

Self-Efficacy and Achievement Motivation as Correlates of Job Performance among Employees of Arik Air

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ABSTRACT

Arik Air as an airline organisation, knows that the quality of sound service and service delivery are almost entirely dependent on the quality of the staff. However, in the last four years, to cope with the challenges of government policies that negatively impact overseas training, Arik Air management adopted the strategy of inviting acquitted foreign professional resource persons and trainers from ICAO and others such bodies as well as reach cooperation arrangements with reputable foreign training institutions to come to Nigeria and conduct training sessions for the organisation's staff. However, not all employees have undergone there various training programme so far. Based on this, the study investigated the role of self-efficacy and achievement motivation in job performance among employees of Arik Air.

Cross-sectional survey research design was adopted and data was gathered using standardized scales of measurements. Frequency distribution revealed that more of the respondents 127 (50.4%) were males, while the other 125 (49.6%) were females.

Findings revealed that there exists significant and positive relationship between job performance and self-efficacy ($r = .48$; $P < .01$). Also, there exists significant and positive relationship between job performance and achievement motivation ($r = .30$; $P < .01$). When combined, self-efficacy and achievement motivation contributed about 40% variance in job performance [$F(2, 249) = 56.092$; $P < .01$]. Only self-efficacy ($\beta = .25$; $t = 4.239$; $P < .01$) had independent influence on job performance among employees in Arik Air.

From the findings, it was recommended that management of Arik Air endeavour to send their employees on training which will boost the employees efficacy and subsequent increase in job performance. Also, it was therefore recommended that employees should be pushed to develop self-drive in carrying out daily activities and subsequent increase in job performance.

INTRODUCTION

Human resource department of any organisation are saddled with the responsibility of assessing and evaluating the developmental needs of their organisation regularly for not only effective and efficient achievement of short, medium and long term objectives and goals of the organisation but also to achievement level of commitment among employees which will result into employees' and organizational development in the long run. Skilled, professional, committed and efficient workers play vital role in achieving the goals of an organization. Workforce is long lasting and very important asset of any organization as it manages other assets and activities of the organization. In order to motivate employees for better performance the employers give certain incentives and benefits (O'Sullivan & Lazonic, 1996).

In every organisation, motivation is always a strong force in achievement. Akpan and Umobong (2013) observes that motivation is one of the factors that contribute to organisation success; that management should strive to

understand the importance of promoting and encouraging motivation in an organisation. Self-motivation for achievement or achievement motivation of employees is generally assumed to have important impact on their performance and satisfaction. It is deep rooted in human nature. Some individuals appear to have an intrinsically high level of self-motivation for achievement while others have low in the same job. These people typically do not require the use of external incentives to prompt them to work towards their goals because they already have the desire to do so. People who are motivated mainly by a high need for achievement will seek out challenging tasks and work hard to succeed at them. People low in the self-motivation for achievement tends to pursue very easy tasks or where the chances of success are high. But people who are other extreme choose tasks that are extremely difficult, where no reasonable person could be expected to succeed. Therefore, the employees who possess higher self-motivation for achievement and training will tend to perform very well in the job (Akomolafe & Adesua, 2015).

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The chances of performing a task successfully in an organization depend majorly on the level of self-efficacy of people. Empirical findings abound and many have revealed that there is a relationship between self-efficacy and performance accomplishments, training and other outcome-related behaviours (Abosedo & Adesanya, 2017). Over time, organizations have been embarking on training and capacity building for their employees so as to enhance productivity and overall performance of the organizations. This is due to the recognition of the important role of training and development in attainment of organizational goals (Kamalian, Yaghoubi & Moloudi, 2010).

Training is the crucial area of human resource management since it is the fastest growing segment of personnel activities. Training has become widely recognised as an important issue that influences the effectiveness and efficiency of business organisations. The most cherished and treasured asset in any organisation is undoubtedly its workforce. Nonetheless, for the employee of any organization to perform optimally, effectively and efficiently, it needs to be equipped with the pertinent skill, knowledge and attitude hence; the need for manpower training and development programmes (George & Adetokun, 2017).

When employees acquire skills and efficiency through training; they become more eligible for promotion and they also become an asset of an organization. Training improves efficiency and productivity of employees. Well trained employees show high performance (Oyewunmi, Ibitoye & Sanni, 2012). On the other hand, staff development refers to activities leading to the acquisition of new knowledge or skills for purposes of growing. Organizations provide employees with development programs in order to enhance their capabilities. Employee development is gaining an increasingly critical and strategic imperative in organizations in the current business environment. Thus, organizations need to invest in continuous employee development in order to maintain employees as well as the organization success.

The performance of an individual plays a pivotal role in an organization. His performance is important for himself as well. High performance of an individual brings self-efficacy, satisfaction and motivation in his career (Salman, Nazar, Khan, Draz, Iqbal & Aslam, 2016). The concept of performance is very wide and it is further divided into several dimensions. Behavior aspect and outcome aspect of an employee are important in this context. In behavior aspect it is observed that how an employee behaves on the workplace, how he deals with the customers, colleagues and his bosses. The behavior is judged with job requirements. An individual is non-beneficial for the organization if his behavior is against the requirements of the job. Outcomes of the organization are basically the result of performance of the employees of that organization. Good behavior of the employees can enhance sales of the product and services, increase customer loyalty and promotion of the individual himself. An outcome of the organization is not only affected by the behavior of employees but there are other several determinants as well (Scharrer, 2015).

Thus, performance is what an employee is hired to do for an organization since it is the totality of activity which an employee carries out to contribute a fraction of the inputs

the organization needs to achieve its objectives. An employee's performance is observed at work and determined during job performance evaluation, with an employer taking into consideration components such as quality of work, quantity of work, cooperativeness/loyalty, resourcefulness and reliability, conduct, self-development/improvement efforts and experience to analyze each employee based on his or her merit. Job performance reviews are often done yearly and can determine whether an employee is due for promotion or is not fit to be on the organization's pay roll. The quality of employees has an important influence on their performance. Naturally, the person who possesses a high skill level such as unique skills, intelligence and work methods will succeed in his or her job. In the public service sector, employees' job performance is very important because it will reflect the government performance. Employee performance standards were designed by the government to measure the performance of the organizations. Therefore, job performance becomes the most important focus of administrators and academicians because the performance level will deteriorate if the level of skill of an employee drops and it is generally believed that employees are the "backbones" of the state government services (Fauzah, Noryati & Zaharah, 2011).

There are different factors that could influence job performance. This study is interested in how self-efficacy and achievement motivation could contribute to job performance among employees of Arik Air, Nigeria.

Self-efficacy can be defined broadly as an individual's confidence in their capability to achieve particular goals (Heslin & Klehe, 2006). Bandura (1997) refers to self-efficacy as an individual's assessment and conviction regarding their ability to coordinate and perform a task successfully. Zajacova, Lynch and Espenshade (2005) highlight that the judgement and convictions that individuals hold towards their capability to perform tasks constitute self-efficacy. Barry and Finney (2009) highlight three categories of self-efficacy, namely social, roommate, and academic self-efficacy. Social efficacy refers to an individual's personal relations and social adjustment (Wright, Jenkins-Guarnieri & Murdock, 2012).

Motivation is the inner drive that pushes individuals to act or perform (Harder, 2008). Specific theories may propose varying sets of factors influencing motivation, but Locke and Latham (2004) opined that motivation is the psychological process that causes the arousal, direction, intensity and persistence of behaviour. Motivation definitions share some implicative commonalities. First, motivation is in-built in every human being and only needed to be activated or aroused. Second, motivation is temporal as a motivated person at one time can become de-motivated another time. Hence, individual motivation must be sustained and nourished after it has been effectively activated. Third, the essence of individual motivation in management or an organizational setting is to align employee's behaviour with that of the organization. That is, to direct the employees' thinking and doing (performance) towards effective and efficient achievement of the organizational goals. Achievement motivation is that factor(s) which drive an individual to achieve.

Arik Air as an airline organisation, knows that the quality of sound service and service delivery are almost entirely dependent on the quality of the staff. However, in the last four years, to cope with the challenges of government policies that negatively impact overseas training, Arik Air management adopted the strategy of inviting acquitted foreign professional resource persons and trainers from ICAO and others such bodies as well as reach cooperation arrangements with reputable foreign training institutions to come to Nigeria and conduct training sessions for the organisation's staff. However, not all employees have undergone there various training programme so far.

For instance in the year 2016, only 1,017 employees were privileged to undergo both on-the-job and off-the-job training scheme offered out of 1,344 total workforce; in the year 2015, only 878 employees were privileged to undergo both on-the-job and off-the-job training scheme offered out of 1,362 total workforce; while in the year 2014, only 370 employees were privileged to undergo both on-the-job and off-the-job training scheme offered out of 1,369 total workforce. There is a need to conduct new study in order to find out if there is improvement in self-efficacy, achievement motivation and training in Arik Air in recent time especially in 2018 and 2019. It is as a result of this backdrop that this study aims to examine self-efficacy and achievement motivation as correlates of job performance among employees of Arik Air.

From review of literature, Skaalvik and Skaalvik (2009) found that teachers' self-efficacy levels correlated negatively with job performance and time pressure, but correlated positively with feelings of autonomy and relations with parents. Chan (2002) found that inter-personal intelligence predicts teachers' self-efficacy in helping others. Penrose, Perry and Ball (2007) found a link between emotional intelligence and teachers' self-efficacy. Jennings and Greenberg (2009) suggested that teachers confidence in their ability to recognize emotions and emotional patterns, will exhibit higher levels of self-efficacy in teaching. Jennings and Greenberg (2009) argued that teachers' personal sense of control and their beliefs in their capability to control their thinking and feeling, affect their self-efficacy beliefs and actual teaching.

Based on previous studies therefore, the following hypotheses will be tested in this study;

1. There will be significant and positive relationship between self-efficacy and job performance.
2. There will be significant and positive relationship between achievement motivation and job performance.
3. Self-efficacy and achievement motivation will jointly and independently predict job performance.

METHOD

Research Design

The cross sectional survey design was utilized for this work. It was designed to generate answer to the research questions through the responses gathered from sampled population which enabled the researcher to test, analyse or verify the formulated hypothesis..

Settings

This study focused on Arik Air in Lagos. In the course of cross validation in this study, management and non-

management staff were included in this study with the aim of investigating self-efficacy, achievement motivation and training as a correlate of performance in Arik Air. However, other categories of employees were not included since there was possibility of not having the required knowledge and experience relating to what the study in view addressed.

Population of Interest

The population of this study consisted of the entire employees of Arik Air in Lagos with the figure of 1,600. More so, from 1,600 employees, 1,540 are staff, 30 employees are contract staff and cleaners respectively. However, the population pattern focused on 850 both administrative and non-administrative staff in Arik Air in Lagos State alone. This was because using Lagos State alone facilitated the gathering of data.

Sampling Procedure

The sample size was determined using Krejcie and Morgan sample size determination as obtained from table below: As obtained from the table, using 95% confidence level and 5% level of significance as margin error, 260 sample size was obtained. The sampling technique employed in the course of this research was simple random sampling technique.

Instruments

In the course of this study, questionnaire was used as data collection instrument. This comprised of different sections (A-D).

SECTION A: Demographic Information

This section comprised of the following variables, eliciting responses for demographic characteristic of respondents; gender, age, educational qualification, work experience, job position and job status.

SECTION B: Job Performance

This section comprised of 10 items on job performance. The questions were adapted from a scale developed by Goodman and Svyantek (1999). The scale has the following response format; 1- Needs much improvement; 2- Needs some improvement; 3- Satisfactory; 4- Good; 5- Excellent. Example of an item is 'Doing things that helps others when it's not part of his/her job'. The scale developers reported an internal consistency of 0.88.

SECTION C: Self-Efficacy

The Ten-item New General Self-efficacy scale (NGSE) was used to measure participant's belief in their overall competencies (Chen, Gully, & Eden, 2001). This scale was included to control for the influence that general self-efficacy may have over the independent variables. A sample item was "I will be able to successfully overcome many challenges". Participants indicated their level of agreement for each item on a 5-point Likert scale (1 =strongly disagree; 5 =strongly agree). This scale has been reported to have a high internal consistency ($\alpha = .86$) (Chen et al., 2001).

SECTION D: Achievement Motivation

This is a 10-item achievement motivation scale developed by Gottert and Kuhl (1980). The scale was developed to measure the extent to which individuals are motivated to achieve success in a given task. Responses were rated on 4-point scales ranging from strongly agree (4) to strongly

disagree (1). The scale developers reported adequate internal consistency ($\alpha = .81$).

Procedure

The study was conducted in phases; pilot study and the main study. The pilot study which preceded the main study was addressed the adoption of scale items which were used to measure achievement motivation, self-efficacy, training and performance scale. This involved quantitative study using adopted questionnaire. These items were obtained from the existing and past scholars. Items generated from this exercise were subjected to test of validity and reliability (Cronbach, 1971).

The researcher obtained approval from the Arik Air in Lagos where the permission was given to the researcher to conduct the research scheduled to particular days.

Thereafter, in their various area commands the researcher met with the respondents and explained the purpose of the study to them so as to sought their permission participate in the study. The participants were told that the research was being carried out for academic purposes and that no

information they would be disclosed or used against them. To back up the assurance, the respondents were given anonymity by telling them not to include their names or any personal information on the questionnaire. Copies of questionnaire were given to the respondents after creating a rapport with them. They were told that to the questions therein, there are no wrong or right answer(s). The researcher ensured that they were properly filled and completed before returning them. Sufficient time was given to the respondents to read the questionnaire contents and ask questions whenever they find something not properly understood. The copies of the questionnaire were collected after filling and scored according to the manual of scale.

Statistical Analysis

Data presentation involved the use of tables of frequency distributions and percentages as a descriptive statistics. Data presented were accompanied with the interpretation of the associations and relationships among the data groups with the appropriate implication to this study. Data analysis utilized regression statistical tool to test hypotheses of the study with the aid of Statistical Package for Social Science (SPSS) Version 24.0.

RESULTS

This section presents results of gathered data from two hundred and fifty two (252) employees of Arik Air.

Demographics

Table 1: Socio-Demographic Distribution of Respondents

SN	Variable	Response	Frequency	Percentage
1	Gender	Male	127	50.4
		Female	125	49.6
2	Age	30-39 years	139	55.2
		40-49 years	108	42.9
		50 years above	5	2
3	Educational qualification	SSCE	4	1.6
		ND/NCE	66	26.2
		HND/University degree	128	50.8
		Postgraduate	26	10.3
		Professionals	28	11.1
4	Work experience	Less than 5 years	25	9.9
		5-9 years	162	64.3
		10-14 years	41	16.3
		15 years above	24	9.5
5	Job status	Permanent	206	81.7
		Temporary	39	15.5
		Contract	7	2.8
	Total		252	100

Table 1 presents results on the demographic distribution of respondents. Gender distribution revealed that more of the respondents 127 (50.4%) were males, while the other 125 (49.6%) were females. Also, more of the respondents 139 (55.2%) were between 30 and 39 years, 108 (42.9%) were between 40 and 49 years old, while the other 5 (2%) were 50 years old and above. In addition, more of the respondents 128 (50.8%) were HND/University degree holders, 66 (26.2%) were special/ND/NCE certificate holders, 28 (11.1%) were professional certificate holders, 26 (10.3%) were postgraduate degree holders, while the other 4 (1.6%) were SSCE certificate holders. Further, more of the respondents 128 (50.8%) were HND/University degree holders, 66 (26.2%) were special/ND/NCE certificate holders, 28 (11.1%) were professional certificate holders, 26 (10.3%) were postgraduate degree holders, while the other 4 (1.6%) were SSCE certificate holders. Also, more of them 162 (64.3%) has between 5 ad 9 years of work experience, 41 (16.3%) has between 10 and 14 years of work experience, 25 (9.9%) has less than 5 years of work experience, while the other 24 (9.5%) has 15 years and above work experience. Finally, more of the respondents 206 (81.7%) were permanent staff of Arik Air, 39 (15.5%) were temporary staffs, while the other 7 (2.8%) were contract staffs as at the gathering of this data.

Hypothesis Testing

Hypothesis one stated that there is significant relationship between self-efficacy and job performance. This was tested using Pearson Product Moment Correlation (PPMC) and the result is presented on Table 2;

Table 2: Sumamry of Pearson r Correlation Showing the Relationship between Self-Efficacy and Job Performance

Variable	Mean	SD	r	df	P
Job performance	36.95	8.71			
			.48	250	<.01
Self-efficacy	26.34	5.92			

Source: Fieldwork, 2020

Table 2 presents results on the relationship between job performance and self-efficacy among Arik Air employees. It is shown that there exists significant and positive relationship between job performance and self-efficacy ($r = .48$; $P < .01$). This implies that the higher the self-efficacy, the higher the job performance. This confirms the stated hypothesis.

Hypothesis two stated that there is significant relationship between achievement motivation and job performance. This was tested using Pearson Product Moment Correlation (PPMC) and the result is presented on Table 3;

Table 3: Summary of Pearson r Correlation Showing the Relationship between Achievement Motivation and Job Performance

Variable	Mean	SD	r	df	P
Job performance	36.95	8.71			
			.30	250	<.01
Achievement Motivation	22.81	4.73			

Source: Fieldwork, 2020

Table 3 presents results on the relationship between job performance and achievement motivation among Arik Air employees. It is shown that there exists significant and positive relationship between job performance and achievement motivation ($r = .30$; $P < .01$). This implies that the higher the achievement motivation, the higher the job performance. This confirms the stated hypothesis.

Hypothesis three stated that achievement motivation and self-efficacy will have significant joint and independent influence on job performance among employees of Arik Air. This was tested using multiple regression analysis and the result is presented on Table 4;

Table 4: Multiple Regression Tables Showing Achievement Motivation and Self-Efficacy as Predictors of Job Performance

Criterion	Predictors	β	t	P	R	R ²	F	P
	Self-efficacy	.25	4.24	<.01				
Job performance					.64	.40	56.09	<.01
	Achievement motivation	.07	1.26	>.05				

It is shown on Table 4 that when combined, self-efficacy and achievement motivation contributed about 40% variance in job performance. Results on Table 4 showed that self-efficacy, achievement motivation and training had significant joint influence on job performance [$F(2, 249) = 56.092$; $P < .01$]. However, only self-efficacy ($\beta = .25$; $t = 4.239$; $P < .01$) had independent influence on job performance among employees in Arik Air.

CONCLUSION AND RECOMMENDATIONS

Firstly, this study concludes that there exists significant and positive relationship between self-efficacy and job performance among employees of Arik Air Nigeria. In other words, the higher the self-efficacy, the higher the job performance of Arik Air employees. Also, this study concludes that there exists significant and positive relationship between job performance and achievement motivation among employees of Arik Air Nigeria. This implies that the higher the achievement motivation, the higher the job performance of employees.

Finally, this study concludes that when combined, self-efficacy, achievement motivation and training had significant influence on job performance of employees of Arik Air Nigeria.

In relation to the findings, Aloysius (2012) investigated a study on self-motivation for achievement and its impact on the employees' performance and satisfaction among primary schoolteachers. It was discovered that the relationship between self motivation for achievement and performance is

stronger than the relationship between self motivation for achievement and satisfaction.

From the findings therefore, the following recommendations were made;

Firstly, it was found that self-efficacy was a significant and positive relationship between self-efficacy and job performance among Arik Air employees. It was therefore recommended that management of Arik Air endeavour to send their employees on training which will boost the employees efficacy and subsequent increase in job performance.

Also, it was discovered that there exists significant and positive relationship between achievement motivation and job performance among employees of Arik Air. It was therefore recommended that employees should be pushed to develop self-drive in carrying out daily activities and subsequent increase in job performance.

Finally, this study recommends that more studies should be carried out on other factors that could contribute to job

performance among employees of other related organizations.

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