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Cover Page Footnote

the scientific study of the police department in Pakistan can lead to a better understanding of the problem for rectifying it. Author 1, Shahzad Hassan is himself a police officer for more than a decade, he is an insider to the police culture and wants to extend scientific knowledge and understanding to the department.

Relationship between Self-Efficacy and Job Performance with Moderating Role of Age: A Study of Police Stations in Lahore

Shahzad Hassan · Ahmad Raza · Hasnat Ahmad*

Abstract Police stations in Pakistan are considered ill-prepared and under-equipped to deal with the country's complex and urbanized security challenges. This study aims to investigate the relationship between self-efficacy and job performance in the Lahore police department. This research is conducted by using two standard tools measuring the variables under study. Data were collected from the operation wing policemen stationed at the 6 police divisions of Lahore using a multistage sampling method. Final sample comprised of 321 male police officers from different cadres at the PS level. It was hypothesized that Self efficacy is positively correlated with the job performance. The inferential analysis comprised of Pearson Correlation results highlighted a significant positive association between SE and IJP ($r=.658$, $N=321$, $p<0.00$). In addition, the correlation between IJP and age is also found significant and positive $*r=.627$, $n=321$, $p<0.00$). The study hypothesis upheld by the data. Self efficacy in police department needs to be further explored for providing and maintaining quality services to Pakistani citizens.

Keywords ; Self Efficacy, Job performance, Lahore Police, Punjab

1 Introduction

Police departments play an important part in providing security to the public, preserving public order, and securing citizens' life and assets in a country

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(Adebayo 2005). Among the most important tasks of police, is to evaluate the quality of their service, as expected by the people (Chen and Kao 2012). The goal of every police force in the world is to secure their citizen. They try to shift from repressive state machinery to a more service-oriented system for the safety of residents, with an emphasis on marginalized populations such as women, minorities, and refugees (DAGAR 2014). In Pakistan, police stations fulfill both the historic functions of enforcing the authority of the state and its role as a law enforcement agency that is responsible for preserving police order, law enforcement, and providing police services. However, Pakistan's policemen and their stations are ill-prepared and under-equipped to deal with the country's complex, urbanized, and increasingly violent society (Perito and Parvez 2014). The provincial and national governments of Pakistan are concerned about the police department's performance.

Although researchers have found that self-efficacy has a significant impact on job performance (Beattie et al 2016; Emich 2012; Lunenburg 2011; Stajkovic and Luthans 1998). Since Perito and Parvez (2014) highlighted that police officers performance had not been satisfying and had become a source of concern for the citizens of Pakistan, one of the possible reasons might be the permanent nature of police jobs in government sector, that might be affecting their job performance with the increase in age.

Police departments around the world have created several action plans like the Police Extremely Early Program (PSPDRM) 2015-2020 and the Police State Strategy (PSS) 2016-2020, for increasing the momentum to achieve full work performance. This is because the popularity of police officers' jobs has a significant impact on their work and society. The effectiveness of individuals in their positions is vital to an organization's success (Pushpakumari 2008). The police force is a crucial organization for maintaining peace and security. Police work is advanced, complex, and lifethreatening (Yozgat et al 2013). Law enforcement is a demanding job, and officers' inability to deal with high-pressure environments affects their performance (Chapman 2009).

Police officers are trained to manage a variety of situations and people to help support their community based on their knowledge. In recent times, the objective of police officer candidate recruitment has changed from technical and dynamic facets of policing to problem-solving, training of diversity management, and engagement with the community (Chapman (2009)). To be an efficient officer, one should be ready to protect all residents, as well as engage with and assist a diverse group of people in a constantly changing environment. This aim, to protect and defend all members of the community, can be seen in a variety of police department mission statements (lou 2020). The rising threat of terrorism in Pakistan is a big security problem that Pakistani police are supposed to address. To meet this requirement, Pakistani police officers must have the rigorous technical competence and other qualities like the self-efficacy (SE).

In many structures, job- or domain-specific SE expectations have been shown to encourage greater performance (Social 1986). To begin with, SE values affect feelings of competence and confidence in one's assumed ability to complete a task, meaning that people work hard to achieve their goals (Bandura et al (1999)). Second, SE principles promote positive outcomes by providing people with a stronger sense of control over their lives (Social 1986). Agentic individuals (those who work consciously and proactively to achieve their objectives) take initiative to manage themselves and their environments, experiment with new approaches, and draw on their findings to gain experience in their objectives. Third, self-efficacy principles lead to an employee's belief that hard work will produce good results, which motivates them to stick with their goals (Bandura et al (1999)). Employees who trust in their abilities are more likely to stay in their jobs longer and work harder, along with search out more challenging targets (Bandura 2006).

SE in a domain is closely linked to the domain's success (Bandura et al 1999) Increased job satisfaction and achievement (Judge and Bono 2001), improved health and wellbeing (Bandura et al (1999)), and improved academic performance are all related to higher SE in a domain (Judge and Bono 2001; Robbins et al 2004). As a result, although the first meta-analysis discovered a lot of indication and encouragement for the connection between self-efficacy and work-related success, the 2nd one supported the advantages but was more cautious in its assessment of importance. A good number of studies have looked at the effects of self-efficacy on interpersonal settings, but several have looked at the general effects of self on employee performance in the police department, as well as one that links SE to performance with competence as a mediating factor.

Though the performance of police officers in Punjab has been an area of concern for almost every provincial government, yet there is a lack of research studies focusing on their SE and JP. So, the present research study examines the association between the two variables. This study is valuable for the provincial government, decision-makers and the top officials inside the police department when they recruit and train their police officers and hire the best staff.

2 Literature review

Scholars have discovered clear and consistent evidence about the association between SE and JP in fields like sales (Peterson and Byron 2008), positive behavior (Parker et al 2006), and work-related results (Stajkovic and Luthans 1998). A review of the literature suggested that self-efficacy and performance have been an area of interest for scholars in different departments like sales (Peterson and Byron 2008), constructive actions (Parker et al 2006), JP researchers have discovered a clear and accordant affiliation between SE and performance (Stajkovic and Luthans 1998). Nearly 3000 studies were listed as eligible participants for participation in two meta-analyses of self-efficacy and work-related

success (Judge et al 2007; Stajkovic and Luthans 1998), indicating that SE has lived up to its assertion in job research being the "wave of the future" (Landy 1989). In Pakistan, however, it has received the least attention, with no evidence of police department involvement being investigated.

In another study, Carter et al (2018) conducted a longitudinal study to see the impact of self-efficacy and employee engagement on the job performance of the employees. Findings explained a positively significant relationship among both self-efficacy and employee engagement and job performance. Also, independent association of employee engagement over and above the impact of SE. Results also revealed that the impact of employee engagement and self-efficacy varies across the nature of task and performance measure used. Cherian and Jacob (2013) conducted a meta-analysis to analyze the findings of different researchers related to an association between SE employee motivation and work-related performance of the employee. Results revealed that self-efficacy is positively related to performance at work, and the theory of SE can be applied for motivating employees related to job performance as well as other organizational perspectives. Results revealed that it is important to recognize the realistic implications of the results on enhancing the employees' self-efficacy so that they can be motivated.

Another study conducted by Miraglia et al (2017) intended to investigate the link between SE and JP by inspecting the role of job crafting as a mediator. The study was performed at service-providing firms in Italy. It was a 2-wave study conducted on 465 white-collar employees in which self-rapport data was matched with supervisor's performance ratings. Respondents were traced for 2 years. Results of the structural equation model presented an inverse positive association between self-efficacy and job crafting behaviors. Also, job crafting forecasted positive job performance with passing the time. Job crafting acted as a mediator that may depict the positive impact of SE on individual outcomes following the behavioral process. De Clercq et al (2018) investigated an association among SE of employees and performance at the job with perceived workplace incivility taken as a moderator and job-related anxiety as a mediator. The data collection procedure was based on three written surveys, among which employees filled two with a difference of 3 weeks among 2 rounds, while the third survey was filled by the supervisor of the employee once a week after the second survey passed. Four hundred fifty-four useable surveys were gathered from organizations belonging to different sectors of Pakistan. Findings disclosed that self-efficacy of the employees has a strong positive relationship with a performance at the job while a significant negative association among perceived workplace incivility and job performance was revealed. Job-related anxiety acted as a significant mediator. Moderated mediation was also seen in the study, meaning that the impact of mediation (job-related anxiety) is notable if employees think they are facing uncivil behaviors.

Considering the same variables, Na-Nan et al (2019) researched with the purpose to study how SE is directly and indirectly associated with the per-

formance of the employee at the job through perceived environmental support and knowledge sharing. Data was gathered from 344 administration employees working at small and medium enterprises in Thailand by using a convenient sampling technique. To test the association among these variables, structural equation modelling was used. Results depicted that SE has a significant positive relation with the performance of employees at the job, perceived environmental support, and knowledge sharing.

De Clercq et al (2018) conducted a study titled "Workplace ostracism and JP: Roles of SE and job level". Data were collected from employees of banking, telecommunication, and textile sector Pakistani employees. The employees filled three separate written questionnaires with a 3 weeks lime lag. Two hundred fifty-eight completed sets of surveys were analyzed. Results revealed that workplace ostracism impacts job performance negatively and SE acts as a mediator among this relation. The study also presented that strength with which SE decreases the negative impact of workplace ostracism on job performance is important among employees who are employed at a higher rank in the firm.

Rhee et al (2017) carried out a study to examine the association between coworker incivility and JP via emotional exhaustion, and the moderating impact of employee SE and compassion at work on the said relationship. With a difference of three months, questionnaires were filled by 217 employees belonging to a 5-star hotel in South Korea at 2 points in time. Results revealed that coworker incivility is significantly negatively related to JP and this relationship was strongly mediated by emotional exhaustion. SE of the employee's buffered the negative impact of coworker incivility while compassion at work did not act as a moderator among the association between coworker incivility and emotional exhaustion.

Song et al (2018) examined an association between the culture of the learning organizations and job performance with the mediating effects of engagement of the employees at work and self-efficacy. 481 surveys gathered from twenty-one Korean education school employees were analyzed using the Structural Equation Modeling test and Sobel. Results indicated significant positive effects of the culture of the learning organizations on self-efficacy and engagement of teachers at work. Association between engagement at work and job performance was significantly positive, and self-efficacy positively affected teacher's engagement at work and their performance at the job. Self-efficacy and engagement at work impacted acted as a mediator among the association between the culture of the learning organization and the performance of employees at work.

Kang et al (2018) carried out research to study the effect of self-efficacy on job engagement and JP and see the difference between the employees' gender and marital status. Respondents were SME organization members. Data was gathered from 285 employees of 400 SME organizations by using the convenience sampling technique. SE was measured by: self-confidence, task difficulty preference, and self-regulation efficacy. Analysis revealed that self-confidence

and self-regulation efficacy had a significant positive impact on the engagement of employees at the job while the preference of task difficulty had no significant effect. Job engagement had a significant positive impact on performance at the job and acted as a mediator among the relationship between self-efficacy and performance. Married males had a preference for self-regulation efficacy while females preferred self-regulation and self-control efficacy irrespective of their status of marriage.

[Tims et al \(2014\)](#) carried out a study aimed to find the association between SE and JP empirically and to find out whether job crafting and work enjoyment mediated that association. Within person design was used; therefore, daily fluctuations among said variables were observed. Heterogenous data was gathered for five consecutive days from 47 employees of small IT sector organizations using the daily diary method. Findings concluded by multilevel structural equation modelling analyses revealed that employees who were high on self-efficacy on a given day were most likely to use their job resources on that day. Daily job crafting had a positive association with work enjoyment and negative relation with job performance. Respondents were seen performing higher on the days when they enjoyed their work, so both variables had a positive relationship among them. Also, both day-level job crafting and work enjoyment were seen as partial mediators among the relationship of day-level SE and day-level performance.

[Judge and Bono \(2001\)](#) performed a meta-analysis on the relationship between self-esteem, locus of control, generalized self-efficacy, and emotional stability (low neuroticism) with satisfaction and performance at the job. Self-esteem, internal locus of control, and emotional stability had a weak positive association with satisfaction at the job while generalized self-efficacy had a moderate positive association with it. Self-esteem generalized self-efficacy, internal locus of control, and emotional stability shared positive relationships with a performance at the job. The results were based on 274 correlations and suggested that these traits are among the most significant predictors of satisfaction and performance at the job.

A study was conducted by [Olusola \(2011\)](#) to examine the impact of self-efficacy, satisfaction at the job, and intrinsic motivation on the performance at the job of Nigerian industrial employees to enhance the productivity of the employees. A descriptive study of post facto was used in the research. The population of the study consisted of 500 employees from Frigoglas Nigeria Plc Ijebu-Ode and 600 employees from Ayokunle Industry Ltd Ijebu-Ode. One hundred fifty employees were selected from each firm by using a simple random sampling technique. Findings indicated that self-efficacy, intrinsic motivation, and satisfaction at the job are significantly positively related to performance at the job of industrial workers.

[Renn and Fedor \(2001\)](#) investigated the association between a set of feedback-seeking goal setting and social cognitive constructs and performance at work. The study was carried out in a customer call center that delivered countrywide services and sales support to many retail stores of huge automotive parts

organization whose headquarter was in the southeastern US. Data was gathered from 136 sales and customer service agents. Findings indicated that tenure of the employee, age, gender, and education had no significant impact on either of the performance measure. However, self-efficacy and feedback-seeking were significantly positively related to the quantity of work and quality of work which were the dimension of performance at the job via goals based on feedback. Also, seeking feedback and self-efficacy acted as a mediator among the relation between. Results indicated that age, education, tenure, and gender were not significantly related to either performance measure. Feedback seeking and self-efficacy were positively related to two dimensions of work performance (i.e., work quantity and work quality) through feedback-based goals. In addition, self-efficacy and feedbackseeking mediated the relationship between two individual differences personal control perceptions and external feedback propensity and quality and quantity of work.

[Haddad and Taleb \(2016\)](#) researched to study the effect of self-efficacy on the performance of instructors and to see the effect of demographic factors i.e., the income of the instructors, their age, and rank in academia on the performance of the job. Data was collected from assistant professors, associate professors, full professors, and MS degree graduates who taught in business-related universities in diverse public and private universities of Jordan in Amman. Data collected from 246 respondents by convenient sampling technique was analyzed. Results indicated that there is a significant positive effect of 3 dimensions of self-efficacy i.e., vicarious experience, verbal persuasion, and past experiences on the performance of instructors while the fourth variable i.e., emotional cues were not significantly related to the performance of the instructors. The instructors' age and income revealed a significant difference among the effect of self-efficacy on the performance of instructors while academic rank did not reveal a statistically significant impact on the said relationship.

Along with these, [Salman et al \(2016\)](#) conducted cross-sectional research to examine the association between cognitive behavior and performance at work of the employees working in the Health Sector of Pakistan. Cognitive behavior was measured through self-efficacy with different dimensions such as previous experiences, modelling, and emotional cues. Data was gathered from doctors, paramedical workers and staff, and nurses belonging to Sheikh Zayed Hospital, Ganga Ram Hospital, Jinnah Hospital, Service Institute of Medical Sciences, and Institute of Cardiology of Lahore, Pakistan by using questionnaires. Results revealed that self-efficacy has a significant positive association with satisfaction at the job, absenteeism, and job commitment that were considered as job performance dimensions in the current study.

Another cross-sectional survey research was carried out by [Yahaya et al \(2020\)](#) with an aim to examine the impact of self-efficacy and distributive justice on the performance of the employees in the Federal Capital Territory area councils of Abuja. Data was administered from 217 useable questionnaires received from local government employees through a proportionate stratified sampling

technique to obtain a representative sample. Smart pls were used to analyze data using the Structural equation modelling technique. Findings indicated that distributive justice and self-efficacy both positively and significantly impact the performance of the employees. [Shaikh et al \(2020\)](#) carried out an empirical and deductive study to study the effect of the organization's culture on employee performance with a mediating impact on self-efficacy. Yet, results did not reveal a strong association between the culture of the organization and self-efficacy. Analysis depicted that self-efficacy showed a significant effect when analyzed with each cultural variable and acted as a partial mediator in employees' performance.

Similarly, [Iis et al \(2016\)](#) studied the impact of self-efficacy, empowerment, and culture of the organization on the satisfaction of job and performance of employees at workplace; also, the impact of job satisfaction as a mediator was tested. The sample was taken using the census sampling technique of 120 employees belonging to PT. Data were analyzed using the Structural Equation Modeling method. The findings demonstrated that the organization's empowerment, self-efficacy, and culture had a significant positive impact on the satisfaction of the job and performance of the employee at the job. A significant positive effect of job satisfaction was observed on the performance at the job. However, Job satisfaction was not seen as a mediator among organizational culture and employee performance, self-efficacy, employee performance, and employee performance and empowerment. [Hasan \(2021\)](#) investigated the mediating effects of organizational learning and self-efficacy among the relationship between the culture of the organization and the performance of the employee. Findings showed that the culture of the organization significantly positively affected the performance of the employees. Self-efficacy and organizational learning impacted significantly positively on the performance of the employees. The findings of a path analysis revealed that organizational learning and self-efficacy significantly mediate the association between the culture of the organization and the performance of the employees.

[Hur et al \(2020\)](#) carried out a study titled "The effect of self-efficacy on job performance through creativity: the moderating roles of customer incivility and service scripts". Survey data was gathered from 397 salespersons employed at a departmental store in South Korea. Findings indicated that a significant relationship exists between self-efficacy and job performance and this was partially mediated by creativity. Moreover, customer incivility and rigid service scripts moderated the relationship as positive effects of self-efficacy on creativity were weakened due to this intervention. Customer incivility and rigid service scripts also decreased the positive impact of self-efficacy on the performance of job through creativity which means exposure to customer incivility and a higher level of service scripts moderated the mediating impact of creativity on the association among self-efficacy and job performance.

[Ajala \(2013\)](#) carried out a study to investigate whether Self- Efficacy (SE) has relation with industrial employees' training, performance, and well-being

in Nigerian industrial settings. The descriptive research design of the ex-post-facto was used. The population of the study comprised of employees belonging to SKG, Lagos; Glaxo, Ikeja, and Smith Kline Beecham, Ogba. Two hundred seventy-four respondents were selected via a simple random sampling technique. t-test statistic was used to analyze the data. The findings revealed that self-efficacy has a positive association with the performance of employees at work, training amenability, and well-being of the industrial employees.

[Karatepe et al \(2007\)](#) carried out a study aimed at investigating the impact of SE on performance at the job, effective organizational commitment, and satisfaction with the job. Findings suggested that self-efficacy significantly predicts performance at the job and affective organizational commitment. However, the relationship between job satisfaction and self-efficacy was not significantly positive. Job performance was seen as a mediator among the association of SE and satisfaction at the job. An association between job satisfaction and affective organizational commitment came out to be significantly positive and satisfaction with job and affective organizational commitment were seen as negatively correlated to leave.

The literature presented above, mainly containing the studies carried out in an international context, maybe summarized to state that various scholars have discovered a relationship of self-efficacy with job performance in different settings. But, the relationship of self-efficacy with job performance within the Pakistani context, especially in the police sector, and also through the mediating role of age remained unexplored. Thus, the present research intends to study this relationship between the said variable.

Hypothesis

H_{01} : There is no significant positive relation between SE and JP among the Lahore Police officers.

H_{02} : There is a significant relationship between Self Efficacy and Age among the Lahore Police officers.

H_{03} : There is a significant relationship between Age and Individual Job Performance among the Lahore Police officers.

H_{03} : Age is a significant moderator between Individual Job Performance and Self Efficacy.

3 Theoretical framework

[Bandura \(2001\)](#) introduced the idea of self-efficacy as a framework for learning and anticipating human action. SE is described as an individual's belief in one's own power to complete a task efficiently ([Bandura 2001](#)). It describes that a higher sense of self-efficacy boosts people's accomplishments and well-being; people with higher self-confidence in their abilities are more likely to take on important problems and see them as obstacles to be met perfectly rather than a

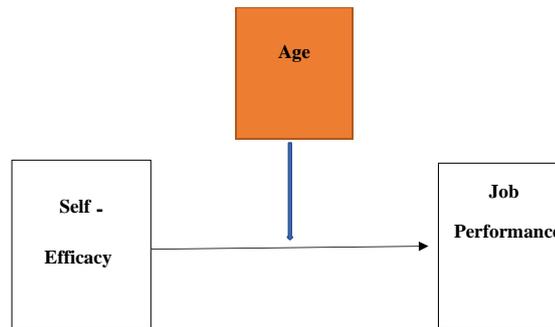


Figure 1: Theoretical Framework

Fig. 1: Theoretical Framework

danger to be avoided (Bandura 2001). Bandura (2001) claimed that "interpreted self-efficacy" certainly contributes to performance and productivity milestones, based on proof from multiple studies.

SE is founded on social cognitive theory, which notes that people have a natural tendency to direct their focus toward manageable behaviors that help them achieve their goals (Bandura et al 1999). The relationship between performance and SE has been studied by many researchers. It has been shown that there is a link between performance and self-efficacy (Stajkovic and Luthans 1998). A person's self-esteem can also be enhanced by previous success (Bandura et al (1999)). SE has been shown to have a positive outcome on performance (Bandura et al 1999) by managing distractions and intrusive emotions, resulting in improved project focus (Kanfer and Ackerman 1996), overcoming challenges and disappointment (Cervone and Peake 1986), successfully utilizing strategies, (Wood et al 1990) and setting distant goals (Wood et al 1990; Bandura et al 1999). Locke and Latham (1990) studied target conflict in a variety of environments, including academics (Multon et al 1991), work organization (Stajkovic and Luthans 1998), and refreshment (Locke and Latham (1990); Moritz et al (2000)). SE has been related to work successfully in several ways (Liao and Chuang (2007); Stajkovic and Luthans (1998)).

As guided by the social cognitive theory, SE is the most successful predictor of job performance (Social 1986; Brown et al 2011; Judge and Bono 2001; Stajkovic and Luthans 1998). Staff who are highly self-efficacious are more positive and self-enhancing in their thinking, concentrating on opportunities and challenges rather than roadblocks. They have set difficult goals for themselves, are self-motivated, and are less anxious and depressed. There's a great chance of having positive results as a whole (Bandura 1989). Moreover, self-efficacy ideas have an impact on how much people have power over their professional and personal lives (Bandura 1989). Individuals with a strong personality have an impact on their surroundings, contribute causally to it through their behavior, and create changes; in other terms, they practice their human experience (Bandura 1989;

[Bandura et al 1999](#)).

4 Results and discussion

4.1 Methodology

[Fraenkel et al \(2012\)](#) stated that in correlational (also known as associational research), the association between the study variables is examined without influencing or controlling the variables. In other terms, studies carried out with correlational design check the correlation between variables. Correlational research is usually done for two basic purposes: explaining human behaviors or predicting the possible outcome ([Fraenkel et al 2012](#)). This study used a correlational research design.

Respondents

Population for the present study comprised of the police operation wing staff in the Lahore district, the target population involved urban and rural police staff members from 18 to 59 years of age. Sample was taken from different police stations of the randomly selected police divisions from Lahore Police.

Instruments

Two closed-ended standard tools were adopted to collect primary data on self-efficacy and job performance. Self-efficacy was measured by using New General SelfEfficacy Scale by [Chen et al \(2001\)](#). For Measuring the dependent variable job performance, developed by [Koopmans \(2015\)](#). A 5-point Likert scale measuring from strongly disagree to strongly agree was used. The survey was designed using the recommendations given by previous studies conducted in various countries around the world. The reliability of the scales was found well above the cut off value of 0.70.

Procedures

Data was obtained using two self-administered standardized questionnaires that followed the set indicators and were centered on the guidelines given by the available literature. To collect data, the researcher used a multistage sampling method, which was taken into account to pick all of them randomly and to ensure data confidentiality while avoiding personal information and particulars of respondents. In the first stage, 3 out of 6 police divisions were selected randomly. The selected police division did not have police stations in equal numbers. So, the respective police stations in a division were selected using stratified sampling to ensure their proportionate representation. At the last stage, respondents were randomly selected for final data collection. The final sample size used for analysis in the study was 321 male police officers.

Inferential Statistics Pearson correlation was used to measure the relationship between the study variables.

Definition of the Study The present study was done with the following delimitations. Although the study on the police department can be conducted in Pakistan, this study was delimited to the Lahore Police department.

The study is limited to the police personal at the police station level. Officers

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higher than inspector level were also excluded. It was delimited to the operation wing only. The administrative wing is excluded from the study.

Table 1: Add caption

	N	Maximum	Minimum	Mean	SD	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std Error	Statistic	Std Error
SE	310	14	39	30.43	4.92	-1.61	0.138	3	0.276
IWPS	310	41	89	60.7	8.6	-1.38	0.138	3	0.276
Age	310	18	59	29.22	3.76	-0.86	0.138	2.1	0.276
N=310									

5 Results and discussion

Table 2: Correlation Results

	SE	IJP	Age
SE	1	.548**	.604**
Sig. (2-tailed)			
IWP			0.542
Sig. (2-tailed)	0		
N	310	310	310

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

*. Correlation is significant at the 0.05 level (2tailed).

SE. Self-Efficacy IJP. Individual Job Performance

The table shows the relationship between SE, Individual job performance taking age as a mediator. The correlations between the variables are checked with the Pearson product-moment model. Preliminary analysis is also performed to check the violations of the assumptions. Findings showed that SE had a positive significant relationship with age ($r=0.504$, $p=0.00$). Along with these, results highlighted a strong positive correlation between SE and IJP with $r=0.548$, $n=310$, $p<0.05$. The relationship between IJP and age was also significant with, $r=0.604$, $n=310$, $p<0.05$. So, it rejects the null hypothesis. Therefore, the relationship between SE and job performance are found significant. Thus, it is inferred that there is a positive relationship between SE, IJP. The current study addressed the question; what is the relationship between SE and JP in the police department of Lahore district. The Pearson correlation statistics showed that all the variables under study are strongly correlated. A strong positive correlation between SE and JP is found. This finding is in line with the findings of the studies conducted by various scholars (Carter et al 2018; Cherian and Jacob 2013; De Clercq et al 2018; Na-Nan et al 2019; Salman et al 2016; Shaikh et al

2020). So there lies strong evidence about the correlation among the variables. Also Karatepe et al (2007) found that self-efficacy significantly predicts performance at the job.

Study Limitations The performance rate was lower than anticipated due to the outbreak of COVID-19 and then trying to follow its SOPs. To get feedback from the participants, the researchers had to stay and consult a police station several times. The cricket tournament PSL 6 also caused a pause in gathering feedback because the duty lists of law enforcement officers were modified during the PSL 6 days.

5.1 Moderation analysis

Table 3: Model Summary

R	R2	F	df1	df2	Sig.
0.686	0.471	90.82	3	306.000	0.0000

P-value showed a significant model summary for the process for a sample of 286.

Table generated by Excel2LaTeX from sheet 'Sheet4'

Table 4: Direct Effect

	(Coefficient)	Se	t	Significance
Constant	-36.6341	9.2012	0.589	0.0001
SE	3.211	0.3527	7.74	0
Age	3.4016	0.366	2.89	0.004
Int.1	-0.0996	0.013	-3.036	0

To investigate the moderating role of public service motivation, Hayes Moderation Model number 1 (with 5000 bootstraps) was performed using PROCESS V4.0 requesting conditional effect at -1 SD, 0 and + 1 SD and Jhonsen-Neymon output. The outcome variable for the study was IWP. The predictor variable of the analysis was SE. Data was checked for checking no violations for the assumptions of normality, homogeneity and multicollinearity. The direct effect between SE and IWP was found statistically significant (B=1.9323, se=0.2496, CI, 95%, p=0.000), keeping the other variables constant. Also, the direct effect between Age and IWP resulted statistically significant (B=.6631, se=0.227, CI, 95%, p=0.0040) keeping other variables constant. Negative interaction effect shows the inverse conditional effect of moderator.

While the interaction effect was also found statistically significant (B=-.0996, se=0.0130, CI, 95%, p=0.0000). Interaction effect caused 10.1 percent change in the outcome variable IJP.

Table 5: Interaction effect

	(δR^2)	F	df1	df2	Sig.
X*W	0.101	58.4	1	306	0

5.2 Conditional Effect

Since the interaction term in the model was statistically significant, the interaction is probed to better understand the nature of moderated relationship between SE and IWP. These are the tests of simple slopes, which tests the relationship between SE (X), and IWP (Y) at the three levels of the Age (W). As shown in Table 1.5, -1 SD (at 25.45) on the centered Age variable (representing low Age), the relationship between SE and IWP was positive and significant ($b=.6745$ $se=.0916$, $p=0000$). Similarly, at the mean, (i.e. at 0) on the centered moderated variable (representing medium Age), the relationship was positive and significant but reduced ($b=.2990$, $se=.0997$, $p=0.0029$). Finally, at +1SD (i.e. at 32.99) on the centered Age variable (representing high Age), the effect reduced ($b=.0765$, $se=0.1278$, $p=0.5497$). The conditional effects highlighted the significant that age is negative moderator between the variables. The decreasing values of conditional effects shows that as the Age increases, the effect of SE on IWP decreases, since lower values of Age resulted in higher effects of SE on IWP till a certain limit after which the further increase in age decreases the IWP.

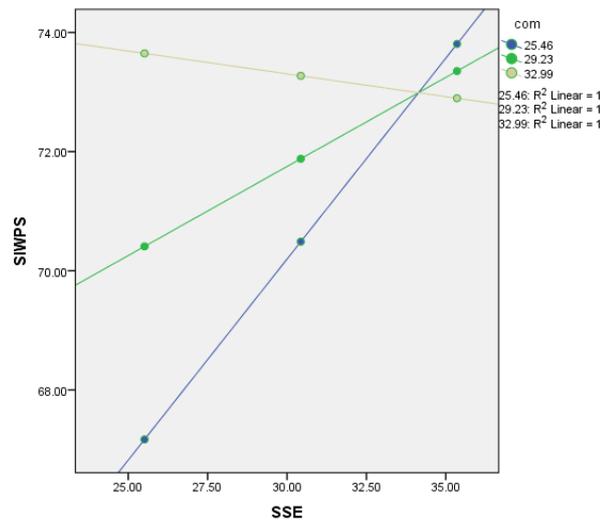


Fig. 2: Theoretical Framework

5.3 Discussion

The current study addressed the question; what is the relationship between SE & JP and the moderating role of age between this relationship in the police department of Lahore district. The Pearson correlation statistics showed that all the variables under study are strongly correlated. A strong positive correlation between SE and IJP is found. This finding is in line with the findings of the studies conducted by various scholars (Carter et al 2018; Cherian and Jacob 2013; De Clercq et al 2018; Na-Nan et al 2019; Salman et al 2016; Shaikh et al 2020). So there lies strong evidence about the correlation among the variables. Also, Karatepe et al (2007) found that self-efficacy significantly predicts performance at the job. Age is found significantly and positively associated with SE and JP, while the moderating role of age was found significant but negative. These findings are in line with the study conducted by Hanif (2004) in which the researcher concluded that age significantly impacts JP and SE. However, Haddad and Taleb (2016) found that the age of instructors revealed a significant difference in the effect of SE on performance.

Study limitations The performance rate was lower than anticipated due to the outbreak of COVID19 and then trying to follow its SOPs. To get feedback from the participants, the researchers had to stay and consult a police station several times. The cricket tournament PSL 6 also caused a pause in gathering feedback because the duty lists of law enforcement officers were modified during the PSL 6 days.

6 Conclusion

The present research leads to important conclusions regarding the relationship between SE and job performance in the Lahore police department. SE has been theorized as a belief about doing something successfully, thus an important predictor of job performance (Bandura, 2000). However, as far as the Lahore police department is concerned, findings towards its association are least researched, especially with the mediating role of age. It is concluded that SE is significantly associated with job performance in the Lahore police department. The study used a cross-sectional research design that hinders drawing causal inferences. Using longitudinal or experimental design may allow for a causal interpretation of the correlation between self-efficacy and job performance. So, further studies should incorporate the research design issues. In addition, the present study is conducted with the same source of data collection; common-source bias might be considered in further studies. This study is limited to Lahore Police stations; future research can be conducted in other provincial police departments to get a holistic picture of Pakistani police for its improvement.

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