

H9: Self-awareness has a significant positive impact on work self-efficacy.

H10: Self-awareness has a significant positive impact on emotional self-efficacy.

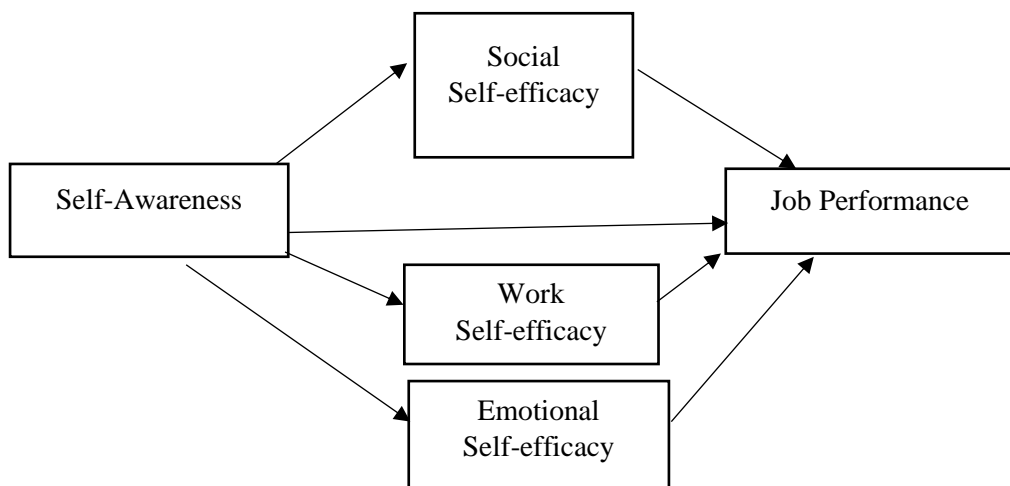Figure 1 depicts the conceptual framework for the study.

Figure 1: Conceptual Framework

3.   Methodology

Using a pre-tested instrument, this cross-sectional study obtained primary data from a sizeable non-probability (convenience) sample of 202 Saudi Arabian telecom employees. Six items from Sutton (2016) were used to assess self-awareness, whereas three items from Steinbauer et al. were utilized to assess job performance (2018). As

shown in Table 1, job self-efficacy (six items), emotional self-efficacy (nine items), and social self-efficacy (seven items) were measured using scales developed by Muris (2001).

Table 1: Constructs and their Measures

Constructs	No of Items	Source
Job performance	3	Steinbauer, Renn, Chen, and Rhew (2018)
Work self-efficacy	6	Muris (2001)
Social self-efficacy	7	Muris (2001)
Emotional self-efficacy	9	Muris (2001)
Self-awareness	6	Sutton (2016)

All data were collected from one source; a full collinearity test was conducted to avoid data bias, with the resultant variance inflation factor (VIF) value indicating no bias. The data was then analyzed by structural equation modeling (SEM) using SmartPLS 3, while SPSS was used for demographic analysis. SEM is a second-generation technique for solving complex problems by incorporating both observed and unobserved variables (Hair, Risher, Sarstedt, & Ringle, 2019).

Two commonly used approaches are covariance-based and variance-based (VB) SEM; the most commonly used statistical packages are AMOS and SmartPLS 3. SmartPLS 3 can deal with normal and non-parametric data, whereas AMOS is suitable only for normal data. Bootstrapping, a non-parametric technique, was used for testing the hypothesized relationships via SmartPLS3, which has three further advantages: it can be applied to smaller datasets, complex models can be tested, and it performs well in model prediction.

4. DATA ANALYSIS

Using a pre-tested instrument, this cross-sectional study obtained primary data from a sizeable non-probability (convenience) sample of 202 Saudi Arabian telecom employees. Six items from Sutton (2016) were used to assess self-awareness, whereas three items from Steinbauer et al. were utilized to assess job performance (2018). As shown in Table 1, job self-efficacy (six items), emotional self-efficacy (nine items), and social self-efficacy (seven items) were measured using scales developed by Muris (2001). "

4.1 Measurement Model Analysis

Using VB-SEM, the instrument's reliability and validity were determined using confirmatory factor analysis of the measurement model. Validity refers to the precision of the measuring device, whereas reliability measures the internal consistency of data (Hair et al., 2019). The present investigation proved both reliability and validity.

Cronbach's alpha and composite reliability values for all constructs were above the threshold value of 0.70, indicating that the data were reliable. These are displayed in Table 3, which also contains extracted values for the average variance.

Table 2: Demographic Profile

		Frequency	Percent
Gender	Male	121	59.9
	Female	81	40.1
Age	23-30	111	55
	31-40	45	22.3
	41 and above	46	22.8
Education Level	Bachelor's	43	21.3
	Master's/MPhil	156	77.2
	PHD	3	1.5
Management Level	Line manager	72	35.6
	Middle manager	115	56.9
	Top manager	15	7.4
Experience	1-5 years	99	49
	6-10 years	51	25.2
	11 and above	52	25.7

Table 3: Reliability of Constructs

Construct	Cronbach's alpha	Composite reliability	Average variance extracted
ESE	0.824	0.876	0.540
JP	0.867	0.919	0.790
SA	0.853	0.883	0.560
SSE	0.826	0.885	0.658
WE	0.812	0.871	0.578

The instrument's validity was determined by calculating the heterotrait-monotrait ratio of correlations (HTMT). Henseler, Ringle, and Sarstedt (2015) suggest that HTMT is a more accurate measure of discriminant validity than the traditional Fornell-Larcker criterion. The threshold value for HTMT is 0.9, or more strictly 0.85 (Henseler, Ringle, & Sarstedt, 2015). The results of the present study are given in Table 4.

The variance inflation factor measures multicollinearity among independent variables, with acceptable values below 3. VIF values are given in Table 5.

Table 4: Heterotrait-Monotrait Ratio

	ESE	JP	SA	SSE	WE
ESE					
JP	0.777				
SA	0.090	0.043			
SSE	0.893	0.762	0.087		
WE	0.865	0.745	0.162	0.802	

Table 5: VIF Values

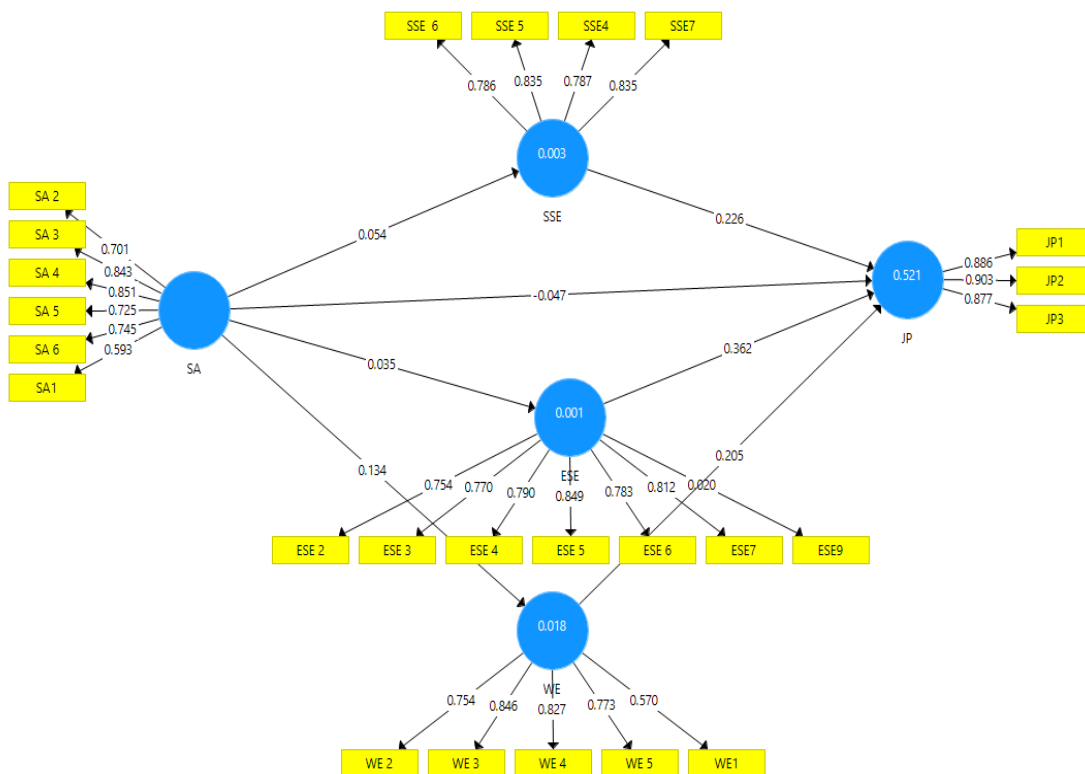|	ESE	JP	SA	SSE	WE	
ESE		2.661				
JP						
SA	1	1.027		1	1	
SSE		2.91				
WE		2.641				

Figure 2: Measurement Model Analysis

4.2   Structural Model Analysis

The hypothesized relationships were measured by bootstrapping with a bootstrap sample of 500. The result was that all hypotheses were accepted at a 99% level of confidence. The coefficient of determination results shows the model to be a good fit. The value of R^2 is 0.528, meaning there is a 52% change in the model. The study results show that self-awareness has a significant impact on social self-efficacy (B=0.818, t= 27.7, p=0.000), on work self-efficacy (B=0.721, t=20.1, p=0.000), and emotional self-efficacy (B=0.727, t=17.27, p=0.000), leading to acceptance of H_1, H_2, and H_3.

As a result of measuring the impact of social self-efficacy on job performance (B=0.335, t=2.829, p=0.002), hypothesis H_5 was accepted at the 99% confidence level. The impact of work self-efficacy was measured on job performance leading to the acceptance of H_6 (B=0.245, t=2.949, p=0.002). The impact of emotional self-efficacy on job performance was found to be significant (B=0.412, t=4.558, p=0.000), so H_7 was accepted. The direct impact of self-awareness on job performance was measured as significant and positive, confirming H_4. As to its indirect effect, the mediation results in Table 6 show that social, work and emotional, work, and emotional self-efficacy significantly mediate the relation between self-awareness and job performance. All relations are seen to be acceptable at the 95% level of confidence.

Table 6: Structural Model Analysis

		Beta	Sample mean	T-statistic	p-value	Result
H_1	SA → SSE	0.818	0.813	27.761	0.000	Accepted
H_2	SA → WE	0.721	0.721	20.51	0.000	Accepted
H_3	SA → ESE	0.727	0.726	17.272	0.000	Accepted
H_4	SA → JP	0.233	0.222	2.009	0.023	Accepted
H_5	SSE → JP	0.335	0.327	2.829	0.002	Accepted
H_6	WE → JP	0.245	0.242	2.949	0.002	Accepted
H_7	ESE → JP	0.412	0.413	4.558	0.000	Accepted
H_8	SA → ESE → JP	0.300	0.300	4.298	0.000	Accepted
H_9	SA → SSE → JP	0.274	0.266	2.842	0.002	Accepted
H_{10}	SA → WE → JP	0.176	0.175	2.889	0.002	Accepted

5.   DISCUSSION AND CONCLUSION

This section analyzes the findings concerning each stated objective in the introduction. The literature review indicates that job performance researchers tend to neglect important concepts and structures, such as self-confidence, self-motivation, and emotional, social, and work self-efficacy. This is one of the few attempts to build, describe, and test a conceptual model of self-medicating efficacy's role between self-awareness and job performance. All hypotheses about the links between self-awareness

and job performance, as well as social, emotional, and work self-efficacy, are validated by the analysis.

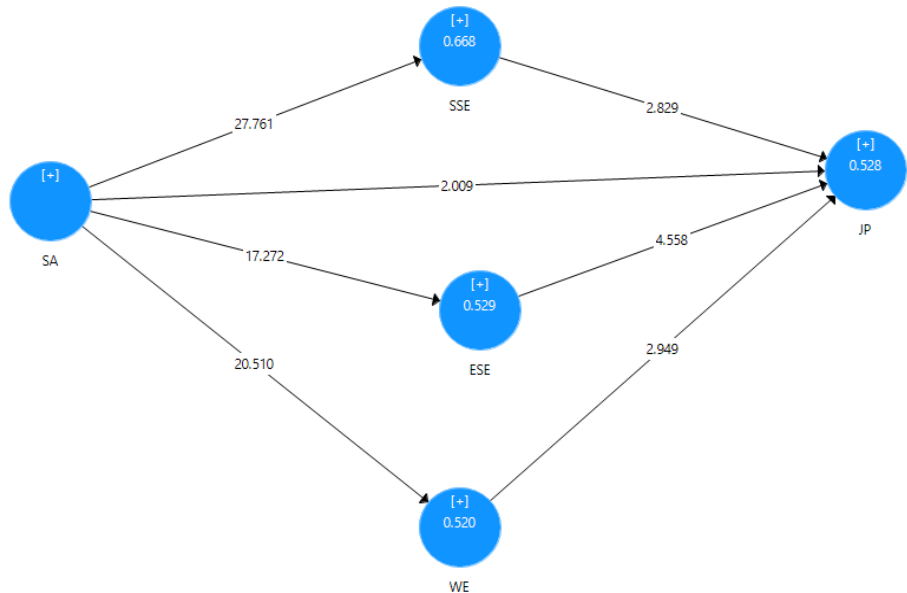Figure 3 depicts the resultant structural model graphically.

Figure 3: Structural Model

The initial purpose of the study was to investigate the relationship between self-awareness and job performance. The good consequences of self-awareness in the workplace are increasing daily as time passes. Self-aware leaders are more powerful, informative, and influential for their organizations than less self-aware leaders (Hansbrough, Lord, & Schyns, 2015). The second and third research aims were to examine the influence of social self-efficacy on job performance and the role it plays as a mediator between self-awareness and job performance. Ickes et al. (1973); Valente et al. (2019) argue that it would be easier to comprehend the role of self-efficacy in organizational social connections if self-efficacy were better targeted to the workplace social area or zone. The remaining purpose of the study was to examine the impact of emotional and work self-efficacy on job performance and how these factors moderate the association between self-awareness and job performance. According to previous research, emotional and work self-efficacy have been discovered to play a regulatory function in managing negative emotions in the workplace during job performance. Alessandri, Filosa, Eisenberg, and Caprara (2021) claim that emotional and job self-efficacy mediate organizational citizenship practices. All components of the instrument utilized in this study demonstrated excellent validity. Together, they tend to demonstrate

that the employee's self-awareness is a prerequisite for initiating, maintaining, and engaging in social and interpersonal connections at work. In conclusion, the data indicate that self-awareness and self-efficacy are essential tools for improving job performance.

This study highlights the relationship between self-awareness and job performance. It has seen self-awareness as the independent variable, the three categories of self-efficacy as the mediators, and job performance as the dependent variable. Three theories were employed to build the conceptual model connecting these variables: the cascading model of emotional intelligence, self-awareness theory, and self-determination theory. Numerous businesses have acknowledged the significance of self-awareness and its influence on various work policies. This study demonstrates that job performance is affected by various variables, regardless of whether or not they are related to work performance. By providing a conceptual framework of job performance, this study contributes significantly to understanding the various facets of job performance and their consequences on daily living. The testing of the hypothesis has demonstrated that self-awareness and self-efficacy influence employees' daily lives and job experiences. This study provides evidence that practising self-awareness and self-efficacy practices is beneficial. In conclusion, the data imply that self-awareness and self-confidence enhance workers' attitudes about their jobs. ""'

6.   PRACTICAL IMPLICATIONS

This research provides some good and attractive insights for managers in the telecom industry by helping to explain employees' behavior in terms of self-awareness and self-efficacy. This should enhance the ability to understand their workers' psychological conditions. Every industry needs to focus on the employees' job performance to ensure healthy growth. Contemporary organizations need to maintain a positive market image, which requires employees to perform satisfactorily. This means that the management should always take all employees' complaints seriously to avoid spreading negative comments about their experience at work. In practice, many scales have been used to understand the interlinkage between personal measures like self-efficacy (whether social, emotional, or work-related), trust and reliance systems, and job demands and resources. An understanding of these relationships is important within a leadership frame of reference. The current research findings reveal that social interactions can be necessary for building teamwork, especially since self-oriented and emotional self-efficacy may be important concepts for reducing displeasure and enhancing connection.

Furthermore, suppose an organization wishes to enhance prosociality among its employees. In that case, it is essential to promote organizational citizenship behaviors directly and bolster employees' perceptions of self-efficacy. Socialization within an organization is crucial for nurturing prospective workers' self-efficacy beliefs regarding their work competencies, their ability to deal with social distress, and social interconnections with others.

7.   LIMITATIONS AND FUTURE RESEARCH

In addition to its unique theoretical insights and several empirical strengths, this study has some shortcomings that, if solved in the future, could make an important contribution to organizational development. One weakness of this study is its exclusive focus on job performance in the telecom industry. Future research should incorporate additional economic activity, such as agriculture, mining, and banking. This study has also focused on a limited set of variables that may affect job performance, ignoring other variables such as education, confidence, prosocial conduct, etc. Future studies should investigate the self-awareness-related impacts of training. Lastly, the hypotheses were examined using data from a single country; future researchers should investigate the various elements of self-efficacy in various countries.

Acknowledgements

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