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THE ROLE OF SELF-EFFICACY IN PREDICTING EMPLOYEE ADAPTABILITY TO TECHNOLOGICAL CHANGE IN THE WORKPLACE

Rahayu Mardikaningsih, Didit Darmawan

Universitas Sunan Giri Surabaya

correspondence: rahayumardikaningsih@gmail.com

Abstract - *The rapid advancement of technology requires organizations to continuously update systems and work equipment in order to improve efficiency and competitiveness. These changes often present challenges for employees who must adjust their work methods and skills to operate new technological systems effectively. The success of this adaptation process is determined not only by external factors such as organizational support and the quality of training but also by internal factors possessed by individuals, one of which is self-efficacy, or the belief in one's own ability to accomplish tasks and overcome challenges. This study aims to examine the role of self-efficacy in predicting employee adaptability to technological change in the workplace and to analyze how individual confidence in personal capabilities influences success in adjusting to new work systems. The method employed is a literature review that collects and critically evaluates relevant scholarly sources. The findings indicate that self-efficacy plays a significant role in predicting employee adaptability, with individuals who possess high levels of self-efficacy tending to adjust more quickly and effectively to technological changes. The main conclusion of this study is that individual belief in personal abilities influences the processes of acceptance, learning, and utilization of new technological systems in daily work activities. This study contributes to the development of knowledge in organizational behavior and human resource management and provides practical guidance for organizations in designing strategies to enhance employee self-efficacy as a means of supporting the successful adoption of new technologies.*

Keywords: Self-efficacy, employee adaptability, technological change, workplace, self-confidence, new work systems, technology adoption.

INTRODUCTION

The rapid development of information and communication technology has created significant changes in how work is conducted across various organizations. Many organizations are beginning to implement new technological systems with the aim of improving work process efficiency, reducing operational costs, and enhancing the quality of the outputs produced (Yildiz et al., 2021). This phenomenon creates a condition where employees are required to continuously update their skills and knowledge in order to keep pace with technological advancements. Employees who are unable to adapt to these changes will face difficulties in carrying out assigned tasks and may even hinder the achievement of organizational goals. Therefore, the ability to adapt to technological change becomes a crucial aspect that must be possessed by every employee to continue contributing optimally within an ever-changing work environment. The acceleration of new technology mastery needs to be supported by targeted training programs to boost personnel work productivity sustainably (Mardikaningsih & Putra, 2021).

One of the main issues arising in relation to the employee adaptation process to technological change is the difference in the level of success achieved by each individual in adjusting to new work systems. Some employees can quickly understand and operate new technological systems, while others require more time and face various difficulties during the adjustment process (Abankwa et al., 2021). This issue raises questions regarding what factors determine the success of the adaptation process undertaken by each individual. Many organizations focus on providing training and technical support as an effort to help employees adjust to technological changes; however, these efforts do not always yield optimal results, as differences in the levels of success achieved by each individual persist. This indicates that there are other factors playing a role in determining an individual's ability to adapt to technological change. These diverse adaptation capacities are essentially also influenced by the quality of interpersonal competencies and the work ethic ingrained within each employee (Mardikaningsih & Sinambela, 2021).

Another issue of significant concern is how psychological factors possessed by individuals can influence the adaptation process. An individual's belief in their own capability to complete tasks and face emerging challenges is often a primary determinant in deciding the level of effort they will exert when encountering change (Schwarzer & Warner, 2013). Individuals who believe they are capable of learning and operating new technological systems will tend to exert greater effort and persist when facing difficulties that may arise. Conversely, individuals with low self-confidence in their own abilities will tend to doubt their capabilities and give up more easily when encountering obstacles in the adjustment process (Cristina, 2017). This creates a need to understand in depth the role of these psychological factors in determining

the level of employee adaptability. Mental readiness in responding to system updates contributes directly to the psychological comfort and quality of life for workers in the task environment (Eddine et al., 2021).

Furthermore, there are still differing views regarding the extent to which self-efficacy plays a role in predicting the level of employee adaptability to technological change. Some studies indicate that self-efficacy has a dominant role in determining the success of the adaptation process (Liu & Hung, 2016), while other studies suggest that factors such as education level, work experience, and organizational support play a larger role (Bocciardi et al., 2017). These differing views create ambiguity regarding the actual role of self-efficacy in the context of technological change in the workplace (Alharbi & Drew, 2018). This also causes difficulties for organizations in designing the right strategies to improve employee adaptability, as organizations lack a clear understanding of what factors need to be prioritized and developed to support the successful implementation of change. This lack of clarity in adjustment strategies risks triggering evaluation bias if the institution does not possess objective performance assessment designs and reward schemes (Darmawan & Marsal, 2021).

This research is based on the Social Cognitive Theory developed by Bandura (2001). This theory explains that individual behavior is influenced by the interaction between personal, environmental, and behavioral factors. One of the key concepts in this theory is self-efficacy, defined as an individual's belief in their ability to organize and execute the actions required to achieve desired outcomes. According to this theory, self-efficacy influences how individuals think, feel, and act when facing various situations. Individuals with high levels of self-efficacy are more likely to view difficult tasks as challenges to be met, whereas individuals with low levels of self-efficacy will see the same tasks as threats to be avoided. This theory emphasizes that self-efficacy plays a critical role in determining the amount of effort an individual will exert and how long they will persist in the face of emerging difficulties. This reciprocal interaction between personal and environmental aspects underscores the urgency of utilizing organizational social capital and group collaboration in making work programs successful (Putra et al., 2021).

Based on a review of various previous studies, there remains a gap in understanding regarding how self-efficacy functions in predicting the level of employee adaptability to technological change in the workplace. Some studies focus on the relationship between self-efficacy and job performance in general without providing sufficient explanation of the mechanisms through which self-efficacy influences the adaptation process to technological change specifically. Meanwhile, other studies discuss the technology adoption process from an organizational perspective without deeply examining the role of psychological factors possessed by individuals as users of that technology. This gap creates difficulties for organizations in understanding how to develop employee self-efficacy as an effort to support the successful implementation of technological changes. This framework of integrating human readiness factors with operational system updates becomes the main pillar for maintaining the long-term performance sustainability of an institution (Barzani et al., 2022).

Another issue that arises is the lack of understanding regarding how an individual's belief in their own capabilities influences success in adjusting to new work systems (Oluwatosin et al., 2021). The process of adaptation to new technological systems involves various stages, ranging from accepting the change and learning how to use the system, to utilizing the system in daily work activities. Each stage in this process requires different efforts and abilities from the individual, and self-efficacy is expected to play a different role at each of these stages (Alharbi & Drew, 2018). However, there remains ambiguity regarding how self-efficacy affects every stage of the adaptation process and how that influence contributes to the overall success of the adjustment process undertaken by the individual. This causes organizations to face difficulties in determining the appropriate steps to enhance employee self-efficacy in accordance with the specific stage of the adaptation process being undergone. Failure to facilitate these transition stages has the potential to trigger burnout in the work atmosphere, which increases the risk of employees' desire to resign (Mardikaningsih & Hariani, 2020).

The purpose of this study is to examine the role of self-efficacy in predicting the level of employee adaptability to technological change in the workplace, as well as to analyze how an individual's belief in their own capabilities influences success in adjusting to new work systems. This objective is formulated in alignment with the established problem statements, ensuring that each goal to be achieved provides a clear answer to the issues being addressed. This research is expected to provide a comprehensive understanding of the role of self-efficacy in the process of employee adaptation to technological change and offer useful guidance for organizations in developing appropriate strategies to support the successful implementation of change processes.

RESEARCH METHODS

This research utilizes a literature study method aimed at collecting, reviewing, and synthesizing various information sources relevant to the research topic to gain a comprehensive and systematic understanding. This method was chosen because it allows the researcher to examine various previously conducted studies that discuss self-efficacy, employee adaptability, and technological change in the workplace. Through this method, the researcher can identify various perspectives, findings, and concepts that have developed regarding the relationship between self-efficacy and

individual adaptability, as well as develop a holistic understanding of how an individual's belief in their own capabilities can influence success in adjusting to new work systems. This method is considered appropriate for the research objective, which seeks to compile summaries and analyses of various previous studies to provide a clear picture of the phenomenon being examined.

The data sources used in this research are various scholarly literatures relevant to the study topic. The literature sources collected include national and international scientific journals discussing organizational behavior, industrial and organizational psychology, human resource management, and technology adoption. In addition, the literature sources include textbooks written by experts in the fields of psychology and management, research reports published by leading research institutions, and other scientific publications that discuss the factors influencing the success of change processes in organizations. The researcher ensures that the literature sources used possess high credibility and have undergone rigorous peer review, so that the information obtained is reliable and can be used as a foundation for conducting accurate analysis and synthesis.

The data analysis technique employed in this research is thematic analysis, where information gathered from various literature sources is grouped into primary themes in accordance with the research focus. The analysis process is conducted by identifying the main ideas contained within each literature source, grouping them into relevant categories, and arranging them into a systematic and structured series of descriptions. This technique allows the researcher to compare and contrast existing views, as well as develop a complete synthesis regarding the role of self-efficacy in predicting the level of employee adaptability to technological change. This approach is in line with the perspective of Maxwell (2013), who states that thematic analysis in literature reviews can be used to organize and present information logically, thereby providing a clear and comprehensive picture of the topic being studied.

RESULTS AND DISCUSSIONS

Self-efficacy is a psychological construct that describes an individual's belief in their ability to organize and execute the series of actions required to achieve desired results (Schunk & DiBenedetto, 2021). Wood and Bandura (1989) stated that self-efficacy is the belief in one's capability to mobilize the necessary knowledge resources and pathways to meet situational requirements (Alnoor et al., 2020). In an increasingly complex business environment, organizations need to attract top talent and must ensure that their workforce possesses skills relevant to the evolving needs of the global industry (Lestari, 2020). In the context of technological change in the workplace, this construct acts as a determinant factor influencing how individuals perceive the challenges arising from the implementation of new systems. Individuals with high levels of self-efficacy tend to view the process of learning and using new technological systems as tasks that can be accomplished with appropriate effort. Conversely, individuals with low levels of self-efficacy tend to doubt their capabilities and view such changes as burdens that are difficult to overcome (Rapley & Fruin, 1999). These differing perspectives will influence the level of engagement and effort exerted by individuals throughout the adaptation process. Flexibility in responding to system updates becomes a crucial prerequisite in modern corporations to maintain operational smoothness in a dynamic environment (Darmawan, 2021). This pattern of adopting new work values also requires strong management standardization, especially in multinational entities laden with clashes in worker cultural backgrounds (Hariani & Mardikaningsih, 2021).

Bandura (1977) noted that self-efficacy should not be conceptualized and measured based on a general sense of mastery, but rather in relation to handling specific situations or performing specific behaviors (Jimmieson et al., 2004). The role of self-efficacy in predicting employee adaptability can be observed through its influence on an individual's mindset when facing change. Individuals with high confidence in their own capabilities will be more inclined to set challenging yet realistic goals regarding the mastery of new technological systems. They will also be better able to focus their attention on the steps that need to be taken to achieve those goals without being distracted by doubt or fear of failure. Such a mindset allows individuals to more easily grasp new concepts related to technological systems and develop effective strategies to overcome difficulties that may arise during the learning process. This ability to accelerate the understanding of new concepts is proven to stimulate the effectiveness of adaptive learning processes, both at the individual and collective levels (Kurniawan & Darmawan, 2021).

High self-efficacy, which is linked to motivation, resilience, and self-confidence (Darmawan, 2017), encourages initiative, creativity, and perseverance (Darmawan et al., 2016; Arifin et al., 2022). Self-efficacy also influences the level of motivation an individual possesses during the process of adapting to technological change. Individuals who are confident in their capabilities will have higher motivation to learn and master new technological systems because they believe that their efforts will yield results in line with their expectations (Kulviwat et al., 2015). This high motivation will be reflected in their willingness to dedicate sufficient time and effort, as well as their persistence in facing difficulties that may arise. Conversely, individuals with low self-confidence will have lower motivation because they believe that their efforts will not yield significant results, causing them to tend to stop trying as soon as they encounter the first difficulty. This decline in internal drive is often exacerbated by the presence of evaluation bias and a lack of personnel involvement in performance assessment systems (Darmawan, 2021).

The influence of self-efficacy on the success of adaptation is also evident in an individual's ability to manage emotions that arise throughout the adjustment process (Cristina, 2017). Technological changes often trigger feelings of anxiety, fear, or discomfort in individuals who must adjust to new systems. Individuals with high levels of self-efficacy will be better able to manage these emotions by viewing them as a normal part of the learning process that can be overcome. They will not allow these negative feelings to disrupt their concentration or diminish their enthusiasm to continue trying. This ability to control emotional dynamics in the workplace contributes significantly to maintaining the psychological stability of workers in their daily routines (Irfan & Darmawan, 2021). On the other hand, individuals with low levels of self-efficacy will more easily become trapped in feelings of anxiety and fear, which ultimately hinders their ability to learn and master new technological systems. This state of inner vulnerability to stress linearly threatens the comfort and balance between the professional sphere and the employee's personal life (Arifin et al., 2021).

The increasing complexity and demands in the modern workplace have created a greater need for individuals to adapt to changing conditions (Mardikaningsih & Darmawan, 2022). Self-efficacy influences an individual's process of accepting technological changes implemented in the workplace. Individuals with high confidence in their own capabilities will find it easier to accept change because they believe they are capable of adjusting to the new system. They will be more inclined to see the benefits that can be gained from the implementation of new technological systems, such as increased work efficiency, ease in performing tasks, and improved work output quality. High work effectiveness also makes a significant contribution to the overall success of the organization (Darmawan et al., 2020). This optimal adaptability also serves as a tactical anchor to ensure the operational sustainability of the institution amidst the uncertainty of external regulations (Mardikaningsih & Darmawan, 2021). Conversely, individuals with low levels of self-efficacy will find it more difficult to accept change because they believe such changes will lead to insurmountable difficulties, causing them to tend to resist or delay the expected adjustment process. Darmawan (2021) notes that the tendency to intentionally delay completing activities even when one realizes that doing so may have unfavorable effects is known as procrastination, which is a type of self-control failure (Darmawan, 2020). This habit involves a complex and multidimensional process, encompassing interrelated cognitive, emotional, and behavioral aspects (Fared & Darmawan, 2021). If not addressed immediately, the accumulation of procrastination due to technological resistance will trigger a decline in loyalty and increase the risk of losing top talent assets (Djazilan & Darmawan, 2020).

During the stage of learning a new technological system, self-efficacy acts as a factor that determines how effectively an individual understands and masters the required knowledge and skills (Kulviwat et al., 2015). Individuals with high levels of self-efficacy will be more active in seeking information, asking questions, and participating in learning activities provided by the organization. They will also be more capable of linking the new knowledge acquired with the knowledge and experience they already possess, allowing the learning process to occur more quickly and effectively. Conversely, individuals with low levels of self-efficacy will be more passive in the learning process and tend to merely follow what is taught without attempting to understand it deeply or develop a broader understanding. This gap in material mastery emphasizes the importance of expanding technological access and equalizing digital skills to bridge the personnel competency inequality in the modern industrial era (Arifin & Darmawan, 2021).

Self-efficacy also influences an individual's ability to utilize new technological systems in their daily work activities after the learning process is completed (Suur-Inkeroinen & Seppänen, 2011). Individuals with high levels of self-efficacy will be more courageous in attempting to use new technological systems in various work situations and will not hesitate to experiment with new ways of performing tasks. They will be more capable of identifying the most effective ways to leverage the technological system to improve the work performance achieved. Conversely, individuals with low levels of self-efficacy will tend to use the new technological system only in the simplest way possible and avoid using more complex features because they fear making mistakes or are unable to operate them properly. This dynamic of system utilization poses a unique challenge for senior worker groups, who are required to maintain their health and work productivity amidst the massive adoption of artificial intelligence (Darmawan, 2020).

Differences in the levels of self-efficacy possessed by individuals create disparities in the level of adaptation success achieved in the long term (Schunk & DiBenedetto, 2021). Individuals with high levels of self-efficacy will continuously strive to improve their mastery and utilization of new technological systems as time progresses. They will be better able to adjust to changes or updates that may be implemented on the technological system in the future because they hold the belief that they are capable of learning and mastering new changes. Conversely, individuals with low levels of self-efficacy will tend to stop trying once they reach a basic level of mastery, making it difficult for them to adjust to changes or updates made to the technological system in the future. This inability to adapt in the long term risks shifting permanent workers into a gig economy ecosystem full of uncertainty, threatening the stability of the labor market (Ishaq et al., 2021).

The relationship between self-efficacy and the level of employee adaptability is also influenced by the support provided by the organization (Na-Nan & Sanamthong, 2019). Support in the form of adequate training, guidance from colleagues or superiors, and the provision of necessary resources can increase an individual's level of self-efficacy. When individuals receive sufficient support, they feel more confident in their ability to learn and master new technological systems (Abdullah et al., 2021). Conversely, if the support provided by the organization is inadequate, individuals who

initially possess high levels of self-efficacy may experience a decline in confidence regarding their abilities when facing difficulties during the adaptation process. Providing guarantees for supporting facilities and paying attention to employee well-being has been proven to contribute significantly to the optimization of public institution performance in serving the community (Gautama et al., 2021).

Self-efficacy also plays a role in determining how individuals respond to mistakes or failures that occur during the adaptation process. Individuals with high levels of self-efficacy will view mistakes or failures as a natural part of the learning process and as an opportunity to improve their work methods (Lyons & Bandura, 2019). They will analyze the causes of the errors and strive to develop better strategies to avoid repeating the same mistakes in the future. Conversely, individuals with low levels of self-efficacy will view mistakes or failures as evidence that they lack sufficient ability to master the new technological system, leading them to tend to give up and make no further effort to improve their performance. A positive orientation toward correcting work errors requires ethical leadership from management in order to construct a healthy and sustainable organizational culture (Mardikaningsih et al., 2022).

The individual's ability to adapt to technological change is also influenced by differences in the domains of self-efficacy possessed (Alharbi & Drew, 2018). Self-efficacy in the context of technological change can be distinguished into several aspects, such as self-efficacy in learning new systems, self-efficacy in operating those systems, and self-efficacy in solving problems related to the use of technological systems. Individuals who possess a high level of self-efficacy in all these aspects will be more capable of adjusting to technological change comprehensively. Conversely, individuals who possess high levels of self-efficacy only in certain aspects will face difficulties in other areas where their level of self-efficacy is lower, meaning the level of adaptability achieved will not be optimal. The balance in mastering all domains of competence can be stimulated effectively through the application of authentic leadership, which is capable of building a conducive work climate and triggering the emergence of organizational citizenship behavior (Mardikaningsih et al., 2022).

Self-efficacy also influences an individual's ability to collaborate with colleagues during the adaptation process to technological change (Latikka et al., 2019). Individuals with high levels of self-efficacy will be more willing to share the knowledge and experience they have gained with colleagues, as well as seek assistance or feedback when encountering difficulties that cannot be resolved on their own. They believe that collaborating with others will help them learn and master new technological systems more quickly. Conversely, individuals with low levels of self-efficacy will tend to isolate themselves and avoid communicating with colleagues, whether because they fear being perceived as incompetent or because they believe that help from others will not assist in resolving the difficulties they face. This tendency to withdraw from team interactions risks disrupting the overall organizational climate and eroding the personnel's competitive readiness in meeting operational targets (Arifin & Mardikaningsih, 2021). Openness to supporting one another in mastering new systems is fundamentally influenced by strong positive psychological dimensions to maintain individual commitment toward completing collective tasks (Darmawan & Mardikaningsih, 2021).

The role of self-efficacy in predicting the level of employee adaptability is also evident from its relationship with the work performance produced after the adaptation process is completed (Miraglia et al., 2017). Individuals who possess high levels of self-efficacy and succeed in adjusting to new technological systems will be able to utilize those systems optimally to increase the efficiency and quality of their work outcomes. They will be better able to develop new, more effective, and efficient ways of performing tasks by leveraging the features available within the technological system. Conversely, individuals with low levels of self-efficacy who only reach a basic level of mastery will only be able to use the technological system to perform tasks in the same way as before, resulting in no significant performance improvement. This disparity in output achievement underscores the importance of conditioning an adaptive organizational culture so that such self-belief capacity transforms into real performance (Hariani, 2021). The enhancement of technical capacity post-technological transition binds the entire workforce, whether in professional, manual labor, or informal sectors, for the sake of achieving harmony in professional activities (Eddine & Darmawan, 2021).

Previous research indicates that self-efficacy has a greater influence compared to other factors such as education level or work experience in predicting the level of employee adaptability to technological change (Maran et al., 2021). Although those factors contribute to determining an individual's ability to learn new technological systems, their influence is not as significant as the influence exerted by self-efficacy. This indicates that an individual's belief in their own capabilities is the most important factor determining the extent of an individual's ability to adjust to technological changes implemented in the workplace. This finding confirms that efforts to improve employee adaptability must be focused on developing the self-efficacy possessed by individuals. This system for developing self-belief can be formally integrated through the application of moral virtues in recruitment schemes and internal training curricula (Jahroni & Darmawan, 2021). The institutionalization of such programs to strengthen psychological aspects also reflects the fulfillment of management's social responsibility in ethically developing human resource capacity (Rojak & Darmawan, 2021).

The review of various literature sources demonstrates that self-efficacy plays a crucial role in predicting the level of employee adaptability to technological change in the workplace. Individual belief in personal capabilities influences every aspect of the adaptation process, ranging from acceptance of change, learning processes, utilization of systems in daily work activities, to the ability to adjust to future changes. The role of self-efficacy is also shaped by organizational

support and by how individuals respond to difficulties encountered during the adjustment process. A deeper understanding of the role of self-efficacy provides an important foundation for organizations in designing appropriate strategies to support the success of technological change initiatives.

CONCLUSIONS

Based on the review conducted, it can be concluded that self-efficacy has a significant role in predicting employee adaptability to technological change in the workplace. Individuals with high levels of self-efficacy tend to adjust more effectively to new work systems because they believe in their ability to learn, master, and utilize technological systems in daily work activities. This belief influences mindset, motivation, emotional regulation, and collaboration skills, all of which contribute to successful adaptation. Conversely, individuals with low levels of self-efficacy are more likely to struggle with technological change, as they doubt their abilities and are more prone to giving up when facing difficulties.

Future research is recommended to conduct empirical studies that examine the relationship between self-efficacy and employee adaptability using larger and more diverse samples across different industrial sectors. Such studies could identify variations in the role of self-efficacy in predicting adaptability within different technological contexts, ranging from simple to complex systems. In addition, future research may explore factors that enhance employee self-efficacy in the context of technological change and examine how these factors can be effectively applied in real workplace settings. Research could also focus on developing more specific and accurate instruments for measuring self-efficacy in the context of technology adoption in the workplace.

For organizations, the findings of this study imply that efforts to improve the success of new technology adoption should focus on enhancing employee self-efficacy. Organizations need to design training programs that not only deliver technical knowledge and skills but also strengthen individual confidence in their abilities. This can be achieved by providing opportunities for employees to experience success in tasks related to new technological systems, offering positive and constructive feedback, and creating supportive work environments that do not penalize mistakes made during the learning process. Furthermore, organizations should provide adequate guidance, resources, and opportunities for collaboration so that employees feel more confident in their ability to adapt to technological changes.

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