

Labor Relations Atmosphere and Staff Efficiency, Mediating Effect of Self-Efficacy

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Abstract: The effect of self-efficacy on the "mechanism of labor relations atmosphere and staff efficiency" is a new perspective to answer the question of "how to improve staff efficiency". In this study, 311 valid questionnaires were used to investigate the mechanism of labor relations atmosphere on staff efficiency through empirical research and linear regression model analysis, and to verify whether self-efficacy has an effect on staff efficiency through the mediating effect of self-efficacy. The results showed that labor relations atmosphere has a significant positive relationship with both staff efficiency and self-efficacy, and self-efficacy not only has a direct effect on staff efficiency, but also plays a role as a mediating variable between labor relations atmosphere and staff efficiency, constructing a "labor relations atmosphere → self-efficacy → staff efficiency" mechanism model and was validated. This study added a new perspective for human resources on how to improve staff efficiency, which not only provides a new solution for companies in improving staff efficiency, but also provides new research ideas for subsequent studies.

Keywords: labor relations atmosphere; staff efficiency; self-efficacy.

1. Introduction

Nowadays, the post-80s and post-90s have become the backbone of the contemporary workplace, and the post-00s are also gradually entering the workplace. With the development of the times, contemporary employees have stronger self-awareness, innovation consciousness, and the pursuit of self-satisfaction and self-fulfillment. When they are dissatisfied with the organization, they will be more inclined to adopt extreme methods such as neglecting work, which leads to a decline in staff efficiency and damage to corporate interests. This makes it an important issue for companies to deal with employee dissatisfaction in a creative and harmonious labor relations environment, and to improve self-efficacy and collective efficiency with minimal management costs.

Albert Bandura, a famous contemporary American psychologist, first proposed the concept of Self-efficacy in 1977. Influenced by cognitive and humanistic psychology, it is a reflection of a rational grasp of human nature and its causal decision model—triadic interaction determinism, [1]. Self-efficacy is a subjective prediction and judgment of people's ability to successfully perform a task. It not only affects human adaptation and change in its own way, but also regulates changes in human thought and behavioral choices through its effects on cognitive, affective, motivational, and physiological arousal. [2] Domestic and foreign researchers consider self-efficacy as a belief that employees have at work, which is often the beginning of good work and shows a positive attitude toward the content of work, work pressure and possible difficulties. Self-efficacy can directly influence staff efficiency to a certain extent, and it can indirectly influence staff efficiency by mediating the influence mechanism between labor relations atmosphere and staff efficiency. When the labor relations atmosphere can meet employees' needs, employees' self-efficacy will increase, and they will be more proactive in their work, and thus their efficiency will be improved to some extent. Therefore, research on employee efficacy has received a lot of attention from industry and academia.

Labor relations refer to the relationship of rights and obligations in the labor process between the employer and the worker, established by law, with particular emphasis on the relationship between the labor and capital parties (Bruce, 2001) [3]. Managers can work with employees to establish long-term corporate goals, show the confidence and vision of the company, express the pursuit of perfection, and give sufficient trust to employees, and also achieve a good motivational effect by mobilizing and motivating, stimulating employee behavior and demonstrating fairness, thus a good

labor relations atmosphere can be established. Current domestic research on labor relations atmosphere and staff efficiency focuses more on institutional management and leadership level, and its corresponding variables also focus on performance management, organizational commitment, labor disputes, etc. The research on employees' own endogenous motivation on employee work effectiveness is insufficient. This paper will discuss the mediating effect of labor relations atmosphere and staff efficiency and self-efficacy.

Efficiency is the amount of value that can be created in a given period of time by a worker and is one of the research focuses of management. Analyzed from two perspectives, subjective efficiency and objective efficiency, subjective efficiency consists of work attitude and work ability. Objective efficiency refers to the ability of an individual to complete the work task and achieve the expected goal, which is related to external factors, such as the method of work, tools and environment. Both are interdependent and interrelated, forming a double helix structure similar to that of DNA. Labor relations atmosphere can introduce the study of labor relations from the traditional field of institutional analysis to the field of organizational behavior as a psychological perception of employees' labor relations in the company. [2]

The new generation workforce is different in nature from the traditional workforce, and studies have shown that the new generation of employees is highly achievement-oriented, self-directed, focused on equality, indifferent to authority, and in search of work-life balance and other work values [4]. This has led to more flexibility, freedom, and innovation within the organization, but also a more tense and intense labor relations atmosphere. For example, the most popular word "involution" first appeared in the 1963 book *Agricultural Involution* by the American anthropologist Clifford Geertz [5], where Geertz proposed that "it is phenomenon of a social or cultural pattern that, after reaching a very mature and fixed form at a certain stage of development, stagnates or fails to convert to another advanced pattern is called 'involution' or 'over-densification.'" Nowadays, Internet companies are like a high-speed machine, and everything is rapidly advancing the prevailing situation of involution. Within such companies, the labor relations atmosphere becomes more tense, and conflicts between people or between people and things are constantly increasing because of the bad labor relations atmosphere, which has a non-negligible impact on the work efficiency of employees, and the deterioration of the labor relations atmosphere will further affect employees' negative behaviors, such as appeals, absenteeism, labor disputes and strikes.

Although existing studies have shown that staff efficiency is affected by labor relations atmosphere, few have comprehensively analyzed and empirically examined the process and mechanism by which labor relations atmosphere affects employee self-efficacy and thus staff efficiency.

Focusing on the proposition of "how to improve staff efficiency", this paper will introduce self-efficacy into the mechanism of labor relations atmosphere and staff efficiency, and construct and test the mechanism of "labor relations atmosphere → self-efficacy → staff efficiency" model.

2. Literature Review

2.1 Labor relations atmosphere

In the late 1970s, labor relations atmosphere was separated from organizational climate and began to be studied by a large number of researchers. Based on the previous studies on organizational climate, domestic and foreign researchers began to apply organizational climate to the field of labor relations. 1979 Nicholson proposed [6] that labor relations atmosphere refers to a situation in which labor and management get along, such as friction, fighting, conflict, miscommunication, and intense interest bargaining. In early studies on labor relations, more emphasis was placed on the antagonistic side of labor-management and how it should be reconciled; while in later studies, Katz et al. (1983) [7] and Pyman (2009) [8] used labor relations atmosphere as a criterion to evaluate the quality of labor relations in companies; Dastmalchian et al. (1986) [9], Blyton et al. (1987) [10], Dastmalchian et al. (1989) [11], and Dastmalchian et al. (1989) [12] considered labor relations atmosphere as a perception, and the content of the perception is specific to the behavior and practice of labor relations in enterprises; Kersley et al. (2004) [13]

defined the atmosphere of labor relations more completely, specifying the subjects of labor relations and taking into account their interactions, while pointing out that the place of their occurrence is in the workplace.

In the early studies of labor relations atmosphere, researchers were more inclined to the study of labor-management relations, and then labor relations atmosphere gradually became a measure of the state and quality in organizations. Labor relations atmosphere is the employees' sense of identification and integration with their organizations, i.e., labor relations atmosphere is an objective organizational characteristic and phenomenon, which is a collection of employees' satisfaction with the organization, work identity, and labor-management relations.

2.2 Staff efficiency and self-efficacy

Staff efficiency and self-efficacy are two very important components of contemporary organizational behavior, and these two variables have an important role in measuring and predicting the behavior and attitudes of employees in an organization. Staff efficiency can be used to measure the ratio of employee effort to results in an organization and thus determine whether an employee has the ability to accomplish organizational performance.

Self-efficacy was conceptualized by Albert Bandura, a leading American psychologist, in his book "The Social Foundations of Thought and Behavior" [14] in the 1970s, and gradually developed the framework of self-efficacy theory in his subsequent works. The attention of researchers has gradually shifted since the 1980s to the application of self-efficacy to the field of organizational behavior, such as the relationship between self-efficacy and employee performance and the influence of work attitudes on employee work behavior. Nowadays, the number of related studies is increasing and the research in this area is more in-depth. Facing the adjustment of the world economic landscape and the increasing competition in the market, the flourishing of science and technology, the changes within the enterprises have become more frequent, which urgently requires employees to continuously improve their self-efficacy in their work.

3. Research Methodology

3.1 Collection of data

This study used statistical survey to explore the relationship between labor relations atmosphere, staff efficiency and self-efficacy. Through a completely anonymous form, 350 questionnaires were distributed, and after the waste paper processing work, 311 valid questionnaires were obtained, and the questionnaire efficiency rate was 88.9%. Among the survey respondents, 72.4% are male and 27.6% are female; in terms of age, 65.6% are 18-30 years old, the largest proportion, 18.6% are 31-35 years old, 11.3% are 36-40 years old, and only 4.5% are over 40 years old, the smallest proportion; in terms of personnel category In terms of personnel categories, 50.2% are grassroots employees, 40.5% are general managers, and 9.3% are middle and senior managers; the sample characteristics as a whole are in line with the purpose of this paper to study contemporary employees, as shown in Table 1.

Table 1 Demographic Characteristics of the Sample (N=311)

Name	Category	Number of people	%	Name	Category	Number of people	%
Gender	Male	127	40.8	Education	Secondary school and equivalent	33	10.6
	Female	184	59.2		College and equivalent	50	16.1
Age	18-25 years old	83	26.7		Bachelor's degree and equivalent	212	68.2
	26-30 years old	121	38.9		Master's degree or above	14	4.5
	31-35 years old	58	18.6	Position	Grassroots staff	156	50.2
	36-40 years old	35	11.3		General management	126	40.5
	41-65 years old	14	4.5		Middle and senior management	29	9.3

3.2 Measurement of variables

For labor relations atmosphere, this study draws on the scale developed by Cui and Wu(2011) [15] to describe labor relations atmosphere in three dimensions: labor-management win-win climate, labor-management antagonistic climate, and employee engagement climate, and the Cronbach's alpha

coefficients for all three dimensions in this study range from 0.741 to 0.931, and their reliabilities are all Acceptable.

Performance is the product of valuable effectiveness and behavioral cost. This study measured staff efficiency in terms of both task performance and relationship performance. The weighted average of 14 questions was used as the performance score of staff efficiency. Employee performance in a narrow sense refers to task performance, which is mainly related to the employee's position, and specific performance is the contribution made for the employee in terms of quantity, quality, and cost. Therefore, in this paper, task performance is chosen as the measurement indicator. In a broader sense, it also includes relationship performance, an aspect that this study selects interpersonal facilitation and job dedication as measures.

Task performance was measured using five measures adapted from the performance assessment instrument used by Tubré, Arthur, and Bennett (2006) [16]. This performance assessment scale is similar to the one used by the U.S. Department of Labor for the Generalized Aptitude Test Validity Study scale. The scale has a Cronbach's alpha coefficient of 0.87 and has acceptable reliability as the regulatory agency assesses the quantity, quality, and accuracy of employees' work, as well as their knowledge of the job and the actual job-related scope of duties.

The relational performance dimension was measured using the instrument developed by Motowidlo and VanScotter (1996) [17], and in this, standard translation and back translation procedures were used to ensure that the Chinese version of the scale had the same meaning as the English version. The scale involves two dimensions, namely interpersonal facilitation and job dedication, with Cronbach's alpha coefficients of 0.89 and 0.93, respectively, both of which have acceptable reliability.

The measure of self-efficacy mainly referred to the General Self-Efficacy Scale (GSES) developed by Schwarzer et al., which is widely used internationally, and the Chinese version was translated and revised by Wang et al. (2001) [18] to analyze its reliability and validity. The results showed that the reliability of the scale was acceptable with a Cronbach's alpha coefficient of 0.87.

The five-point scale method (Likert, 1932) was used for all items. As suggested by Armstrong and Overton (1977) [19], responses of early and late respondents were compared to measure non-response bias, and no significant differences were found between any of the variables or factors used in the subsequent analyses. This questionnaire consists of 32 questions (please see Appendix I for detailed scales).

4. Experimental Analysis and Hypothesis Testing

4.1 Hypothesis testing based on correlation analysis

Under the premise of ensuring the reliability and validity of the questionnaire, this study used the 311 data items collected for empirical testing. Correlation analysis was first conducted on the three variables, and all correlation coefficients were significant at the 0.01 level, the results of which are shown in Table 2.

From Table 2, it can be seen that the correlation coefficients of staff efficiency and self-efficacy in the labor relations atmosphere all reach the significant level. Through the above correlation analysis, the correlation between the variables and their correlation coefficients can be derived, but the causal relationship between the variables cannot be analyzed, so the next step requires regression analysis to verify the causal relationship between the variables.

Table 2 Correlation Analysis of Variables

Variable Name	1	2	3
1.Labor relations atmosphere	1.0000		
2.Staff efficiency	0.2268*	1.0000	
3.Self-efficacy	0.3179*	0.2810*	1.0000

Note:* indicates $p < 0.01$, $N = 311$.

4.2 Hypothesis testing based on regression analysis

Through the above analysis we can learn that there is a significant correlation between the three variables in this study, but this can only indicate that there is a relationship between the three variables, and their causal relationship requires us to conduct further regression analysis to test the research hypothesis and the theoretical model in turn.

In the process of regression analysis, firstly, the independent variable is set as labor relations atmosphere and the dependent variable is staff work efficiency, and the F-value of this regression analysis is 84.19, as shown in Table 3, which indicates a good regression effect, meanwhile, the regression coefficients are 0.214 and 2.806 (i.e.

$$\text{Staff_eff} = 0.214 * \text{RelaAtmo} + 2.806$$

), that is, there is a positive correlation between labor relations atmosphere and staff efficiency and $t=9.18$, indicating that the regression is significant and consistent with the results of the correlation analysis in this study.

Table 3 Regression Analysis of Labor Relations Atmosphere on Staff Efficiency

Dependent variable: labor relations atmosphere	Regression coefficient	t
Independent variable: staff efficiency	0.214	9.18
Constant term	2.806	31.37
F=84.19 Adjusted R ² =0.0508		

Next, setting the independent variable as labor relations atmosphere and the dependent variable as employee self-efficacy, the F-value of this regression analysis was 133.15, as shown in Table 4, indicating a good regression effect, while the regression coefficients were 0.276 and 2.562 (i.e.

$$\text{Self_eff} = 0.276 * \text{RelaAtmo} + 2.562$$

), i.e., there is a positive relationship between labor relations atmosphere and employee self-efficacy and $t=11.54$, indicating that the regression is significant and consistent with the results of the previous correlation analysis.

Table 4 Regression Analysis of Labor Relations Atmosphere on Self-Efficacy

Dependent variable: labor relations atmosphere	Regression coefficient	t
Independent variable: self-efficacy	0.276	11.54
Constant term	2.562	27.65
F=133.15 Adjusted R ² =0.0784		

Finally, setting the independent variables as labor relations atmosphere and self-efficacy and the dependent variable as staff efficiency, the F-value of this regression analysis was 82.38, as shown in Table 5, indicating a good regression effect, while the regression coefficients were 0.133, 0.224, and 2.263 (i.e.

$$\text{Staff_eff} = 0.133 * \text{RelaAtmo} + 2.224 * \text{Self_eff} + 2.263$$

), that is, there is a positive relationship between labor relations atmosphere and employee self-efficacy, and the t-values are 5.4 and 8.75, respectively, indicating that this regression is significant and consistent with the results of the previous correlation analysis.

Table 5 Regression Analysis of Labor Relations Atmosphere and Self-Efficacy on Staff Efficiency

Dependent variable: labor relations atmosphere	Regression coefficient	t
Independent variable: staff efficiency	0.133	5.4
Independent variable: self-efficacy	0.224	8.75
Constant term	2.263	21.12
F=82.38 Adjusted R ² =0.0948		

Mediating effects are classified as partially mediated and fully mediated, which means the degree of influence of the independent variable on the dependent variable becomes smaller or completely absent. For the validation of the mediating effect of self-efficacy, this study draws on the suggestion of Baron and Kenny (1986) [20] that the mediating variable holds only when the independent variable has an effect on the mediating variable, the independent variable has an effect on the dependent variable, and the mediating variable has an effect on the dependent variable, all three conditions being satisfied simultaneously

Before controlling for the mediating variable of self-efficacy, the effect of labor relations atmosphere on staff efficiency totaled 0.214, indicating that this has a significant effect on staff efficiency. When the mediating effect of employee self-efficacy is taken into account, the direct effect of labor relations atmosphere, although still present, becomes very weak: the coefficient of direct effect of labor relations atmosphere on staff efficiency decreases from 0.214 to 0.133. It affects staff efficiency mainly through the mediating effect of employee self-efficacy, and the mediating effect reaches 0.223, which is greater than the direct effect of labor relations atmosphere (0.133). The mediating effect is 0.223, which is greater than the direct effect of labor relations atmosphere (0.133). Therefore, the mediating effect of self-efficacy on the relationship between labor relations atmosphere and staff efficiency can be expressed as follows: labor relations atmosphere → self-efficacy → staff efficiency.

5. Conclusion and Discussion

5.1 Conclusion

This study obtained first-hand data by means of a questionnaire survey, and analyzed the relationship between labor relations atmosphere, staff efficiency, and self-efficacy by means of empirical research and linear regression model analysis, and the results of the study are shown in Table 6.

Table 6 Summary of Hypothesis Testing Results

Hypothesis	Hypothetical content	Validation results
1	Labor relations atmosphere can positively affect staff efficiency	Support
2	Labor relations atmosphere positively affects employees' self-efficacy	Support
3	Self-efficacy plays a mediating role in the influence of labor relations atmosphere on staff efficiency	Support

5.2 Discussion

(1) Relationship between labor relations atmosphere and staff efficiency.

According to the results of the study, it can be concluded that labor relations atmosphere has a significant positive relationship with staff efficiency. The results of this study imply that under the current labor situation in China, labor relations atmosphere has a motivating effect on staff efficiency and is a key factor to stimulate staff efficiency.

(2) Relationship between labor relations atmosphere and self-efficacy.

In the study of the relationship between labor relations atmosphere and self-efficacy, the results showed that labor relations atmosphere has a significant positive relationship with self-efficacy, i.e., labor relations atmosphere largely positively influences self-efficacy and is an important factor in improving employees' self-efficacy.

(3) The mediating role of self-efficacy in the relationship between labor relations atmosphere and staff efficiency.

By studying the correlation between labor relations atmosphere, staff efficiency and self-efficacy separately, it was verified that self-efficacy partially mediates the relationship between labor relations atmosphere and staff efficiency. Taking the mediating role of self-efficacy into account in the influence mechanism, it can be seen that although labor relations atmosphere has a partial direct influence on staff efficiency, it is relatively small and it is mainly transmitted through self-efficacy,

so from the results of the study, the influence path is: labor relations atmosphere → self-efficacy → staff efficiency.

5.3 Insights

Based on the above analysis of the relationship between labor relations atmosphere, staff efficiency and self-efficacy, the influence mechanism of "labor relations atmosphere → self-efficacy → staff efficiency" is clarified. First, top managers should focus on regulating the labor relations atmosphere within the company, strengthening employees' sense of identification and integration with the organization they work in, i.e., improving employees' satisfaction with the organization, job identification and building good labor-management relations. We should try to expand new business categories to create more opportunities and possibilities; establish more promotion channels and assessment standards; optimize the incentive mechanism and balance the allocation of resources so that employees can feel satisfied and relatively fair in terms of pay and reward; optimize the operational processes to make the company structure more reasonable and improve efficiency so as to give employees more room to play. To let employees have a positive and positive labor relations atmosphere, in order to promote employees to improve efficiency. Secondly, when employees get enough development opportunities and support within the company, their sense of self-efficacy will grow, and when employees themselves determine that they can do their jobs and complete their work with high efficiency and quality, their actual work efficiency will be significantly improved, and even if they encounter obstacles in their work, they will find ways to solve them, so that their task performance can be guaranteed and their work efficiency can be positive and positive effect on staff efficiency. Finally, the most important finding of this study is that, in addition to the direct influence of labor relations atmosphere on staff efficiency, it also plays a mediating role on staff efficiency through the mediating role of self-efficacy, and this mediating role is much larger than the direct role of labor relations atmosphere on staff efficiency, and this complete mediating mechanism can be expressed as: labor relations atmosphere → self-efficacy → staff efficiency.

The results of this study prove the theoretical assertion of "good labor relations atmosphere has an important influence on staff efficiency", which has been studied before, more meaningfully, the research on the influence of self-efficacy in the mechanism of labor relations atmosphere on staff efficiency has not only provided new solutions for enterprises in improving staff efficiency, but also provided new ideas for future research.

5.4 Shortcomings and Prospects

This study opens up a new way of thinking about the influence mechanism by Taking the influence of labor relations atmosphere on staff efficiency into the consideration, and breaks the original mechanism of "labor relations atmosphere → staff efficiency". However, due to some objective and subjective factors, there are still some shortcomings in this study, and we hope that further improvements can be made in the subsequent studies. Firstly, this study is only a preliminary investigation, and there are still many issues that deserve further research, such as whether there is a difference in the effect of the mechanism on the three dimensions of task performance, interpersonal promotion and work dedication under staff efficiency. secondly, the sample collection of this study is a cross-sectional study, and the dynamic development process of the influence mechanism is not well explored. Finally, it is hoped that in subsequent studies, other mediating variables can be identified and incorporated into this influence mechanism in order to establish a better relationship model.

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Appendix I.

Table 7 Labor Relations Atmosphere Questionnaire

1	Most of the time, I feel that the overall atmosphere of the company is quite harmonious
2	The management and employees can mostly trust each other
3	For the sake of the company's future, it is okay to work more hours
4	The company always puts itself in the shoes of its employees
5	Most of the employees do their best to help the company succeed
6	Employees are often in conflict with management because of miscommunication
7	The company's employees will use drastic methods to fight for their interests
8	There are many people in the company who only care about their personal interests and do not care about the long-term development of the company

9	Company employees often complain about the company's measures
10	Company employees can participate in company management through activities such as proposal system
11	Colleagues in the company support and encourage each other
12	Supervisors in the company are very supportive of their subordinates' work

Staff efficiency.

Table 8 Staff Efficiency Questionnaire

Task Performance	
1	I do my best to avoid mistakes
2	I provide constructive suggestions for the work
3	I have the ability to adapt to different tasks
4	I complete all tasks assigned to me on time
5	I am self-disciplined and self-controlled in my work
Interpersonal Facilitation	
1	I praise or congratulate colleagues when they succeed
2	I help colleagues when they encounter personal difficulties
3	I will warn colleagues in advance when a practice may affect them
4	I usually only talk about things that are good for my colleagues or the group
5	I will encourage colleagues who have interpersonal communication difficulties to get along with others
Dedication to work	
1	I will work during my breaks to ensure that tasks are completed on time
2	I work extra hard
3	I seek out challenging work
4	I will take initiative and solve difficult tasks with enthusiasm

Self-efficacy.

Table 9 Staff Efficiency Questionnaire

1	If I do my best, I can always solve the problem
2	I can get what I want even when others are against me
3	It's easy for me to stick to my vision and reach my goals
4	I am confident that I can deal effectively with anything that comes my way
5	I can face difficulties calmly because I can trust my ability to handle problems
6	When there is trouble, I can usually think of ways to deal with it