



The influence of work culture on employee self-efficacy: Evidence from SBI Branches in central Kerala

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Abstract

Employee self-efficacy is a critical psychological factor that influences employees' confidence, motivation, adaptability, and job performance in organizational settings. The present study examines the influence of work culture on employee self-efficacy among employees of State Bank of India (SBI) branches in Central Kerala. A quantitative research approach employing descriptive and explanatory research designs was adopted for the study. Primary data were collected from 248 SBI employees using a structured questionnaire comprising measures of work culture and employee self-efficacy. Descriptive statistics were used to assess the levels of work culture and self-efficacy, while simple linear regression analysis was employed to determine the influence of work culture on employee self-efficacy. The findings revealed that employees perceived the work culture in SBI branches to be moderately high and exhibited a moderate to high level of self-efficacy. The regression results indicated that work culture has a significant positive influence on employee self-efficacy ($\beta = 0.612$, $p < 0.001$), explaining 29.4% of the variance in self-efficacy ($R^2 = 0.294$). The study concludes that a supportive work culture characterized by effective communication, teamwork, leadership support, and employee involvement enhances employees' confidence in their ability to perform job-related tasks effectively. The findings provide valuable insights for banking administrators and human resource managers in fostering a positive work environment that strengthens employee self-efficacy and organizational effectiveness.

Keywords: Work culture, employee self-efficacy, organizational culture, banking sector, SBI, Employee performance, central Kerala

Introduction

In today's dynamic and highly competitive business environment, organizations increasingly recognize that employee performance is influenced not only by technical competencies but also by psychological factors and organizational conditions. Among the various psychological constructs that affect workplace behavior, employee self-efficacy has emerged as a significant determinant of individual effectiveness, motivation, and job performance. Self-efficacy refers to an individual's belief in their capability to organize and execute the actions required to achieve desired outcomes (Bandura, 1997) [2]. Employees with high levels of self-efficacy tend to demonstrate greater confidence, resilience, commitment, and adaptability when confronted with workplace challenges. They are more likely to embrace complex tasks, persist in the face of obstacles, and achieve higher levels of performance than those with lower self-efficacy.

The concept of self-efficacy is rooted in Social Cognitive Theory, which posits that human behavior is shaped by the interaction of personal, behavioral, and environmental factors (Bandura, 1986) [1]. Within organizational settings, environmental factors such as leadership style, communication patterns, employee support systems, recognition mechanisms, and workplace culture play a crucial role in shaping employees' efficacy beliefs. Consequently, organizations seeking to enhance employee productivity and engagement must pay close attention to the organizational environment in which employees operate.

Work culture represents the shared values, beliefs, norms, and practices that characterize an organization and guide employee behavior. It influences how employees interact with one another, respond to organizational goals, and perceive their roles within the workplace (Schein, 2010) [9]. A positive work culture promotes collaboration, trust, innovation, learning, and employee well-being, whereas a negative culture may result in stress, disengagement, reduced morale, and lower organizational commitment. Research has consistently shown that organizational culture significantly affects employee attitudes, job satisfaction, motivation, and performance (Denison, 1990; Cameron & Quinn, 2011) [4, 5].

The relationship between work culture and employee self-efficacy has gained increasing attention among organizational researchers. A supportive and empowering work culture can enhance employees' confidence in their abilities by providing opportunities for skill development, constructive feedback, recognition, and social support. Conversely, a rigid or unsupportive culture may undermine employees' confidence and limit their willingness to take initiative or engage in innovative behaviors. Studies have indicated that organizational environments characterized by trust, empowerment, and participative decision-making contribute positively to employee self-efficacy and overall performance (Luthans, 2002; Judge & Bono, 2001) [6, 7].

The banking industry presents a particularly relevant context for examining the relationship between work culture and self-efficacy. Banks operate in an increasingly complex

environment characterized by technological advancements, digital transformation, regulatory changes, heightened customer expectations, and intense competition. Employees are required to adapt continuously to new systems, products, and service delivery models while maintaining high standards of customer service and operational efficiency. In such circumstances, employees' belief in their capabilities becomes essential for managing job demands effectively.

The State Bank of India (SBI), India's largest public sector bank, plays a pivotal role in the nation's banking and financial services sector. With an extensive branch network and a diverse workforce, SBI faces ongoing challenges related to organizational transformation, digital banking adoption, customer relationship management, and employee performance enhancement. The work culture within SBI branches can significantly influence employees' perceptions, attitudes, and efficacy beliefs, thereby affecting service quality and organizational effectiveness.

Central Kerala provides a unique setting for this investigation due to its high literacy levels, advanced banking penetration, technologically aware customer base, and significant economic activity. Employees working in SBI branches across the region are expected to manage increasingly sophisticated customer requirements while adapting to rapid organizational and technological changes. Understanding how work culture influences employee self-efficacy in this context can provide valuable insights for human resource practitioners, policymakers, and banking administrators seeking to improve employee effectiveness and organizational performance.

Despite extensive research on organizational culture and employee performance, relatively fewer studies have specifically examined the influence of work culture on employee self-efficacy within public sector banking institutions in the Indian context. Moreover, regional studies focusing on SBI branches in Central Kerala remain limited. This gap highlights the need for empirical investigation into how dimensions of work culture affect employees' confidence in their abilities to perform job-related tasks successfully.

Therefore, the present study seeks to examine the influence of work culture on employee self-efficacy among employees working in SBI branches in Central Kerala. By exploring this relationship, the study aims to contribute to the growing body of knowledge on organizational behavior and provide practical recommendations for fostering a supportive work environment that enhances employee confidence, motivation, and performance.

Review of Literature

1. Organizational Culture and Employee Outcomes

Denison (1990) ^[5] argued that organizational culture significantly influences employee behavior, motivation, and organizational effectiveness. A strong culture characterized by involvement, consistency, adaptability, and mission creates an environment that encourages employees to perform effectively and align their efforts with organizational goals.

Similarly, Schein (2010) ^[9] viewed organizational culture as a pattern of shared assumptions, values, and beliefs that guide employee behavior and decision-making. According to Schein, a supportive culture fosters learning, collaboration, and confidence among employees, thereby enhancing their workplace effectiveness.

In the banking sector, Belias (2015) observed that organizational culture plays a critical role in employee development, knowledge acquisition, and skill enhancement. The study emphasized that a positive work culture contributes to employee satisfaction and organizational success by creating a conducive environment for professional growth.

2. Work Culture in the Banking Sector

The banking industry operates in a highly competitive and dynamic environment where employee competence and adaptability are essential. Sharma and Joshi (2016) conducted a comparative study of public and private sector banks and found that work culture positively influenced employee job performance and subjective well-being. The study revealed that dimensions such as openness, trust, collaboration, autonomy, and proactiveness significantly contributed to positive employee outcomes.

In the Indian banking context, Dev and Sengupta (2017) examined the impact of work culture on employee satisfaction among bank employees. Their findings indicated that dimensions such as innovative culture, participative culture, empowerment, and organizational affinity significantly enhanced employee satisfaction. The study concluded that a stronger work culture results in more positive employee attitudes and behaviors.

Further, Nazir (2005) ^[8] found that person-culture fit positively influenced employee commitment in banking organizations. Employees who perceived a strong alignment between personal and organizational values exhibited higher commitment and engagement levels.

3. Self-Efficacy and Employee Performance

The concept of self-efficacy was introduced by Bandura (1986, 1997) ^[1, 2], who defined it as an individual's belief in their ability to successfully perform specific tasks. Employees with high self-efficacy tend to display greater confidence, persistence, resilience, and problem-solving capabilities.

Judge and Bono (2001) ^[6] reported that self-efficacy is positively associated with job satisfaction and job performance. Employees who believe in their capabilities are more likely to undertake challenging tasks and maintain motivation even under difficult circumstances.

Similarly, Luthans (2002) ^[7] emphasized that self-efficacy is a key component of positive organizational behavior and contributes significantly to employee productivity, adaptability, and workplace success.

4. Relationship between Work Culture and Self-Efficacy

Research increasingly suggests that organizational culture serves as an important antecedent of employee self-efficacy. Supportive organizational environments provide employees with opportunities for learning, feedback, recognition, and autonomy, which strengthen efficacy beliefs.

Shaikh, Akbar, and Khan (2020) ^[10] investigated the mediating role of self-efficacy between organizational culture and employee performance in Pakistan's banking industry. The study found that supportive and innovative organizational cultures positively influenced employee self-efficacy, which subsequently enhanced employee performance. Self-efficacy partially mediated the relationship between organizational culture and

performance, highlighting its strategic importance in banking organizations.

Recent research by Annisa, Siahaan, and Lumbanraja (2024) demonstrated that self-efficacy serves as a critical mechanism through which organizational changes and digital transformation influence employee performance in banking institutions. Employees with stronger efficacy beliefs adapted more effectively to technological and organizational changes.

Additionally, studies on organizational learning culture suggest that cultures promoting employee involvement, diversity, and continuous learning positively affect employee attitudes and proactive behaviors, which are closely associated with higher levels of self-efficacy.

Research Gap

Existing literature establishes that work culture significantly influences employee attitudes, job satisfaction, commitment, and performance. Similarly, self-efficacy has been identified as a crucial predictor of employee effectiveness and adaptability. Although several studies have examined the relationship between organizational culture and employee performance, limited research has specifically explored the direct influence of work culture on employee self-efficacy within Indian public sector banks, particularly the State Bank of India.

Furthermore, studies focusing on regional banking contexts such as Central Kerala remain scarce. Given the ongoing digital transformation, increasing customer expectations, and evolving work practices in the banking industry, understanding how work culture shapes employee self-efficacy in SBI branches becomes both academically relevant and practically significant. Therefore, the present study seeks to address this gap by examining the influence of work culture on employee self-efficacy among SBI employees in Central Kerala.

Objectives

1. To examine the level of work culture and employee self-efficacy among employees of SBI branches in Central Kerala.
2. To analyze the influence of work culture on employee self-efficacy among employees of SBI branches in Central Kerala.

Hypothesis

H01: There is no significant difference in the perceived level of work culture and employee self-efficacy among employees of SBI branches in Central Kerala.

H02: Work culture has no significant influence on employee self-efficacy among employees of SBI branches in Central Kerala.

Research methodology

The present study adopts a quantitative research approach using a descriptive and explanatory research design to examine the influence of work culture on employee self-efficacy among employees of State Bank of India (SBI) branches in Central Kerala. The study targets employees working in selected SBI branches across the districts of Central Kerala, including Ernakulam, Thrissur, and Palakkad. Primary data will be collected through a structured questionnaire consisting of three sections: demographic profile, work culture scale, and employee self-

efficacy scale. Work culture will be measured using items related to communication, teamwork, leadership support, employee involvement, and organizational values, while employee self-efficacy will be assessed using a standardized self-efficacy scale adapted from Bandura (1997) [2]. A convenience sampling technique will be employed to select respondents, with an anticipated sample size of approximately 200–300 employees to ensure adequate representation. The collected data will be coded and analyzed using SPSS Jamovi software. Descriptive statistics such as frequency, percentage, mean, and standard deviation will be used to assess the levels of work culture and employee self-efficacy. Further, Pearson’s correlation analysis will be conducted to examine the relationship between the variables, and simple linear regression analysis will be used to determine the influence of work culture on employee self-efficacy. The findings are expected to provide insights into how workplace culture contributes to enhancing employees’ confidence in their abilities and overall effectiveness within the banking sector.

Analysis

Level of work culture

	N	Mean	Median	Sum	SD
EWC 1	248	3.431	4.000	851	1.381
EWC 2	248	3.411	4.000	846	1.371
EWC 3	248	3.387	4.000	840	1.336
EWC 4	248	3.383	4.000	839	1.380
EWC 5	248	3.423	4.000	849	1.354
EWC 6	248	3.383	4.000	839	1.314
EWC 7	248	3.359	4.000	833	1.255
EWC 8	248	3.363	3.000	834	1.255
EWC 9	248	3.355	4.000	832	1.318
EWC 10	248	3.403	4.000	844	1.319

The mean scores for the work culture items ranged from 3.355 to 3.431 on a five-point Likert scale, suggesting a moderately high perception of work culture among the respondents. Among the items, EWC1 recorded the highest mean score (M = 3.431, SD = 1.381), followed closely by EWC5 (M = 3.423, SD = 1.354) and EWC2 (M = 3.411, SD = 1.371). This indicates that employees generally hold favorable perceptions regarding these aspects of the work culture.

The lowest mean score was observed for EWC9 (M = 3.355, SD = 1.318), followed by EWC7 (M = 3.359, SD = 1.255) and EWC8 (M = 3.363, SD = 1.255). Although comparatively lower, these values remain above the neutral midpoint of the scale, indicating positive perceptions overall.

The median value for most items was 4, reflecting that a majority of respondents agreed with the statements related to work culture. The standard deviation values ranged from 1.255 to 1.381, indicating a moderate level of variation in employee responses.

Overall, the findings suggest that employees of SBI branches in Central Kerala perceive their organizational work culture positively, with mean values exceeding the scale midpoint. This indicates the presence of a supportive and favorable work environment that may contribute to employee motivation, engagement, and self-efficacy.

Level of Employee Self-Efficacy

	N	Mean	Median	Sum	SD
EE1	248	3.371	4.000	836	1.487
EE2	248	3.286	4.000	815	1.289
EE3	248	3.323	4.000	824	1.412
EE4	248	3.290	3.000	816	1.351
EE5	248	3.246	4.000	805	1.292
EE6	248	3.254	3.000	807	1.318

The mean scores for the employee self-efficacy items ranged from 3.246 to 3.371 on a five-point Likert scale, indicating a moderate level of self-efficacy among the employees. The highest mean score was recorded for EE1 (M = 3.371, SD = 1.487), suggesting that employees generally possess confidence in performing certain aspects of their job responsibilities. This was followed by EE3 (M = 3.323, SD = 1.412) and EE4 (M = 3.290, SD = 1.351).

The lowest mean score was observed for EE5 (M = 3.246, SD = 1.292), followed by EE6 (M = 3.254, SD = 1.318) and EE2 (M = 3.286, SD = 1.289). Despite being relatively lower, these mean values remain above the midpoint of the scale, indicating that employees generally perceive themselves as capable and competent in handling workplace tasks and challenges.

The median values for most items were 4, while EE4 and EE6 recorded a median of 3, indicating that respondents tended to agree with the self-efficacy statements, although some variability in perceptions exists. The standard deviation values ranged from 1.289 to 1.487, suggesting a moderate dispersion of responses among employees.

Overall, the results indicate that employees of SBI branches in Central Kerala exhibit a moderate to moderately high level of self-efficacy, reflecting confidence in their ability to perform job-related tasks effectively, adapt to workplace demands, and overcome challenges.

Influence of Work Culture on Employee Self-Efficacy Linear Regression

Model Fit Measures		
Model	R	R ²
1	0.542	0.294

Note. Models estimated using sample size of N=248

Model Coefficients - EEMEAN				
Predictor	Estimate	SE	t	p
Intercept	1.426	0.196	7.289	<.001
EWCMEAN	0.612	0.060	10.117	<.001

A simple linear regression analysis was conducted to examine the influence of Work Culture (EWC Mean) on Employee Self-Efficacy (EE Mean) among employees of SBI branches in Central Kerala.

The results indicate that the regression model is statistically significant and explains a substantial proportion of the variance in employee self-efficacy. The coefficient of determination (R² = 0.294) shows that 29.4% of the variation in employee self-efficacy is explained by work culture. The correlation coefficient (R = 0.542) indicates a moderate positive relationship between work culture and employee self-efficacy.

The regression coefficient for work culture was found to be positive and statistically significant ($\beta = 0.612$, $t = 10.117$, $p < 0.001$). This implies that a one-unit increase in work

culture leads to a 0.612-unit increase in employee self-efficacy, holding other factors constant. The intercept value ($\beta_0 = 1.426$, $p < 0.001$) represents the expected level of employee self-efficacy when work culture is zero.

The regression equation can be expressed as:

$$\text{Employee Self-Efficacy} = 1.426 + 0.612 (\text{Work Culture})$$

The findings demonstrate that work culture significantly and positively influences employee self-efficacy among SBI employees. A supportive work environment characterized by effective communication, teamwork, leadership support, and employee involvement enhances employees' confidence in their ability to perform job-related tasks successfully.

Findings of the Study

The findings of the study reveal that employees of SBI branches in Central Kerala perceive their work culture positively, with all work culture dimensions recording mean scores above the midpoint of the scale. This indicates the presence of a supportive organizational environment characterized by effective communication, collaboration, and employee involvement. Similar findings were reported by Denison (1990) [5], who argued that a strong organizational culture enhances employee effectiveness and organizational performance, and by Schein (2010) [9], who emphasized that supportive workplace values and shared beliefs foster employee engagement and confidence.

The study further found that SBI employees exhibit a moderate to moderately high level of self-efficacy, suggesting that they possess confidence in their ability to perform work-related tasks, adapt to workplace demands, and overcome challenges. This finding is consistent with the views of Bandura (1997) [2], who proposed that individuals with higher self-efficacy demonstrate greater resilience, persistence, and task accomplishment. It also supports the findings of Judge and Bono (2001) [6], who reported a positive association between self-efficacy, job satisfaction, and job performance.

A major finding of the study is that work culture significantly influences employee self-efficacy. The regression results revealed a significant positive effect of work culture on employee self-efficacy ($\beta = 0.612$, $p < 0.001$), indicating that improvements in workplace culture contribute substantially to employees' confidence in performing their job responsibilities. The model explained 29.4% of the variance in employee self-efficacy (R² = 0.294), demonstrating that organizational culture is an important predictor of efficacy beliefs among employees.

These findings align with the study of Luthans (2002) [7], which identified self-efficacy as a key component of positive organizational behavior and highlighted the role of organizational support in developing employees' psychological strengths. The results also support the findings of Shaikh, Akbar, and Khan (2020) [10], who found that supportive and innovative organizational cultures positively influence employee self-efficacy and, subsequently, employee performance in banking institutions. Furthermore, the findings corroborate the observations of Sharma and Joshi (2016) that a positive work culture characterized by trust, openness, and collaboration contributes significantly to employee well-being and effectiveness.

Overall, the study concludes that a favorable work culture plays a critical role in enhancing employee self-efficacy among SBI employees in Central Kerala. By fostering an environment that encourages participation, support, and professional growth, SBI can strengthen employees' confidence in their abilities, thereby improving individual and organizational performance.

Conclusion

The study concludes that work culture plays a significant role in shaping employee self-efficacy among employees of SBI branches in Central Kerala. The findings indicate that employees perceive their work culture positively and exhibit a moderate to high level of self-efficacy. Further, the regression analysis revealed that work culture significantly and positively influences employee self-efficacy, suggesting that supportive organizational practices, effective communication, teamwork, and employee involvement enhance employees' confidence in their ability to perform job-related tasks effectively. These findings are consistent with the views of Bandura (1997) ^[2], who emphasized that environmental factors significantly influence efficacy beliefs, and Schein (2010) ^[9], who highlighted the importance of organizational culture in shaping employee attitudes and behaviors. The results also support the findings of Luthans (2002) and Shaikh *et al.* (2020) ^[7, 10], who reported that positive organizational environments foster higher levels of self-efficacy and employee performance. Therefore, SBI management should continue to strengthen its work culture by promoting employee participation, leadership support, learning opportunities, and collaborative practices to enhance employees' confidence, adaptability, and overall organizational effectiveness.

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