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ORIGINAL ARTICLE

Designing a Model for Measuring the General Self-Efficacy of Social Security Employees: A Phenomenological Approach

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EXTENDED ABSTRACT

Introduction

General self-efficacy is a constructive psychological capability through which individuals effectively organize their cognitive, social, emotional, and behavioral competencies to accomplish a variety of goals. Rather than knowledge, technical skills, or previous achievements alone, individuals' beliefs in their capabilities determine how successfully they perform their responsibilities and overcome workplace challenges. In organizational settings, particularly within public service institutions such as social security organizations, employees' self-efficacy significantly influences individual performance, organizational commitment, innovation, and service quality.

Despite extensive quantitative research on self-efficacy, limited attention has been given to understanding this phenomenon from the lived experiences of employees. Accordingly, this study seeks to develop a model for measuring the general self-efficacy of Social Security employees using a phenomenological approach.

The study addresses the following research questions:

1. How do Social Security employees experience the phenomenon of general self-efficacy?
2. What contextual factors contribute to the development of general self-efficacy?
3. What organizational actions have been effective in enhancing employees' self-efficacy?
4. What strategies can improve general self-efficacy among Social Security employees?
5. What are the individual, group, and organizational consequences of enhanced self-efficacy?

Methodology

This study employed a qualitative research design based on descriptive phenomenology. Data were collected through semi-structured interviews using Moustakas' phenomenological method, specifically the modified Colaizzi analytical framework for extracting the essence of participants' lived experiences.

Participants were selected through purposive and snowball sampling. Six experts and senior professionals with extensive scientific, managerial, and practical experience in the Social Security Organization participated in the study. Sampling continued until theoretical saturation was achieved.

Interview data were analyzed using open, axial, and selective coding. Through

systematic phenomenological analysis, the textual and structural descriptions of participants' experiences were integrated to identify the essential dimensions of general self-efficacy and construct the final conceptual model.

Findings

The analysis revealed five major dimensions of general self-efficacy among Social Security employees.

The first dimension, **lived experience of self-efficacy**, consisted of three categories:

- Individual factors, including personal competencies, professional knowledge, and confidence in personal abilities.
- Values and beliefs, including self-confidence, self-esteem, and constructive personal beliefs.
- Experiences, including successful job experiences, continuous learning, on-the-job training, and career advancement.

The second dimension identified the **contextual and causal factors** influencing self-efficacy. These included:

- Organizational factors such as organizational vision, employee suggestion systems, and competency assessment.
- Organizational support through managerial support, adequate facilities, and management stability.
- Career development practices including meritocracy, empowerment, delegation of authority, and competency-based promotion.

The third dimension examined **organizational actions for enhancing self-efficacy**, which comprised:

- Continuous learning through training programs, professional skill development, and knowledge enhancement.
- Employee participation through collective decision-making, teamwork, and organizational wisdom.
- Emotional intelligence development through self-awareness, self-assessment, and environmental awareness.

The fourth dimension focused on **strategies for improving self-efficacy**, including:

- Building organizational trust among employees, managers, and experts.
- Promoting collective self-efficacy through empowerment, collaboration, participation, and social competence.
- Supporting professional development by strengthening human resource management, fostering organizational culture, and providing appropriate legal and organizational infrastructures.

The fifth dimension highlighted the **outcomes of enhanced self-efficacy**, which were categorized into three levels:

- Individual outcomes, including increased self-confidence, stronger self-belief, and improved job performance.
- Group outcomes, including greater organizational commitment, effective leadership, and knowledge sharing.
- Organizational outcomes, including enhanced employee competencies, infrastructure development, improved organizational effectiveness, and greater organizational prestige.

The integration of these dimensions through open, axial, and selective coding resulted in a comprehensive phenomenological model for measuring the general self-efficacy of Social Security employees.

Discussion and Conclusion

The findings emphasize that employees' self-efficacy is a multidimensional phenomenon shaped by individual characteristics, organizational context, managerial support, and professional development opportunities. Developing self-efficacy requires more than technical training; it also depends on organizational culture, trust, participation, emotional intelligence, and merit-

based management practices.

The findings are consistent with previous international research. Studies by Liu (2020), Dipendra et al. (2019), Cherin and Jacob (2016), Lubbers et al. (2015), Stefano et al. (2013), and Haddad and Abu Taleb (2016) similarly reported significant relationships between self-efficacy and employee motivation, organizational commitment, job satisfaction, health, performance, and professional development. The present study extends these findings by proposing a comprehensive phenomenological model grounded in employees' lived experiences within the Social Security Organization.

Practical Implications

Based on the findings, several practical recommendations are proposed to strengthen employees' general self-efficacy:

- Establish competency-based performance evaluation systems with measurable organizational goals.
- Expand continuous professional development programs tailored to employees' needs.
- Create supportive and flexible work environments that encourage innovation, creativity, and knowledge sharing.
- Strengthen organizational trust through transparent leadership and participatory management.
- Improve organizational culture by promoting collaboration, professional ethics, and mutual respect.
- Reform reward and compensation systems to ensure fairness and eliminate discrimination.
- Enhance knowledge management through systematic transfer of tacit knowledge and needs-based training.
- Utilize modern digital technologies to improve communication, performance management, and organizational learning.
- Increase employee participation in decision-making and make greater use of employees' professional and interdisciplinary expertise.
- Develop institutional mechanisms for continuous feedback and reflective performance evaluation.

General self-efficacy among Social Security employees emerges as a complex organizational capability influenced by personal competencies, organizational support, learning opportunities, trust, participation, and professional development. The phenomenological model developed in this study provides a comprehensive framework for understanding and measuring this construct within public organizations. The model offers valuable theoretical and practical guidance for policymakers, managers, and human resource professionals seeking to enhance employee effectiveness, organizational performance, and sustainable organizational development through strengthening general self-efficacy.

KEY WORDS

General Self-Efficacy, Employees, Social Security, Phenomenological Approach.

