

Analysis of Influencing Factors and Mechanism of "Social Phobia" among Enterprise Employees

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Abstract

With the emergence and generalization of the term "social fear", more and more people realize that they have more or less emotions or symptoms of social fear, which is not only detrimental to the career development of employees, but also not conducive to the improvement of organizational cohesion. Therefore, it is useful to explore the causes and paths of social fear among employees. Through random sampling, this paper conducted an empirical study on 200 enterprise employee samples, and concluded as follows: First, fear of negative evaluation, self-efficacy and perceived organizational support had significant effects on social fear. Secondly, fear of negative evaluation played a partial mediating role between self-efficacy, perceived organizational support and social phobia.

Keywords

Social phobia, fear of negative evaluation, self-efficacy, perceived organizational support.

1. Introduction

Social phobia (SP), also known as social anxiety disorder (SAD) [1], refers to the symptoms of situational fear in social situations [2], and is often mistaken for shyness or introversion and is ignored by people. In 2022, the number of social phobia in the world has reached 350 million, and 30 million people in China are already suffering from social phobia, and the figure is still rising [3]. According to Wang Hao's survey, the number of social phobia patients among employees is as high as 9%-10% [4]. The dangers of social phobia have proved to be long-lasting. However, scholars pay little attention to social phobia among employees. However, social phobia hurts the career development of employees and the enhancement of the cohesion of enterprises. Therefore, this paper uses the method of questionnaire survey and inferential statistics to study the causes of social phobia and the influence path of social phobia.

2. Research Hypothesis and Model Construction

2.1. Research on the Relationship between Self-efficacy and Social Phobia

Social phobia was first distinguished from fear disorder by the British psychiatrist Marks in 1966 [5] and officially recognized as a specific phobia in 1970 [6]. According to the definition of the Diagnostic and Statistical Manual of Mental Disorders, social phobia, as an excessive situational fear, can be understood as an individual's fear of being scrutinized in public, and fear of making a mistake and embarrassment [7]. Psychologist Guo Xiaowei defines social phobia as a reaction to interpersonal situations involving avoidance, anxiety and tension [8]. Therefore, social phobia is people's imaginary fear of social situations.

Self-efficacy, a theory proposed by Bandura in 1977 [9], refers to the psychological perception that one can accomplish a certain task. The influencing factors of self-efficacy mainly include direct experience, vicarious experience and verbal persuasion, and are often associated with higher resilience and lower anxiety and depression [10].

According to Zhang Wen, self-efficacy is negatively correlated with social anxiety ($r=-0.29, p < 0.001$), and self-efficacy plays a completely mediating role between understanding friend support and social phobia [11]. Yang Rui believes that the general self-efficacy of enterprise employees is at the medium level, lower than other samples such as college students, and the self-efficacy shows significant differences in gender and age [12]. Guan Wenjun believes that gender has no significant difference in general self-efficacy and social phobia, and self-efficacy has a significant negative correlation with social phobia, which explains 2.3% of the variation of social phobia [13]. Fu Mei believes that college students' general self-efficacy is significantly negatively correlated with social phobia ($r=-0.47, p < 0.01$), and gender has a significant difference in self-efficacy [14]. Therefore, this paper proposes hypothesis H1.

H1: Self-efficacy has a significant negative impact on social phobia.

2.2. Research on the Relationship between Perceived Organizational Support and Social Phobia

Organizational support is a term coined by Eisenberger in 1986 to describe an employee's general feeling that the Organization values their contributions and cares about their well-being [15]. Xu Xiaofeng believes that the sense of organizational support is a comprehensive view of employees that the organization values their contribution and pays attention to their happiness, and it can meet the social emotional needs of employees. If employees feel that the organization is willing and able to reward their work efforts, they will make more efforts for the organization's benefit [16].

Liu Zhiqiang's research confirmed that the four scales of organizational support acquisition, perceived organizational support, insider status cognition, and employee innovation had good reliability and validity (Cronbach's α coefficients were 0.767, 0.882, 0.857, and 0.886, respectively) [17]. Tian Xizhou believes that the sense of organizational support has a significant impact on organizational citizenship behavior of employees [18]. Ling Wenquan believed that sense of organizational support had a significant positive effect on employees' emotional commitment and altruistic behavior [19]. Zhang Jiani believes that social support has a significant negative impact on social phobia [20]. In summary, hypothesis H2 is proposed in this paper.

H2: perceived organizational support has a significant negative impact on social phobia.

2.3. Research on the Relationship between Fear of Negative Evaluation and Social Phobia

Evaluation fear includes two dimensions: fear of negative evaluation and fear of positive evaluation. In 1969, Watson and Friend defined fear of negative evaluation as the fear and distress of negative evaluation of others [21]. Weeks et al. (2008) defined fear of positive evaluation as the anxiety caused by the pressure of others' positive evaluation [22]. Zhao Cheng et al believe that college students' fear of negative evaluation (BFNES) has a significant positive impact on social phobia.(IAS) ($\gamma= 0.435, P < 0.01$) [23]. Peng Shun et al. 's research shows that fear of negative evaluation has a significant predictive effect on social phobia [24], and it is likely to be the primary factor of social terrorism [25]. Therefore, this paper proposes hypothesis H3.

H3: fear of negative evaluation has a significant positive effect on social phobia.

2.4. Research on the Mediating Role of Fear of Negative Evaluation

2.4.1. Research on the Relationship between Self-efficacy and Fear of Negative Evaluation

Cao Chengxu found that social self-efficacy is significantly negatively correlated with both fear of negative evaluation and social phobia, and fear of negative evaluation plays a mediating role

between social self-efficacy and social phobia [26]. Zhang Wenxi's research found that self-efficacy was significantly negatively correlated with fear of negative evaluation [27].

Therefore, hypothesis H4: Self-efficacy has a significant negative impact on fear of negative evaluation, and hypothesis H6: fear of negative evaluation plays a mediating role between self-efficacy and social phobia.

2.4.2. Research on the Relationship between Perceived Organizational Support and Fear of Negative Evaluation

Yang Mengqiu's research found that online social support is negatively correlated with fear of negative evaluation, and online social support plays a partially mediating role between positive self-presentation, true self-presentation and fear of negative evaluation [28]. Zhang Tong's research found that perceptive social support is negatively correlated with negative evaluation, and perceptive social support and core self-evaluation play a chain mediating role between high school students' sense of community and fear of negative evaluation [29]. Therefore, it can be seen that theories related to feelings of support are often associated with fear of negative evaluation in specific contexts. Therefore, hypothesis H5 is proposed that:

H5: perceived organizational support has a significant negative impact on the fear of negative evaluation, and hypothesis H7 is that negative evaluation plays an mediating role between organizational perception and social phobia. Based on the above assumptions, the research model is constructed as shown in Figure 1:

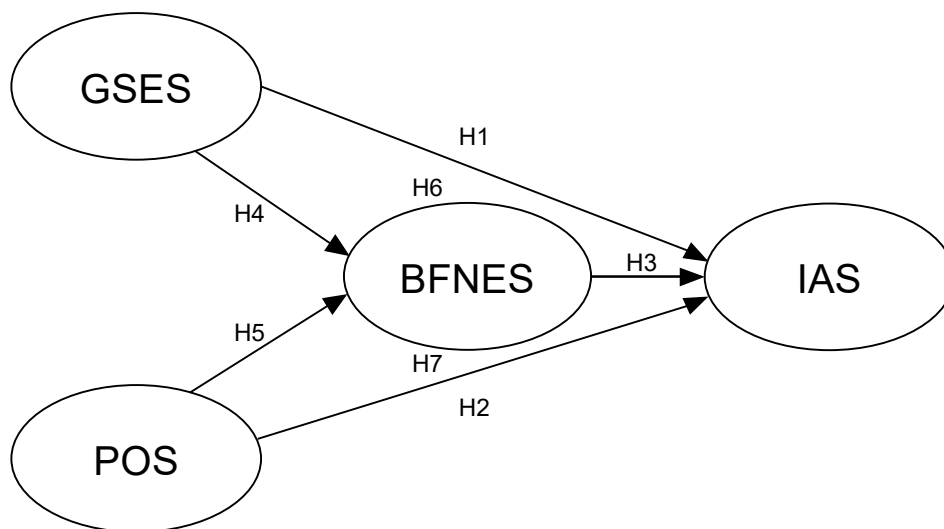


Figure 1. Hypothetical model

3. Data Collection and Processing

3.1. Data Collection

3.1.1. Selection of Measurement Tools

(1) General Self-Efficacy Scale (GSES): Use the general self-efficacy scale developed by Zhang& Schwarzer, which includes 10 items and is a single-dimensional scale. Using the Likert 4-point scale, from completely incorrect (1 point) to completely correct (4 points). After examination, Cronbach's α of GSES was 0.87, and the half-reliability was 0.82, which could measure the universal self-efficacy. In this study, the retest reliability of this scale is 0.895, as shown in Table 1, indicating that it has good internal consistency.

(2) Perceived Organizational Support Scale (POS) : The POS developed by Eisenberger.R is a single-dimensional scale consisting of 6 items. Use the Likert 5-point scale from strongly

disagree (1) to strongly agree (5). In this study, the retest reliability of this scale is 0.849, as shown in Table 1, indicating that it has good internal consistency.

(3) Brief fear of negative evaluation Scale (BFNES) : The BFNES developed by Waston and Friend and revised by Leary, consisted of 12 items, with two dimensions of positive description (8 items) and negative description (4 items). Using the Likert 5-point scale, from very inconsistent (1 point) to very consistent (5 points). In this study, the retest reliability is 0.964, as shown in Table 1, indicating that it has good internal consistency.

(4) Interaction Anxiousness Scale (IAS) : The Interaction Anxiousness Scale developed by Leary, including 15 items, is a single-dimension scale. Using the Likert 5-point scale, from completely inconsistent (1 point) to completely consistent (5 points). After testing, the Cronbach's α of IAS was 0.81, and the retest reliability after two weeks was 0.78, which had good aggregation and discriminative validity, and could be used as an effective tool to assess subjective social phobia independent of behavior. In this study, the retest reliability of this scale is 0.950, as shown in Table 1, showing good internal consistency.

Table 1. Scale retest reliability (N=200)

Abbreviated scale	Standardize Cronbach's α coefficient	terms
GSES	.895	10
POS	.849	6
BFNES	.964	12
IAS	.950	15

3.1.2. Pre-survey

After the questionnaire is prepared, it is pre-released to 50~80 WeChat users for pre-survey, and the questionnaire responses, sample scores in the questionnaire variables and individual differences are checked, to pre-process. Finally, with the sampling and recovery of 95 questionnaires in each of the three rounds, the quality of the questionnaires and the rationality and relevance of the questionnaire design were verified, and the hypothesis model as mentioned above was finally established.

3.1.3. Formal Investigation

Employees of enterprises in all provinces of China were selected as the survey objects, and the proposed sample size was 250. 236 questionnaires were actually collected through questionnaire star and big data platform, and 200 valid questionnaires were selected after lie detection questions and response time, with an effective rate of 84.75%. (The demographic variables of the sample are shown in Table 2).

As can be seen from Table 2, in terms of gender composition, there are 105 males, accounting for 52.5%, and 95 females, accounting for 47.5%. In terms of age composition, 188 people were mainly aged 16-44, accounting for 94%; In terms of education structure, college and undergraduate mainly, a total of 154 people, accounting for 77%; In terms of enterprise types, the number of state-owned, collective, private and mixed-ownership enterprises was 62, 45, 81 and 12, accounting for 31%, 22.5% and 6% respectively. In terms of marriage, the number of married people was mainly 162, accounting for 81%; In terms of regional distribution, the proportion of people in East China, South China, Central China, North China, Northwest, Southwest and Northeast regions is 31.5%, 13.5%, 15.5%, 11.5%, 7.5%, 15% and 5.5% respectively, which is basically consistent with the proportion of population distribution in the seven regions of China in 2022. It can be seen that the data collection results of this data are basically consistent with random sampling.

Table 2. Composition of valid samples (N=200)

Variable	Category	Frequency	Percent (%)
Gender	Male	105	52.5
	Female	95	47.5
Age	16~24	54	27
	25~34	99	49.5
	35~44	35	17.5
	Above 45	12	6
Education	Technical secondary school and below	22	11
	Junior college	67	33.5
	Undergraduate course	87	43.5
	Postgraduate and above	24	12
Enterprise	State-owned enterprise	62	31
	Collective enterprise	45	22.5
	Private enterprise	81	40.5
	Mixed-ownership enterprise	12	6
Marriage	unmarried	19	9.5
	Be married	162	81
	Divorced	15	7.5
	Be bereaved of one's spouse	4	2
City	East China	63	31.5
	South China	27	13.5
	Central China	31	15.5
	North China	23	11.5
	Northwest China	15	7.5
	Southwest China	30	15
	Northeast region	11	5.5

3.2. Descriptive Statistical Analysis

3.2.1. Independent Sample T-test

An Independent sample T-test was used to explore whether gender would have significant differences in the four variables in this paper.

Table 3. Independent sample T-test for gender (N=200)

	Gender	Frequency	Mean	SE	SE Mean	t	p-value
Self-efficacy	male	105	3.85	.646	.063	.430	.668
	female	95	3.81	.649	.067		
Perceived organizational support	male	105	4.06	.711	.069	1.989	.048*
	female	95	3.85	.769	.079		
fear of negative evaluation	male	105	2.43	.996	.097	.704	.482
	female	95	2.33	.992	.102		
Social phobia	male	105	1.95	.697	.068	-.048	.962
	female	95	1.95	.810	.083		

* p<0.05 ** p<0.01 *** p<0.001

As shown from Table 3, at the significance level of $p < 0.05$, there are significant differences between genders in perceived organizational support, but no significant differences in the fear of negative evaluation, self-efficacy, and social phobia. In addition, by further comparing the Mean value of perceived organizational support of different genders, we can see that the mean score of perceived organizational support of male employees is 5% higher than that of female employees (Mean male =4.06; Mean female =3.85), which means that men are more likely to feel supported and cared by the organization in the workplace.

3.2.2. One-way Analysis of Variance

One-way ANOVA was used to explore whether age and enterprise type had significant differences in fear of negative evaluation, self-efficacy, perceived organizational support, and social fear, respectively, as follows:

(1)The relationship between age and GSES, POS, BFNES, IAS

Table 4. Univariate ANOVA analysis of age in each variable (N=200)

		Sum of squares	df	Mean Square	F	p-value
Self-efficacy	Inter-class	7.47	3	2.488	6.450	.000***
	Intra-class	75.62	196	.386		
	Total	83.08	199			
Perceived organizational support	Inter-class	4.92	3	1.638	3.046	.030*
	Intra-class	105.43	196	.538		
	Total	110.35	199			
Fear of negative evaluation	Inter-class	4.92	3	1.638	9.661	.000***
	Intra-class	25.26	3	8.420		
	Total	170.83	196	.872		
Social phobia	Inter-class	57.68	3	19.227	69.120	.000***
	Intra-class	54.52	196	.278		
	Total	112.20	199			
* $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$						

As can be seen from Table 4, age has significant differences in fear of negative evaluation, self-efficacy, perceived organizational support, and social phobia.

(2) The relationship between enterprise type and GSES, POS, BFNES, IAS

As Table 5 shows, employees of different enterprise types do not have significant differences in fear of negative evaluation, self-efficacy, and perceived organizational support. Still, they do have significant differences in social fear.

Table 5. Univariate ANOVA analysis of enterprise type (N=200)

		Sum of squares	df	Mean Square	F	p-value
Self-efficacy	Inter-class	2.64	3	.881	2.146	.096
	Intra-class	80.44	196	.410		
	Total	83.08	199			
Perceived organizational support	Inter-class	0.69	3	.230	0.411	.745
	Intra-class	109.66	196	.559		
	Total	110.35	199			
Fear of negative evaluation	Inter-class	7.44	3	2.480	2.577	.055
	Intra-class	188.65	196	.963		
	Total	196.10	199			
Social phobia	Inter-class	10.51	3	3.504	6.753	.000***
	Intra-class	101.69	196	.519		
	Total	112.20	199			
* p<0.05 ** p<0.01 *** p<0.001						

3.2.3. Pearson Correlation Analysis

Pearson correlation coefficient was used to explore the correlation between social phobia and the fear of negative evaluation, self-efficacy and perceived organizational support, and the conclusions were as follows:

Table 6. Pearson correlation analysis among variables (N=200)

	M±SD	{1}	{2}	{3}	{4}
Social phobia {1}	1.95±0.751	1			
fear of negative evaluation {2}	2.37±0.993	.464***	1		
Self-efficacy {3}	3.83±0.646	-.441***	-.240**	1	
perceived organizational support {4}	3.95±0.745	-.441***	-.192**	.315***	1
* p<0.05 ** p<0.01 *** p<0.001					

As can be seen from Table 6, at the significance level of $p < 0.01$, all variables showed a significant correlation. To be specific: (1) fear of negative evaluation was significantly positively correlated with social phobia ($r=0.461, p < 0.001$). (2) self-efficacy and perceived organizational support were significantly negatively correlated with social phobia ($r=-0.441, p < 0.001$). (3) fear of negative evaluation, self-efficacy and perceived organizational support were significantly correlated ($r_{GSES \& \text{BFNES}}=-0.240, p < 0.05, r_{POS \& \text{BFNES}}=-0.192, p < 0.05, r_{GSES \& \text{pos}}=0.315, p < 0.001$). Taking into account the influence of control and latent variables, regression analysis and mediating effect tests are carried out below to verify the hypothesis and draw conclusions.

3.3. Inferential Statistical Analysis

3.3.1. Multiple Linear Regression Analysis

After controlling five demographic variables including gender, age, education background, marriage and enterprise type, SPSS27.0 was used to carry out stepwise causal regression analysis to explore the effects of fear of negative evaluation (BFNES scale), self-efficacy (GSES scale) and perceived organizational support (POS scale) on social phobia (IAS scale) respectively, and to test whether fear of negative evaluation may play a mediating role in self-efficacy and perceived organizational support. The final stepwise regression model and results are as follows:

Table 7. Results of stepwise regression analysis (N = 200)

	Social Phobia(IAS)				Negative Evaluation Fear (BFNES)		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	Model 7
Gender	.033	.024	-.058	.081	-.052	-.054	-.070
Age	.122	.148**	.103	.135	-.013	-.007	-.017
Education	.080	.066	.023	.061	.022	.018	.010
Marriage	-.027	-.053	-.045	-.022	-.005	-.012	-.009
Enterprise	-.035	-.019	.010	.022	-.061	-.058	-.052
GSES		-.702***				-.163**	
POS			-.505***				-.100*
BFNES				.922***			
F	.935	9.425***	8.722***	9.975***	.590	1.980	1.497
R ²	.024	.227	.213	.237	.015	.058	.044
△R ²		.203	.189	.213		.043	.029
D-W		2.155	2.102	2.217	1.940	1.974	1.947

*P<0.05, **P<0.01, ***P<0.001

As can be seen from Table 7, stepwise regression includes seven models: Models 1 to 4 are used to measure the impact of demographic variables, self-efficacy, perceived organizational support, and fear of negative evaluation on social phobia, respectively. Models 5 to 7 were used to measure the effects of demographic variables, self-efficacy, and perceived organizational support on the fear of negative evaluation, respectively. The values of each model are interpreted and analyzed as follows:

In Model 1, five independent variables including gender, age, education background, marriage and enterprise type are put into regression to test whether social terror has an impact on social phobia. According to the regression coefficient β values of the above five items are not significant at the level of $p < 0.05$, it can be seen that there is no significant effect on social phobia, but it can still explain 2.4% of the variation of social phobia.

In Model two, on the basis of controlling demographic variables, self-efficacy is included to test its impact on social phobia. According to the regression coefficient β value = -0.702***, it can be seen that self-efficacy has a negative influence on social phobia the significance level of $p < 0.001$, and this influence can explain 20.3% of the variation of social fear through the F-value test. This verifies that hypothesis H1 is valid.

In Model 3 and 4, it can be seen that, on the basis of controlling demographic variables, the perceived organizational support and the fear of negative evaluation have negative and positive effects on social phobia respectively at the significance level of $p < 0.001$ (β organizational support \rightarrow social phobia = -0.505***; β fear of negative evaluation \rightarrow social phobia = 0.922***),

and this effect passed the F-value test, and could explain the variation of social fear 18.9% and 21.3%, respectively. This verifies that hypothesis H2 and H3 are valid.

In Model 5, similarly to model 1, we can see that gender, age, education, marriage and business type do not have a significant impact on the fear of negative evaluation, but can explain 1.5% of the variation.

In model 6 and Model 7, the same as model 3 and model 4, it can be seen that self-efficacy and perceived organizational support have significant negative effects on the fear of negative evaluation (β self-efficacy \rightarrow fear of negative evaluation = -0.163**, $p < 0.01$; β perceived organizational support \rightarrow fear of negative evaluation = 0.100*, $p < 0.05$), which explained the variation of fear of negative evaluation by 4.3% and 2.9%, respectively, verified the hypothesis H4 and H5, and indicated the possibility of mediating effect of fear of negative evaluation.

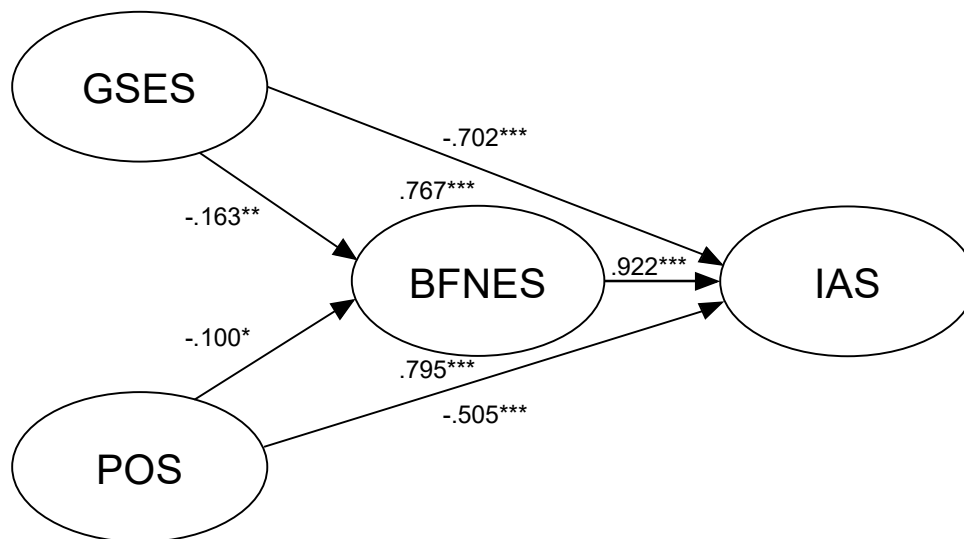


Figure 2. Results of SPSS stepwise regression model (N=200)

To sum up, it can be seen that hypotheses H1~H5 are all valid, and the 5 paths in the hypothesis model have been confirmed as shown in Figure 2. Further analysis of Table 8 shows that the D-W values are all around number 2, indicating that there is no auto-correlation in the data of the above model and the model is reasonable.

3.3.2. Mediation Effect Test

In order to further verify hypothesis H6 and H7, PROCESS3.4 plug-in was used in SPSS27.0, and Bootstrap (5000 times) sampling method was adopted to avoid sample disobedience to normal distribution, and the mediating effects of fear of negative evaluation on self-efficacy and social phobia, and perceived organizational support and social phobia, respectively. The results of Sobeltest are as follows:

Table 8. Test results of mediating effect of fear of negative evaluation (N=200)

Path 1 : Self-efficacy \rightarrow Negative evaluation fear \rightarrow Social phobia

Path	Effect Type	Coefficient	SE	95% Bootstrap CI	p-value	Effect Ratio
X \rightarrow Y	Direct Effect	-.577	.091	[-.756, -.398]	.003**	82.181%
X \rightarrow M \rightarrow Y	Indirect Effect	-.125	.033	[-.147, -.018]	.000***	17.819%
X \rightarrow Y	Total Effect	-.702	.099	[-.896, -.509]	.000***	-

*P<0.05, **P<0.01, ***P<0.001

Path 2 : Perceived organizational support → Negative evaluation fear → Social phobia

Path	Effect Type	Coefficient	SE	95% Bootstrap CI	p-value	Effect Ratio
X→Y	Direct Effect	-.080	.068	[-.557, -.293]	.016*	84.181%
X→M→Y	Indirect Effect	-.425	.031	[-.134, -.011]	.011*	15.819%
X→Y	Total Effect	-.505	.074	[-.650, -.360]	.000***	-

*P<0.05, **P<0.01, ***P<0.001

As can be seen from Table 8, in path 1, at the 95% confidence level, the 95%Boot CI interval of indirect, direct and total effects of fear of negative evaluation does not contain 0, which means that there is a significant mediating effect, and the mediating effect accounts for 17.819%. When the fear of negative evaluation is added, the regression coefficient β of self-efficacy changes from -0.702 to -0.577, and the significance does not change. Therefore, it is concluded that the fear of negative evaluation plays a partial mediating role between self-efficacy and social phobia, and hypothesis H6 is verified.

Similarly, in path 2, at the 95% confidence level, the fear of negative evaluation plays a partially mediating role between perceived organizational support and social phobia, and the 95%Boot CI interval of indirect effect is [-0.134,-0.011], accounting for 15.819% of indirect effect, which validates hypothesis H7.

4. Conclusion

4.1. Influencing Factors of Employees' Social Phobia -- The Result of Multi-variables Interaction

(1) Age and enterprise type have significant differences in social phobia

The results of T-test and one-way ANOVA showed that social phobia of employees was consistent in gender, education background and marriage ($P > 0.05$), indicating that the above variables did not affect social fear. However, social phobia showed significant differences in age and enterprise type ($P < 0.01$), indicating that social phobia groups have a high degree of differentiation in age and enterprise type, and are concentrated in 16-34 years old, and the enterprise category is the employees of collective enterprises, which may be related to the management characteristics of collective enterprises: (1) Collective ownership of the means of production (2) labor contract system for employees. Compared with labor contracts, employees have strong mobility and high job uncertainty. (3) Enterprises are small in scale, involve many industries, and require high adaptability of employees, but the maturity of the organization is relatively low.

(2) fear of negative evaluation, self-efficacy and perceived organizational support were significantly correlated with social phobia, and played positive, negative and negative predictive roles respectively.

Correlation analysis results showed that there was a significant positive correlation between fear of negative evaluation and social phobia ($r=0.461, P < 0.001$), while self-efficacy and perceived organizational support had a significant negative correlation with social phobia ($r=-0.441, P < 0.001$). This conclusion was closely related to People's Daily work experience and was highly consistent.

Multiple linear regression analysis showed that the regression equation was as follows: social phobia = $2.392 + 0.715$ fear of negative evaluation $- 0.392$ self-efficacy $- 0.314$ perceived organizational support. Where $R^2 = 0.4$ indicates that the above dependent variable is sufficient to explain 40% of the causes of social phobia among employees of the enterprise, and the hypothesis is valid.

4.2. Mechanism Analysis of Corporate Employees' Social Phobia -- Partial Mediating Role of Fear of Negative Evaluation

Stepwise regression analysis showed that fear of negative evaluation played a partial mediating role between self-efficacy and social phobia (17.819%). The fear of negative evaluation played a partial mediating role between the perceived organizational support and social phobia (15.819%). Among them, self-efficacy, as people's perception of their ability to solve problems and complete tasks, largely determines people's identity positioning and self-cognition in the workplace, and then affects people's concern about external evaluation, and ultimately affects their degree of social phobia.

4.3. Summary of Hypothesis Testing Conclusions

The results of hypothesis testing in this study are shown in Table 9.

Table 9. Summary of hypothesis tests

Research hypothesis	Test result
H1 Self-efficacy has a negative effect on social phobia	True
H2 Perceived organizational support has a negative effect on social phobia	True
H3 The fear of negative evaluation has a positive effect on social phobia	True
H4 Self-efficacy has a negative effect on the fear of negative evaluation	True
H5 The perceived organizational support had a negative effect on the fear of negative evaluation	True
H6 The fear of negative evaluation plays a mediating role between self-efficacy and social phobia	True
H7 The fear of negative evaluation plays a mediating role between perceived organizational support and social fear	True

Based on the above research conclusions and the current situation that social phobia is common among employees. Enterprises should encourage employees through positive psychological suggestions to enhance their self-efficacy. For new employees, the company provides training, regular or irregular performance evaluation, etc., to ensure that employees have a clear positioning of their career, understand the job responsibilities, master the skills required, and improve their self-efficacy. For high-performing or key employees, managers should focus on job matching when helping them improve their sense of self-efficacy, and help them establish their own workplace positioning and enhance their sense of self-efficacy through appropriate decentralization, allocation of new apprentices, smooth promotion channels and other specific ways. Employees can also contact high-performing employees or optimistic and positive employees in the enterprise, through the positive influence of others, relieve anxiety and self-denial, and rebuild confidence. Employees should also continuously enhance the perceived organizational support and exert their subjective initiative to create a better development environment for themselves. In addition, when facing negative evaluation, employees should keep rational and discernable, understand their own job responsibilities and strengths and weaknesses, rationally and dialectically look at others' evaluation, and reduce the fear of negative evaluation.

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