

Self-efficacy on transformational leadership and work engagement: Basis for higher education institutions work productivity framework

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Abstract

This paper describes the effect of transformational leadership on self-efficacy and determines whether self-efficacy has an impact on job engagement. Specifically, this study identified self-efficacy and transformational leadership work engagement in Higher Education Institutions. It also examines the significant relationship between transformational leadership and self-efficacy and analyzes the significant relationship between self-efficacy and work involvement. Finally, on this basis, the framework of improving productivity is constructed. In this paper, the teachers and staff of Anhui Xinhua University and Anhui Foreign Language University were in-depth interviews through questionnaires, and then the data were quantitatively analyzed. SPSS version 28 was used to conduct a multivariate statistical analysis of the questionnaire feedback data content, including descriptive analysis, correlation analysis and regression analysis. Pearson r was used as part of the parameter test to determine the significant relationship. Regression analysis was used to determine the significant predictors of job involvement, and finally, quantitative analysis was conducted on the results. Results of the study revealed that there is an important relationship, and show that it also shows that the more transformational leadership is adopted, the better the self-efficacy is, and that the more transformational leadership is adopted, the higher work engagement is. There was a significant relationship between self-efficacy and work engagement, indicating that the better the self-efficacy is, the higher the job engagement is. Then, it also shows that transformational leadership is significantly positively correlated with work engagement, indicating that the more transformational leadership is adopted, the higher the work engagement is.

Keywords: self-efficacy, transformational leadership, work engagement, higher education institutions

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1. Introduction

With the development of the information economy era, the uncertainty of the organization increases, and it is necessary to respond to changes in time to develop its sustainable competitiveness. Due to the tremendous changes in scientific and technological innovation, business intelligence, political forms and other factors, organizations must make innovations to improve the enthusiasm of employees. Some scholars encourage employees to work actively by changing management methods (Wang Hong, Wang Yan, 2019). Some scholars believe that leadership is an important factor affecting the effective operation of an organization. In order to play its role as a member of the organization and influence the followers of the leader, the leader must enhance the motivation of employees (Saputra, 2021).

Leadership is an important factor affecting the effective operation of an organization. Leadership is based on the persuasion of human resources, the generation of organizational competitive advantage and the resulting results. Because it is very important for employees to participate in the organization and achieve organizational goals. In order to influence followers and play their role as members of the organization, leaders must enhance employees' motivation (Saputra, 2021). Transformational leaders are leaders with charisma and role models, so they can make employees feel strong organizational strength and personal care of leaders, promote employees to love their jobs and work hard and have a high degree of work commitment (Chaoping & Kaixian, 2018). In previous studies, it was confirmed that transformational leadership would produce good effects, but further research is needed on how to motivate employees to help transformational leaders achieve their work tasks (Gaoxing & Han 2021). Motivation is considered by many scholars as an important factor to motivate the behavior of organization members, especially leaders should identify the potential motivation process.

Work input reflects the mental state of employees. The higher the degree of input, the employees are full of energy and enthusiasm and feel that time passes quickly (Bakker & Demerouti, 2017). Because work engagement can predict the work status and results of employees and organizations so that individuals have better creativity (Orth & Volmer, 2017) and better job satisfaction, it will also affect interpersonal relationships in organizations and form a chain reaction (Van Mierlo & Bakker, 2018). Therefore, work input is still an important topic in the era of organizational change. Self-efficacy is defined as individuals' persuasion of their ability to reach goals and to feel in control of events that influence them on the daily basis. Self-efficacy influences how people feel, think and behave, and what motivates them (Hesbol, 2019). Transformational leadership moderately strengthens followers' self-efficacy and self-efficacy mediates the relationship between transformational leadership and leadership outcomes such as employees' well-being (Prochazka, et al., 2017),).

Combined with the above, whether from the perspective of organizational management, employee behavior, or employee needs, what kind of leadership style and work characteristics can better retain talents, stimulate individual potential and mobilize employees' enthusiasm to work are topics worthy of attention in the practice of organizational management. The author has been engaged in the teaching work of higher education institutions. As an employee of Anhui Xinhua College, I have a lot of thoughts on how transformational leaders can improve the work involvement of employees, such as how to improve the sense of self-efficacy, how to play the role of transformational leadership, and how to improve the work involvement of teachers and employees. Based on the data and information support of Anhui Xinhua College and its counterpart Anhui Foreign Languages University, this paper can effectively obtain abundant research materials.

The purpose of this study is to investigate the employee's self-efficacy, transformational leadership, and work engagement, which will help improve employees' work productivity of Chinese employees in Higher

Education Institutions. Specifically, it aims to: determine Self-Efficacy in terms of the mastership experience, vicarious experience and social persuading; determine transformational leadership in terms of core change leadership, high-performance expectations, Individual support, and intelligent stimulation; determine work engagement in terms of vitality, dedication and focus; analyze the significant relationship among Self-Efficacy, transformational leadership, and work engagement; and, develop higher education institutions work productivity framework.

2. Methods

Research Design - The paper uses descriptive correlation method to determine the relationship between three variables: self-efficacy, transformational leadership, and work engagement. The descriptive correlation method is based on collecting data and combining one's own understanding to deeply describe and explain current phenomena, analyze and summarize theories, and reveal laws. Researchers collect information from respondents by designing questionnaires on self-efficacy, leadership style, and work engagement and then distributing them. This description is used to effectively collect and analyze data from respondents. Thus, the relationship between the three variables of self-efficacy, transformational leadership, and work engagement can be derived.

Participants of the Study - Since the questionnaire was distributed through the Internet platform, it can cross the company and regional restrictions. 356 questionnaires were distributed and 356 valid ones were recovered. This paper selects Anhui Xinhua University and Anhui Foreign Languages Institute as the research objects and asks the employees of these two higher education institutions in China to answer my questionnaire, including teachers and staff. Since the author is a teacher in higher education institution in Anhui Province, China. Most of the interviewees are employees of higher education institutions in Anhui Province, including teachers and staff. Anhui Xinhua University is a top 25 local high-level application-oriented university in China, ranking first in higher education institutions in Anhui Province. Anhui Foreign Languages Institute ranked third. Therefore, this study is typical and representative.

Data Gathering Instrument - In this study, researchers conducted predictive research on teachers in higher education institutions in China. A complete questionnaire was constructed based on the questionnaires and research results of Mackenzie, et al., (2001) and Schaufeli et al., (2006). The first part of the questionnaire is to investigate the participants' basic personal information, such as gender, marital status, age, educational background, and years of work. The second part is to conduct investigation, analysis, and statistics on self-efficacy. The third part is to conduct investigation, analysis, and statistics on transformational leadership, while the fourth part is to conduct investigation, analysis, and statistics on work engagement. Researchers obtained data through online surveys on the Questionnaire Star platform. The predictive test results of the questionnaire show that the Cronbach Alpha of all variables is higher than 0.70, indicating that the scale has good reliability. Among them, the Cronbach Alpha of High-Performance Expectations, Individual Support, Intelligent Simulation, Vitality, Dedication, and Focus are all greater than 0.8. The conclusion of reliability consistency is good'. The coefficient values of Mastership Experience, Vicarious Experience, Social Persuading, and Core Change Leadership are all greater than 0.7, and the conclusion is 'Acceptable'. The maximum Cronbach Alpha for vitality is 0.889, while the minimum Cronbach Alpha for Vicarious Experience is 0.7. This indicates that the overall reliability and consistency of the questionnaire data are high, and it can be used for the next large-scale questionnaire survey.

Data Gathering Procedure - During the COVID-19 epidemic, questionnaires were distributed online through the WJX research platform for investigation. Data collection is supported by www.wjx.cn. URL: <https://www.wjx.cn/vm/QwL7V5B.aspx>. WJX (homepage website: www.Wjx.cn) is a professional platform for publishing questionnaire surveys, and can also provide functions such as exams, evaluations, and voting. The survey questionnaire focuses on three aspects: self-efficacy, transformational leadership, and work engagement. I have chosen employees and teachers from higher education institutions such as Anhui Xinhua College and Anhui

Foreign Language College. By contacting the personnel department supervisors of two schools, the supervisors distributed a link to the survey questionnaire to the teachers and employees on campus: <https://www.wjx.cn/vm/QwL7V5B.aspx>. The survey questionnaire is voluntarily completed by teachers and staff. A total of 356 questionnaires were distributed from February 14, 2023 to May 28, 2023. There are 356 valid questionnaires, with an effective rate of 100%.

Ethical Considerations - The research was based on academic ethics and transparent to the research process and findings. The questionnaire used was a researcher made based on the research of existing scholarly works and studies. In the course of the questionnaire survey, there have been questionnaire reminders to assure the survey that the data provided will be kept confidential. If it is shared with others without the respondents' consent, it is unethical behavior. When designing the questionnaire, the name of the respondents was not involved, and the number 0 was assigned to the missing data or wrong input.

Data Analysis - The research made use of different statistical tools to count, code and interpret the data. These include the following: One is the frequency distribution and weighted mean for descriptive statistical analysis in order to quantitatively obtain the overview of the relevant variables. The second is an analysis of variance to test the significance of the difference between the means of two or more samples. The third is the use of the Pearson correlation test for all variables to verify the correlation between the variables, which provides a preliminary basis for the subsequent regression analysis. Finally, after the previous descriptive statistics and correlation statistics analysis, the thesis used multiple regression to empirically test the impact of transformational leadership and work engagement. The use of the above tools was based on research goals. In addition, all data were processed using the statistical SPSS version to analyze the research results.

3. Results And Discussion

Table 1

Self-Efficacy

Indicator	Weighted Mean	Verbal Interpretation	Rank
Mastership Experience	3.54	Strongly Agree	1.5
Vicarious Experience	3.52	Strongly Agree	3
Social Persuading	3.54	Strongly Agree	1.5
Composite Mean	3.53	Strongly Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 1 shows the evaluation of self-efficacy. The comprehensive average value is 3.53, indicating strong consistency among various indicators. The evaluation results of each project are consistent, with Mastership Experience and Social Persuading ranking 1.5 and a weighted average score of 3.54. Through the survey questionnaire results, it can be seen that mastering experience and social persuasion are important in self-efficacy. Mastering experience refers to emphasizing the confident application of knowledge and skills in addition to possessing them. Successful experiences can promote school work, and even failed experiences can lead to a more resilient sense of self-efficacy through employees' persistent efforts to overcome difficulties. Social persuasion includes persuasive advice from others and self-persuasion. Research has shown that positive and negative social persuasion have opposite effects on self-efficacy, and negative social persuasion reduces self-efficacy more significantly than negative social persuasion enhances self-efficacy. In the workplace, employees with different personalities can use different methods of social persuasion. Individuals with independent personalities can use self-persuasion, while those with dependent personalities can use advice or persuasion from others. At the same time, the effectiveness of social persuasion is also influenced by some factors on the part of the persuader, such as the persuader's social status, reputation, and whether there is consistency between direct experience and the persuader (Wang & Ding, 2023).

Next is Vicarious Experience, with a weighted average score of 3.52. Alternative experience is an important factor in self-efficacy. The main way for employees to obtain alternative experiences is to carry out

Observational learning through model demonstration or self-demonstration and to ultimately affect self-efficacy through social comparison. To enhance self-efficacy through replacing experience, firstly, provide role models with similar experiences based on the actual situation of each employee. If the standards of role models are too high, employees may develop a fear of difficulties and easily feel frustrated. If the standard of role models is too low, employees can easily achieve their goals and will not generate motivation. Secondly, form a corporate culture of observational learning, provide employees with more supportive and trusting feedback, reduce the negative impact of criticism and doubt, promote the generation of vicarious experiences, and maintain employees' sense of self-efficacy (Zeng, 2020).

Table 2

Transformational Leadership

Indicators	Weighted Mean	Verbal Interpretation	Rank
Core Change Leadership	3.30	Agree	2
High-Performance Expectations	3.34	Agree	1
Individual Support	3.22	Agree	4
Intelligent Stimulation	3.26	Agree	3
Composite Mean	3.28	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 2 shows the evaluation of Transformational Leadership. The comprehensive average value is 3.28, indicating strong consistency among various indicators. Transformational leadership refers to the development of a certain level of worship and respect through one's own cultural knowledge level and the encouragement and trust of employees. Transformational leaders are adept at using their power and charm to influence employees. They possess rich professional knowledge, a spirit of continuous progress, and an energetic state in their work, which can effectively stimulate employee trust (Li & Mao, 2018).

The evaluation results of each project are unanimously agreed upon, with High-Performance Expectations ranking first with a weighted average score of 3.34. It can be seen that high-performance expectations are very important in transformational leadership. High-performance expectations refer to leaders generating high expectations for employees in order to achieve organizational goals, continuously motivating employees to become part of the organization and work hard. Usually, high-performance expectations are regarded as transformational leaders. Leaders use motivational speeches and other means to gather the strength of the entire team, stimulate everyone's work enthusiasm, and make employees feel that they have become a part of the company. They turn the company's goals into their personal goals and do their best to achieve the company's goals. At the same time, leaders and employees generate consensus in major decisions, share common goals, receive emotional encouragement, and ultimately bring maximum benefits to the enterprise (Zhang & Wang, 2020).

From the listed items, it can be seen that core change leadership ranks second (3.30) and intellectual stimulation ranks third (3.26). Core change leadership and intellectual stimulation are important factors in transformational leadership. Leaders in core change leadership, through their strong leadership charisma, will depict a beautiful vision of active work for their subordinates. Specific measures can be taken: maintain relationships with subordinates and communicate well; Encourage subordinates to think independently about issues; Encourage subordinates to work actively, constantly strive for progress, and create good performance.

Intelligence stimulation is a method used by leaders to stimulate employees to break away from traditional thinking and use innovative thinking to comprehensively analyze problems from various perspectives, ultimately solving problems. Actively encourage subordinates to actively utilize their talents and explore new ways and methods to efficiently complete work tasks at each node. Through intellectual stimulation, the ability of subordinates to analyze and solve problems can be improved. Leaders tap into the work potential of their subordinates, leverage their strengths, and achieve the expected development goals of the organization. On the one hand, leaders advocate for subordinates to think independently and use their professional knowledge and

experience to comprehensively solve the problems faced by workers. On the other hand, utilizing innovative thinking, breaking away from traditional habitual patterns, constantly exploring and trying new things, and promoting the sustainable long-term development of the organization.

The last ranked is individual support, with a weighted average of 3.22. Individual support refers to the idea that leaders should reflect a "people-centered" approach in daily management, fully consider the feelings and needs of subordinates, and provide targeted professional skills training and guidance to subordinates. At the same time, when managing, they should pay attention to the personal emotions, personal development intentions, and development potential of subordinates. Leaders are not just managers but also the end of mentors and coaches. Therefore, in order to promote the sustainable growth of employees, transformational leaders need to understand their needs, provide personalized support, form a good organizational culture, and establish a positive relationship with employees to jointly achieve the expected goals of the enterprise.

Table 3

Work Engagement

Indicator	Weighted Mean	Verbal Interpretation	Rank
Vitality	3.24	Agree	2.5
Dedication	3.35	Agree	1
Focus	3.24	Agree	2.5
Composite Mean	3.28	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Table 3 displays the evaluation of Work Engagement. The comprehensive average value is 3.28, indicating consistency among various indicators. This indicates that the respondents agree with Work Engagement Vitality, dedication, focus, and work engagement are reliable and consistent. When employees work, the more energetic and focused they are, the more physically and mentally engaged they are, and the more willing they are to actively contribute their value to the organization. On the contrary, the lower the level of vitality, dedication, and focus, the less able it is to concentrate on work.

The evaluation results of each project are consistent and all agree, with Dedication ranking first with a weighted average score of 3.35. It can be seen that Dedication is very important in work engagement. Dedication refers to employees being passionate about their work and gaining a sense of pride, value, and happiness in their work. Employees in the organization persist in striving for living expenses, working hard to earn wages and salaries, and achieving their career plans in life. In fact, in daily work, employees are committed to dedicating their work value. The value of employees' dedication to work is greater than the salary and compensation given to us by the organization, which can better promote the sustainable development and growth of the organization. If the value of the work that employees contribute is less than the salary and compensation given to me by the organization, it will hinder the development and growth of the organization, and there are greater risks to the organization's development. Therefore, only when all members of the organization are brave enough to contribute their own work value can the development of the organization continue to grow.

From the listed items, it can be seen that the weighted average of focus and vitality is 3.24, both of which are ranked second. Concentration and vitality are important factors in job engagement. Vitality refers to employees being energetic and positive in their work, never giving in even when facing difficulties, and persistently achieving their goals with their own willpower. At different stages of a career, the manifestation of vitality also varies. When we first joined, the new employees harbored lofty ideals and inspired us to work diligently and continuously innovate and improve. With the extension of working years, it is easy to develop a sense of work fatigue, which can diminish employees' morale. Employees may slack off and lose their original work vitality. If, at this stage, employees can still maintain their vitality and constantly strive to stimulate work vitality, it is a good time for you to achieve personal goals. If employees complain about the work environment, unfair leadership, etc., their enthusiasm will be dampened; If employees realize that they are the fundamental and decisive force responsible for their work, then naturally we will exert subjective motivation, overcome all

internal and external unfavorable factors, and maintain work vitality.

Concentration refers to being able to concentrate fully on work, often feeling like time is running fast and it's difficult to get out of it. This indicates that employees are very focused and highly engaged in their work. When employees are focused on their work and completely immersed in it, they will exhibit a state of 'forgetting themselves'. At this point, they will be highly focused, physically and mentally comfortable and harmonious, and their work skills and creativity will reach their peak. When an employee's job responsibilities match their work abilities, they often focus on their work. When employees take on more work than they can handle, they feel a lot of pressure and challenge. It can bring some negative emotions and make it difficult to engage in work. When an employee's workload falls short of their ability, they may feel that the task is too simple, relax their vigilance, slow down the pace of work, and not be interested. Therefore, when assigning work tasks, it is necessary to consider the matching of employees' work abilities in order to better stimulate their focus.

Table 4

Relationship Between Self-Efficacy and Work Engagement

Variables	r-value	p-value	Interpretation
Mastership Experience			
Vitality	0.896**	0.000	Highly Significant
Dedication	0.903**	0.000	Highly Significant
Focus	0.895**	0.000	Highly Significant
Vicarious Experience			
Vitality	0.900**	0.000	Highly Significant
Dedication	0.899**	0.000	Highly Significant
Focus	0.892**	0.000	Highly Significant
Social Persuading			
Vitality	0.893**	0.000	Highly Significant
Dedication	0.907**	0.000	Highly Significant
Focus	0.904**	0.000	Highly Significant

*Correlation is significant at the 0.05 level /**. Correlation is significant at the 0.01 level

Through empirical analysis, it can be concluded that mastering experience has a significant positive correlation with vitality, dedication, and focus. Mastering experience refers to mastering an activity or task that can provide the most authentic evidence, emphasizing the experience of having confident operational knowledge and skills. In addition to the difficulty of the task and the support of the external environment, if a person can actively grasp various experiences, they can also improve their self-efficacy, thereby improving their vitality, dedication, and focus in work and increasing their work engagement. When the difficulty of a work task matches the employee's ability range, employees feel that the task is challenging and meaningful. Through continuous experience and practice, they will develop a belief in efficiency, work with vitality, generate dedication, and improve work focus. On the contrary, when the difficulty of a work task is lower than the employee's ability range and can be completed without practice and experience, it is difficult to develop a sense of self-efficacy and have a positive impact on vitality, dedication, and focus. Mastering successful experiences is beneficial for employees to emulate and positively motivate them to put in the same effort, which will definitely produce good work results. Even mastering the experience of failure and overcoming obstacles through employees' persistent efforts can generate a sense of self-efficacy, promote work engagement, and enhance employees' focus, dedication, and vitality in their work (Chan et al., 2017).

Research has found a positive correlation between emotional intelligence and self-efficacy among kindergarten teachers. There is a positive correlation between self-efficacy and work engagement; There is a positive correlation between emotional intelligence and work engagement. Meanwhile, the emotional intelligence and self-efficacy of kindergarten teachers can positively predict their level of work engagement. In order to promote the work engagement of kindergarten teachers, it is recommended to care for their emotional needs and provide organizational support, such as increasing wages and benefits, and enhancing their self-efficacy (Agbaria, 2021).

Through empirical analysis, it can be concluded that substitution experience has a significant positive correlation with vitality, dedication, and focus. Alternative experience is an important factor in self-efficacy, which is learned through role models or self-demonstration, and ultimately generates self-efficacy through social comparison, thereby affecting work vitality, dedication, and focus. When an employee sees other employees completing tasks, the substitution experience generated by observation can also have a strong impact on self-efficacy, making the employee more energetic, willing to contribute, and with a strong focus. Providing role models and demonstrations is the main way to replace experience. When the standards of role models provided are too high, employees may develop a sense of fear and give up easily. There is no substitute experience that can generate work vitality, dedication, and focus for employees. Similarly, when the standard of role models provided is too low, it is difficult to play the role of role models, which cannot motivate employees and increase work engagement.

Through empirical analysis, it can be concluded that social persuasion has a significant positive correlation with vitality, dedication, and focus. Social persuasion includes persuasive advice from others and self-persuasion. Social persuasion usually manifests as direct encouragement or dissuasion from others. Positive social persuasion, encouragement or advice from others can generate a positive sense of self-efficacy among employees, create a positive work atmosphere, stimulate work vitality and focus, and make employees a part of the organization and willing to contribute. Negative social persuasion and dissuasion from others will make employees reduce their self-efficacy, affect their work vitality and concentration, and question their dedication.

There is a significant positive correlation between self-efficacy and work engagement. The higher the self-efficacy of employees, the more confident they are in achieving organizational goals, and they believe that completing work is not difficult. They are willing to actively invest energy in their work and complete it with enthusiasm and efficiency. On the contrary, the lower the level of self-efficacy, the more likely it is to believe that even if a large amount of work is invested, there will not be much return, so they are unwilling to increase work investment.

Through empirical analysis, it can be concluded that core change leadership has a significant positive correlation with vitality, dedication, and focus. The more leaders have core change leadership, the more energetic and focused employees are in their work, the more integrated they are into the organization, and the more willing they are to contribute. Leaders possess high moral qualities and charisma, which can break through traditional thinking at work and enhance their charisma and authority. If a leader can become a benchmark in the minds of employees by exerting their own charm and playing the role of role model, employees will strive to follow the leader's approach and actively engage in work, which can stimulate their work vitality.

When working, employees are full of passion and will also invest more focus, fully immersing themselves in the work. At the same time, when facing challenging work, leaders dare to take responsibility, actively demonstrate their leadership charm, lead organizational members to accept challenges, and constantly breakthrough. Under the subtle influence of leadership values and behaviours, employees will also work hard and continuously improve their work skills. On the contrary, if the charisma of a leader is not significant, it will not have a positive impact on employees, and employees may even reject completing tasks assigned by the leader. The vitality of the work and the full-time work will also be greatly affected (Breevaart & Bakker, 2018).

Table 5

Relationship Between Transformational Leadership and Work Engagement

Variables	r-value	p-value	Interpretation
Core Change Leadership			
Vitality	0.884**	0.000	Highly Significant
Dedication	0.897**	0.000	Highly Significant
Focus	0.908**	0.000	Highly Significant

High Performance Expectations			
Vitality	0.864**	0.000	Highly Significant
Dedication	0.875**	0.000	Highly Significant
Focus	0.885**	0.000	Highly Significant
Individual Support			
Vitality	0.879**	0.000	Highly Significant
Dedication	0.893**	0.000	Highly Significant
Focus	0.890**	0.000	Highly Significant
Intelligent Stimulation			
Vitality	0.893**	0.000	Highly Significant
Dedication	0.897**	0.000	Highly Significant
Focus	0.908**	0.000	Highly Significant

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

Through empirical analysis, it can be concluded that high-performance expectations have a significant positive correlation with vitality, dedication, and focus. Leaders have high-performance expectations and goals for themselves and the team. The leader has strong business skills, strives to achieve first place, is very dedicated to work, and has a self-discipline habit of continuous learning. And I hope to lead the entire team to achieve high-performance goals. If the leader does not have high-performance expectations, does not have high demands on themselves, and does not have high demands on the team's performance. As time goes by, one's business abilities deteriorate, lacking credibility and authority towards employees, and their work enthusiasm is also affected, resulting in a loss of work vitality, a decrease in work focus, and a decrease in willingness to contribute. Therefore, maintaining high performance expectations by leaders is beneficial for enhancing employees' work vitality and focus and making employees more willing to contribute to the organization.

Through empirical analysis, it can be concluded that Individual Support has a significant positive correlation with vitality, dedication, and focus. The more personal support and care provided by leaders and team members, the more they will give employees a sense of belonging as part of the organization. The higher the motivation of employees to work, the more they can stimulate work vitality, improve their focus, and actively contribute their strength to the organization. If a leader has little personal support and care, employees lack a sense of belonging, organizational and personal goals are separated, there is no more emotional relationship with the leader, work vitality and focus are lower, and there is a lack of dedication to the organization. Therefore, leaders need to provide personal support, understand employees' work and life situations, and identify their needs. In work, promptly identify problems and provide employees with the necessary assistance, thereby establishing trust and mutual support with employees. Employees can also feel the leader's recognition and respect for their work style and achievements, work harder, and reward the organization with higher performance. Only by clearly recognizing the value of each employee can we match work tasks based on their work abilities, leverage their strengths, and better stimulate their work vitality. If one does not truly understand employees, it is difficult to match work tasks and break down goals, which will also dampen their work enthusiasm and hinder the achievement of departmental performance goals.

Through empirical analysis, it can be concluded that Individual Support has a significant positive correlation with vitality, dedication, and focus. Leader dating utilizes intelligence to stimulate employees' work vitality and focus, and they are more willing to contribute to the organization. Leaders have a high level of professional quality, allowing employees to develop a sense of trust and authority, and have the ability to stimulate their intelligence. Enhance the enthusiasm and ability of enterprise employees to participate in work, enhance their sense of responsibility and mission, and be willing to contribute their abilities to the organization. It can help employees voluntarily engage in sustainable learning, enhance work vitality and focus, and achieve performance goals efficiently and effectively.

Through empirical analysis, it can be concluded that the four indicators of transformational leadership: core change leadership, high-performance expectations, individual support, intellectual stimulation, and mastery of experience all have significant positive correlations. Adopting a transformational leadership style makes it easier

to gain experience and improve self-efficacy. Leaders possess core transformational leadership skills, utilizing high ethical qualities and leadership charisma to become role models for employees. Department leaders will clearly express their shared vision and analyze with us the impact of their work on the overall goals of the department, enabling employees to gain experience and improve self-efficacy. Leaders have high-performance expectations, and while demanding high standards, they also have high-performance expectations for department employees. They provide professional skills training to employees, and through continuous training, they gain experience and improve their work self-efficacy. Through individual support and care, leaders combine the strengths and needs of each employee to match work tasks, provide targeted guidance and assistance when problems arise in work, and generate experience. The higher the efficiency of handling work, the more effective it is. Leaders use intellectual stimulation to re-examine traditional thinking, encourage us to rethink the way we do things, and generate mastery experience (Prochazka et al., 2017).

Table 6*Relationship Between Self-Efficacy and Transformational Leadership*

Variables	r-value	p-value	Interpretation
Mastership Experience			
Core Change Leadership	0.899**	0.000	Highly Significant
High Performance Expectations	0.871**	0.000	Highly Significant
Individual Support	0.899**	0.000	Highly Significant
Intelligent Stimulation	0.888**	0.000	Highly Significant
Vicarious Experience			
Core Change Leadership	0.895**	0.000	Highly Significant
High Performance Expectations	0.864**	0.000	Highly Significant
Individual Support	0.905**	0.000	Highly Significant
Intelligent Stimulation	0.885**	0.000	Highly Significant
Social Persuading			
Core Change Leadership	0.897**	0.000	Highly Significant
High Performance Expectations	0.880**	0.000	Highly Significant
Individual Support	0.896**	0.000	Highly Significant
Intelligent Stimulation	0.897**	0.000	Highly Significant

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

Through empirical analysis, it can be concluded that there is a significant positive correlation between core change leadership, high-performance expectations, individual support, intellectual stimulation, and substitution experience. Adopting a transformational leadership style is more likely to generate vicarious experiences and improve self-efficacy. Under the leadership of core change, leaders possess charm and authority, serve as role models, generate vicarious experiences, and improve employees' self-efficacy. Under high-performance expectations, leaders strive to be the first in their work, have excellent business skills, demand high performance from themselves, and persist in continuous learning to become role models for employees. Individual support, leadership assigns work tasks based on each employee's strengths and needs, cares for employees, and generates vicarious experiences. Intellectual stimulation refers to leaders encouraging subordinates to actively utilize their talents and explore new ways and methods to efficiently complete work tasks. Through intellectual stimulation, the ability of subordinates to analyze and solve problems can be improved. Through such self-demonstration, one can gain alternative experience and confidence.

Through empirical analysis, it can be concluded that there is a significant positive correlation between core change leadership, high-performance expectations, individual support, intellectual stimulation, and social persuasion. Adopting a transformational leadership style is more likely to generate social persuasion and improve self-efficacy. In the transformational leadership style, core change leaders use their charisma to persuade employees, work hard like leaders, and gain a sense of value. In terms of high-performance expectations, leaders use high-performance self demands to persuade employees to work hard and expect to achieve high-performance goals. In terms of individual support, leaders care for each employee, understand their needs, care for their emotions, leverage their strengths and strengths, and self-persuade employees.

There is a significant positive correlation between self-efficacy and transformational leadership. The transformational leadership style motivates subordinates by establishing a common vision and setting common ideal goals. Influence employees through their role models. By paying special attention to the needs and career development of employees, providing targeted guidance and care for them. Transformational leadership places more emphasis on personalized care for employees, giving them a sense of belonging, enhancing work confidence, and enhancing self-efficacy.

Proposed work productivity Framework

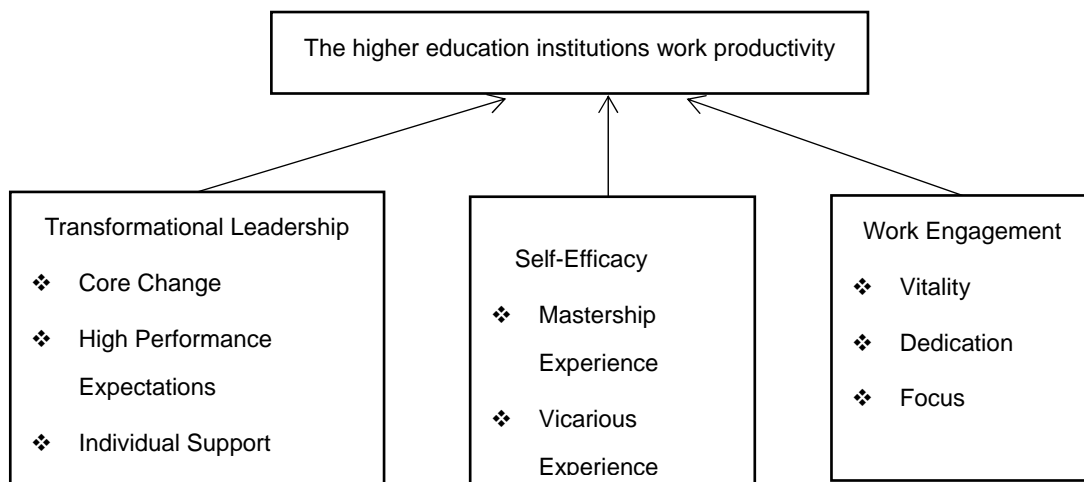


Figure 1. The Higher Education Institutions Work Productivity Framework

From Figure 1, it can be seen that the framework for work productivity in higher education institutions consists of transformational leadership, self-efficacy, and work engagement. Firstly, transformational leadership cares for employees' needs through personal charm, generates high-performance expectations, stimulates intelligence training, and enhances employees' sense of self-efficacy. Secondly, by improving employees' sense of self-efficacy through their own repeated practice, employees can master experience, and at the same time, they can improve their work skills by Observational learning the example of a model or the example of a charismatic leader. They can also constantly persuade themselves through the suggestions and evaluations of leaders and others, find self-confidence in work, devote themselves to work, and achieve the organization's high-performance goals. Ultimately, adopting transformational leadership enhances employees' sense of self-efficacy and maximizes their work engagement. Three aspects work together to improve the work productivity of employees in higher education institutions.

4. Conclusions and Recommendations

Based on the results, the respondents strongly agreed that they are efficacious in terms of the mastership experience, vicarious experience and social persuading. The respondents agreed that they are transformational leaders as regards to core change leadership, high-performance expectations, individual support, and intelligent stimulation. The respondents agreed that they are engaged in their work in terms of vitality, dedication and focus. There is a high positive correlation between self-efficacy, transformational leadership and work engagement. Higher education institutions' work productivity framework was developed.

Higher education institutions cultivate leaders' credibility and authority through transformational leadership style training. Leaders provide different levels of employee training based on their strengths and needs. Higher education institutions should enhance employees' self-efficacy. Through training to gain experience, role models

to demonstrate alternative experiences, and social persuasion from others, employees can improve their work vitality and focus, and increase their work engagement. The developed framework can improve the higher education institutions work productivity. The developed framework can improve the higher education institutions' work productivity.

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