



Linking Performance Expectations to Work Engagement: Roles of Self-Efficacy and Job Insecurity¹

Performans Beklentileri ile İşe Bağlılık Arasındaki İlişki: Öz-Yeterlilik ve İş Güvencesizliğinin Roller

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ABSTRACT

This study examines how managers' high performance expectations influence employees' work engagement through their self-efficacy perceptions, and explores the moderating role of job insecurity in this relationship. Within the scope of the study, data were collected between January and March 2024 from two distinct occupational groups private-sector teachers and sales representatives in Trabzon, through an online questionnaire administered using convenience sampling. A total sample of 670 participants was analyzed. Based on the collected data, Hayes Process Model 4 was used to analyze the mediating role of self-efficacy, while Hayes Process Model 7 was employed to examine the moderating role of job insecurity. The results indicated that managers' high performance expectations are positively associated with employees' work engagement, with self-efficacy serving as a mediating variable and job insecurity acting as a moderator in this relationship. The mediating effect of self-efficacy on job engagement was 14.7% for teachers and 47.6% for sales representatives, indicating a meaningful difference across occupational groups.

MAKALE BİLGİSİ

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Araştırma Makalesi

Anahtar Kelimeler

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ÖZ

Bu çalışmada, yöneticilerin yüksek performans beklentilerinin çalışanların öz yeterlilik algıları üzerinden işe bağlılıklarını nasıl şekillendirdiği ve bu etkileşimde iş güvencesizliğinin düzenleyici rolü incelenmektedir. Çalışma kapsamında, kolayda örnekleme yöntemiyle çevrim içi anket uygulanarak Trabzon'daki özel sektörde çalışan öğretmenler ve satış elemanlarından oluşan iki farklı meslek grubundan 2024 yılının Ocak-Mart aylarında veriler toplanmış ve toplam 670 kişilik bir örneklem incelenmiştir. Toplanan veriler doğrultusunda, öz yeterliliğin aracılık rolünü analiz etmek için Hayes Process Model 4, iş güvencesizliğinin düzenleyici rolünü incelemek içinse Hayes Process Model 7 kullanılmıştır. Sonuçlar, yöneticilerin yüksek performans beklentilerinin çalışanların işe bağlılığıyla pozitif bir ilişki içinde olduğunu, bu ilişkide öz yeterliliğin aracı bir rol oynadığını ve iş güvencesizliğinin de bu etkiyi düzenleyici bir unsur olarak etkilediğini göstermiştir. Öz yeterliliğin işe bağlılık üzerindeki aracılık etkisinin öğretmenlerde %14.7, satış elemanlarında ise %47.6 olması, bu ilişkinin meslek gruplarına göre anlamlı farklılık gösterdiğini ortaya koyan önemli bir bulgudur.

1. Introduction

In the modern ambitious workplace, workers are expected to consistently perform at their ultimate back demand. However, do high expectations always lead to success, or can they sometimes create pressure that undermines motivation? One of the strongest determinants of human behaviour is, in fact, the expectations of others. Research suggests that individuals'

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behaviours are significantly shaped by how others perceive their potential (Berlew & Hall, 1966). When managers establish high standards for their employees, these employees are probably to strive to fulfill their responsibilities and maintain quality standards to meet those expectations (Khan et al., 2022). In the business environment, management teams emphasize employee motivation and qualifications, recognizing that effective human resource (HR) implementation acting a critical role in equipping employees with the necessary skills, motivation, and opportunities for professional growth. This approach fosters high levels of work engagement while simultaneously reducing turnover rates (Karatepe & Olugbade, 2016).

Managers' expectations play a crucial role in enhancing individual and organizational performance. Research indicates that higher managerial expectations can boost employee productivity (Likert, 1961, 1967; McGregor, 1960). Livingston (2009) notes that when managers encourage employees to set ambitious goals and tackle challenges, it fosters a willingness to pursue personal development. Self-efficacy, defined as confidence in one's ability to perform tasks, significantly influences behaviour (Creer & Wigal, 1993). It encompasses assessing one's capacity to initiate, sustain, and manage actions in response to environmental demands (Maddux, 1995). Successful task completion reinforces this belief, further enhancing self-efficacy (Cumming & Hall, 2004).

As work becomes central to employees' lives, their engagement increases, reflected in job involvement, time commitment, and pursuit of necessary training (Probst, 2000). Self-efficacy plays a mediating role between high performance expectations and work engagement (Kanfer, 1987). Managers' high expectations can enhance employees' self-efficacy (Tierney & Farmer, 2004), leading to greater engagement (Locke & Latham, 2002). Self-efficacy enables individuals to set higher goals and exert more effort (Thomas & Mathieu, 1994; Locke et al., 1984), influencing performance through motivational factors and contributing to higher employee engagement (Locke, 1991; Tian et al., 2019).

This investigation seeks to complete this discrepancy deeply analyzing the connection among these variables. Focusing on goal-setting and resource conservation theories, this study explores the impact of managers' high performance expectancy on employee behaviour and engagement, highlighting the mediating part of self-efficacy. Additionally, the study will examine how self-efficacy and job insecurity interact to moderate this mediating relationship. Conducted with teachers and salespeople in the private sector, this study will analyze the influence of managers' high performance expect on employees' work engagement and self-efficacy, as well as how these effects change in the context of resource loss risks, such as job insecurity. The shortage of a comprehensive model in the literature that addresses all these variables together highlights the innovative nature of this inquiry, contributing to our understanding of how the positive effects of managerial expectations on employee behaviours can diminish under adverse conditions, such as resource loss. To thoroughly examine the impact of managers' performance expectations on employees' work behaviours, the study will focus on the subsequent exploration inquiries.

1. How do managers' high performance expectations affect employees' self-efficacy perceptions and work engagement levels? How does self-efficacy mediate employee engagement in this process?
2. How does job insecurity moderate the relationship between managers' high performance expectations and employees' self-efficacy perceptions and work engagement?

2. Conceptual Framework and Hypothesis Development

2.1. The Relationship Between High Performance Expectations and Work Engagement

Goal-setting theory, a prominent concept in psychology, is supported by numerous studies demonstrating that setting challenging goals positively impacts individual performance (Schmidt, 2019). This influential theory suggests that individuals' behaviours are guided by conscious goals,

which directly regulate performance (Locke et al., 1986). Encouraging challenging goals can enhance individual productivity, a claim backed by substantial research (Schmidt, 2019; Eden, 1988). According to goal-setting theory, high expectations enable employees to align themselves with organizational goals, fostering a sense of harmony between the employee and the goal. This alignment helps employees gain clarity regarding the objectives and motivates them to channel their energy effectively toward achieving these goals (Jacobsen & Anderson, 2019).

Organizations often maintain stable performance-related factors and managerial expectations over time, which directly influence current organizational outcomes (Verhees et al., 2010). When employees perceive that their supervisors expect high-level performance, they tend to approach tasks more seriously and demonstrate greater commitment (Syrek & Antoni, 2014). High-performance job practices support self-regulated behaviours, fostering engagement and goal attainment without relying on external enforcement (Beltran-Martin et al., 2023). Clearly communicated expectations by managers enhance employees' sense of responsibility and intrinsic motivation, ultimately boosting both engagement and organizational performance (Veestraeten, 2021). Based on this framework, our study proposes that higher performance expectations are positively associated with employee engagement.

Hypothesis 1: A strong positive correlation exists between elevated performance expectations and employee engagement in their work.

2.2. The Relationship Between High Performance Expectations and Self-Efficacy

According to goal-setting theory, setting clear and challenging goals enhances performance by increasing motivation and self-efficacy (Locke, 1991; Fu et al., 2009). This theory has been widely used to explain how employees can be motivated to achieve high performance, and it is now also recognized as a way to foster engagement (Tondello et al., 2018). Goal-setting strengthens individuals' sense of competence, especially when supported by feedback (Sides & Cuevas, 2020). Additionally, supportive leadership boosts employees' self-efficacy, encouraging greater confidence and performance (Mushtaq & Khalidi, 2016).

Goal-setting theory primarily aims to motivate employees and support them in achieving their goals by enhancing their self-efficacy. Studies show that managers significantly influence employees' self-efficacy, often unintentionally, particularly when they set high performance expectations (Eden, 1992; Saxena, 2016). Such expectations, combined with positive feedback, not only build self-confidence but also help individuals navigate external pressures and enhance future success (Boyd & Mac Neill, 2020). Based on this framework, our study contributes to the literature by reinforcing the link between high performance expectations and self-efficacy.

Hypothesis 2: A strong positive correlation exists between elevated high performance expectations and self-efficacy.

2.3. The Mediating Role of Self-Efficacy in the Relationship Between High Performance Expectations and Work Engagement

The notable connection between high performance expectations and work engagement emphasizes the important role of self-efficacy because of its motivational influence. (Yakin & Erdil, 2012). Rather than just improving job satisfaction, the goals employees establish for themselves boost their self-efficacy and elevate their work engagement (Van Den Ouweland et al., 2019). Organizations aim to improve employee commitment and performance by encouraging those with high self-efficacy to pursue over ambitious goals (Lunenburg, 2011). Workers with high levels of self-efficacy show resilience in facing challenges, invest greater effort, and achieve superior performance. (Heslin & Klehe, 2006).

A strong sense of self-efficacy among employees enables managers to prevent performance declines and foster personal development (Appelbaum & Hare, 1996). Meeting high performance

expectations enhances employee commitment and promotes more effective strategies for achieving challenging goals (Locke & Latham, 2002). Higher self-efficacy is associated with increased work engagement and reduced counterproductive behaviours (Park et al., 2016). When managers set challenging goals, employees' self-efficacy rises, leading them to pursue higher performance targets. The literature consistently highlights that high expectations boost self-efficacy, motivation, and commitment. Within this framework, our study posits that self-efficacy moderates the positive relationship between high performance expectations and work engagement, offering deeper insight into their interconnections.

Hypothesis 3: Self-efficacy serves as a mediator in the positive link between high performance expectations and work engagement.

2.4. The Moderating Role of Job Insecurity in the Relationship Between High Performance Expectations and Work Engagement

This research explores the regulatory effect of job insecurity through the lens of resource conservation theory. As per this theory, persons' are motivated to safeguard and enhance their current personal resources (Hobfoll, 1989). It is important to recognize that personal resources can vary among individuals and are influenced by individual experiences. One might perceive the time spent with family as a precious asset, while another person may see this time as a threat to other resources (Halbesleben, 2014).

Managers have a responsibility to establish clear objectives and explicitly communicate their expectations. By doing so, they can guide employees' work attitudes and performance toward achieving common goals. Research has demonstrated that this approach helps alleviate employees' sense of job insecurity (Richter et al., 2018). Moreover, the motivational incentives provided by managers can increase workforce motivation, aiding in the accomplishment of objectives and fostering a positive attitude towards their jobs. Conversely, rising job insecurity can harm employees' physical and mental health resulting in a reduction in emotional commitment and job loyalty, while also heightening their inclination to pursue other job opportunities (Shao et al., 2022).

A study by Witte and Naswall (2003) revealed that workers demonstrating elevated levels of job insecurity reported lower job satisfaction and commitment than their temporary counterparts. Existing research suggests that perceptions of job instability might diminish the positive impact of employees' self-efficacy when faced with high performance expectations. Based on this, our hypothesis, supported by the current letters, emphasizes the moderator effect of job insecurity.

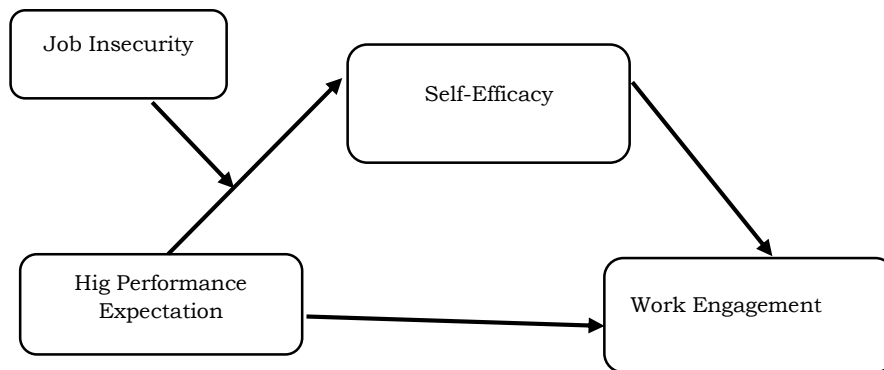
Hypothesis 4: Job insecurity influences the indirect impact of high performance expectations on work engagement via self-efficacy.

3. Method

3.1. Research Model and Hypotheses

The existing research presents a conceptual model (refer to Figure 1) that integrates goal-setting theory and resource conservation theory to explore the connection among managers' elevated performance expectations and employees' work engagement. Additionally, the study examines the mediating effect of self-efficacy on this connection, along with the affecting role of job insecurity in this context.

Figure 1: The Conceptual Model of the Study



The research hypotheses formulated in line with the aim of the study are as follows:

H₁: A strong positive correlation exists between elevated performance expectations and employee engagement in their work.

H₂: A strong positive correlation exists between elevated high performance expectations and self-efficacy.

H₃: Self-efficacy serves as a mediator in the positive link between high performance expectations and work engagement.

H₄: Job insecurity influences the indirect impact of high performance expectations on work engagement via self-efficacy.

3.2. Procedure and Sample

The investigation was performed on two samples. So that evaluate the relationships between personality and job fit across different occupational groups, the exemplary was composed of teachers and salespeople working in the private sector.

3.2.1. Sample 1

The initial work was grounded in Holland's (1973) theory of the business environment and focused on private sector employees deemed suitable for an entrepreneurial setting. Holland's theory characterizes career choice as a process of matching individuals to their environments, categorizing people into six personality types: Realistic, Investigative, Conventional, Enterprising, Social, and Artistic (Holland, 1996). In entrepreneurial environments, where performance-driven systems are prevalent, private sector teachers were selected in this analysis's pattern. The study encompassed 5.000 private sector teachers in the province of Trabzon (MEB, 2024), and data were gathered through online surveys, utilizing a convenience sampling method for efficiency and cost-effectiveness. The data collection spanned from August 5, 2023, to December 15, 2023, resulting in a total of 400 completed questionnaires. After filtering out low-quality responses, analyses were conducted on 395 valid data points.

3.2.2. Sample 2

The second study was based on Holland's (1973) Vocational Choice Theory. This theory posits that individuals with an entrepreneurial personality type excel in persuasion, leadership, and community mobilization. Among the professions well-suited for this personality type, lawyers, marketing professionals, and salespeople are particularly noteworthy (Adıgüzel & Erdoğan, 2014; Sharf, 2013). In this context, salespeople working in Trabzon were selected as the sample for the study, as this choice is significant for understanding how entrepreneurial personality traits manifest in professional practice. During the research period, it was found that a total of 26.000 salespeople were active in Trabzon (İŞ-KUR, 2023). Data collection used a convenience sampling

method, which was both practical and economical, involving an online questionnaire. The study received a total of 280 responses; after removing invalid or incomplete entries, analyses were conducted on 275 valid data sets. The surveys were administered online between January 1, 2024, and March 31, 2024.

3.3. Measurement Instruments

The measurement tools were interpreted from English to Turkish and vice versa using the Brislin method, a technique that has been utilized in numerous previous studies (Brislin, 1980).

High Performance Expectation. In this study, high performance expectations, treated as an independent variable, were dimensional using the scale advanced by Wang et al. (2020). This measure occurs of 3 statements and one dimension. The original study, which analyzed the influence of managers' expectations of high performance on employees' rule violation behaviour for the organization's benefit, found the scale to be dependable, with a Cronbach's Alpha value of 0.81. Instance statements include: *"My manager shows me that he/she expects high performance from me"* and *"My manager expects me to perform at my best."* Participants also evaluated these comments on a 5-point Likert scale (1 = Strongly Oppose, 5 = Strongly Support).

Self-efficacy. To survey self-efficacy, the mediating unstable in this study, the scale improved by Chen et al. (2001) was employed. This scale consists of eight items and one dimension. The original study indicated high reliability for this measure, which had a Cronbach's Alpha value of 0.87. Sample statements include: *"I am able to accomplish the majority of the goals I set at work"* and *"When I face hard jobs at work, I am confident that I will achieve them."* Participants also evaluated these comments on a 5-point Likert scale (1 = Strongly Oppose, 5 = Strongly Support). The scale effectively measures participants' confidence in handling difficulties in their professional lives.

Job Insecurity. To measure job insecurity, which serves as the moderator variable, a unidimensional scale consisting of four items improved by Witte et al. (2010) was utilized. The original study indicated a Cronbach's Alpha coefficient of 0.86 while examining the relationship between perceived job insecurity and tension regarding threats of unemployment and uncertainty. Sample items include: *"I do not feel secure about the future of my job"* and *"I am not sure if I will be able to continue working at this organization."* Participants also evaluated these comments on a 5-point Likert scale (1 = Strongly Oppose, 5 = Strongly Support).

Work Engagement. To measure the dependent variable, work engagement, a three-dimensional scale developed by Balducci et al. (2010) was employed. This scale comprises nine items grouped into three extents: vigor, dedication, and absorption, with three items for each dimension. The original study assessed the scale's reliability, resulting in a Cronbach's Alpha coefficient of 0.84. Sample statements include: *"I feel energized at work"* and *"I am eager and motivated regarding my job."* Participants also evaluated these comments on a 5-point Likert scale (1 = Strongly Oppose, 5 = Strongly Support).

4. Findings

This study examines the mediating role of self-efficacy and the moderating role of job insecurity in the relationship between managers' high performance expectations and employees' work engagement. Data were obtained from two separate sources, and the possibility of common method variance was evaluated. Specifically, Harman's single-factor test, as proposed by Podsakoff and Organ (1986), was utilized. The findings of the test demonstrated that after merging all statements under one factor, the explained variance was 24.951%, which is below the 50% threshold. This suggests a low risk of common method bias. When the variables were grouped into six factors, the total explained variance was found to be 59.868%. These findings suggest that

prevalent method distortion does not pose a problem in this trial. Additionally, an analysis of the participants' demographic characteristics was performed, with the findings presented in Table 1.

In the next phase of the review, a six-factor model—including high performance expectations, self-efficacy, Employment insecurity, along with the aspects of work engagement. (vigor, absorption, and dedication)—was compared with a one-factor model. The goodness of fit of the proposed models was assessed using various indices: χ^2/df , GFI (Goodness of Fit Index), CFI (Comparative Fit Index), IFI (Incremental Fit Index), SRMR (Standardized Root Mean Square Residual), and RMSEA (Root Mean Square Error of Approximation).

Table 1. Results Related to Demographic Variables (Sample 1-2)

Sample 1					
Gender	F	%	Education Level	F	%
Female	214	53.5	Bachelor's Degree	334	83.5
Male	186	46.5	Master's Degree	41	10.3
Age Group	F	%	Doctorate	F	%
18-24	29	7.2	Work Experience (Years)	F	%
25-31	104	26	0-3	76	19
32-38	128	32	4-6	106	26.5
39-45	99	24	7-10	93	23.3
46 and above	40	10	11-15	55	13.8
			16 and above	3	0.8
Sample 2					
Gender	F	%	Work Experience (Years)	F	%
Female	155	56.4	2-4 yıl	88	32
Male	120	43.6	5-7 yıl	47	17.1
Age Group	F	%	8-10 yıl	57	20.7
18-24	37	13.5	14 yıl and above	83	30.2
25-31	77	28	Employment Sector	F	%
32-38	62	22.5	Textile	64	23.3
39-45	64	23.3	Telecommunication	82	29.8
46 and above	35	12.7	Ready-made Clothing	15	5.5
Education Level	F	%	White Goods	14	5.1
High School	93	33.8	Furniture	33	12
Associate Degree	84	30.5	Food Products	35	12.7
Bachelor's Degree	82	29.8	Finance and Insurance	32	11.6
Master's Degree	14	5.1	Note: f = frequency; % = percentage; N = 670 (n = 395 for Sample 1, n = 275 for Sample 2).		
Doctorate	2	0.7			

A total of 670 participants were included across two samples. In both groups, the gender distribution was relatively balanced, with a slight female majority (53.5% and 56.4%). Participants were predominantly between the ages of 25 and 45, with the largest age groups being 32–38 and 25–31. Regarding educational background, the majority held at least a bachelor's degree in Sample 1, whereas in Sample 2, high school and associate degrees were more common. Work experience varied across participants, ranging from less than 3 years to over 16 years. In terms of sectoral distribution (Sample 2), participants were primarily employed in telecommunications (29.8%) and textiles (23.3%), followed by food products, finance, furniture, and other industries.

Table 2. Fit Index Results of the Confirmatory Factor Analysis (Sample 1-2)

Sample 1						
	X ² /df	GFI	CFI	IFI	SRMR	RMSEA
One- Factor Model ^a	9.343	0.571	0.431	0.434	0.136	0.146
Three- Factor Model ^b	5.451	0.758	0.700	0.702	0.106	0.106
Four -Factor Model ^c	3.195	0.854	0.856	0.857	0.067	0.075
Six -Factor Model ^d	2.026	0.930	0.940	0.940	0.053	0.051
Sample 2						
	X ² /df	GFI	CFI	IFI	SRMR	RMSEA
One- Factor Model ^a	6.830	0.547	0.621	0.623	0.124	0.146
Three- Factor Model ^b	6.680	0.674	0.592	0.630	0.210	0.144
Four- Factor Model ^c	2.550	0.835	0.901	0.901	0.588	0.075
Six- Factor Model ^d	2.494	0.843	0.906	0.907	0.057	0.074

Note: n.670 (n=395 (Sample 1), n= 275 (Sample 2)), CFI = comparative fit index; IFI=Incremental Fit Index, GFI = Goodness of Fit Index, SRMR = standardized root mean square residue; RMSEA = approximate root mean square error, 95% confidence interval. a. All indicators are assigned to one factor ; a. high performance expectations were grouped under one factor, and self-efficacy, work engagement, vigor, dedication, absorbing and job insecurity were grouped under a second factor; b. high performance expectations and self-efficacy were grouped under one factor, while work engagement, vigor, dedication, absorbing and job insecurity were grouped under a second factor; c. high performance expectations, self-efficacy and job insecurity were grouped under one factor, while work engagement, vigor, dedication and absorbing were grouped under a second factor; d. high performance expectations, self-efficacy, job insecurity and vigor were grouped under one factor, while work engagement, absorbing and dedication were grouped under a second factor.

The present analysis is informed by the following from Sample 1, the one-factor model ($x^2/df = 9.343$, GFI = 0.571, CFI = 0.431, IFI = 0.434, SRMR = 0.136, RMSEA = 0.146) showed poor fit indices. The fit improved slightly in the three-factor model ($x^2/df = 5.451$, GFI = 0.758, CFI = 0.700, IFI = 0.702, SRMR = 0.106, RMSEA = 0.106). The four-factor model ($x^2/df = 3.195$, GFI = 0.854, CFI = 0.856, IFI = 0.857, SRMR = 0.067, RMSEA = 0.075) demonstrated stronger fit indices. The six-factor model achieved the best fit indices ($x^2/df = 2.026$, GFI = 0.930, CFI = 0.940, IFI = 0.940, SRMR = 0.053, RMSEA = 0.051).

In the results from Sample 2, the one-factor model ($x^2/df = 6.830$, GFI = 0.547, CFI = 0.621, IFI = 0.623, SRMR = 0.124, RMSEA = 0.146) also exhibited poor fit index. The 3-factor model ($x^2/df = 6.680$, GFI = 0.674, CFI = 0.592, IFI = 0.630, SRMR = 0.210, RMSEA = 0.144) did not show any improvement. However, the four-factor model ($x^2/df = 2.550$, GFI = 0.835, CFI = 0.901, IFI = 0.901, SRMR = 0.058, RMSEA = 0.075) demonstrated a significant improvement in fit indices, and the six-factor model provided the best fit indices ($x^2/df = 2.494$, GFI = 0.843, CFI = 0.906, IFI = 0.907, SRMR = 0.057, RMSEA = 0.074).

The findings indicated that the six-factor model exhibited most suited values balance to the alternative models in both studies, thereby validating the proposed structural model (Wheaton et al., 1977; Bentler, 1990; Byrne, 2010). Notably, the x^2/df value of the six-factor model was within acceptable limits, and fit indices (e.g., GFI, CFI, IFI) were 0.90 and above. Additionally, RMSEA and SRMR worth below 0.08 show that the model demonstrates a good fit (Hooper, Coughlan & Mullen, 2008; Kline, 2015).

Before conducting hypothesis tests, the structural validity of each scale and its sub-dimensions was assessed. To examine the inner harmony of the estimate instruments, Cronbach's alpha and combined reliability (CR) worth's were calculated. As suggested by Nunnally and Bernstein (1994), a Cronbach's alpha worth exceeds 0.70 is considered acceptable. CR values exceeding 0.70 confirm that the measurement reliability of all constructs is ensured (Hair et al., 2010). To determine whether convex currency was achieved, average variance extracted (AVE) values were calculated.

Table 3. Validity Analysis Results (Sample 1-2)

Sample 1				Sample 2		
	Cronbach Alpha	CR	AVE	Cronbach Alpha	CR	AVE
HPE	0.700	0.730	0.490	0.730	0.760	0.520
SE	0.840	0.830	0.450	0.910	0.910	0.600
JI	0.790	0.810	0.600	0.830	0.820	0.540
VIG	0.810	0.810	0.580	0.830	0.830	0.620
DED	0.770	0.770	0.530	0.840	0.840	0.640
ABB	0.700	0.700	0.530	0.770	0.800	0.580
WE	0.760	0.760	0.546	0.814	0.823	0.613

Note: n.670, (n=395 (Sample 1), n= 275 (Sample 2)), HPE= High performance expectation, SE= Self-efficacy, JI= Job insecurity, VIG= vigor, DED= Dedication, ABB= absorbing, WE= Work engagement, CR: Composite reliability, AVE: Average variance extracted.

To verify the dimension currency of the measures in Sample 1, the combined reliability (CR) must overrun 0.70, and the average variance extracted (AVE) should be greater than 0.50 (Fornell & Larcker, 1981). The analysis results show that the CR values exceed 0.70. However, the AVE values for the high performance expectation (AVE = 0.490) and self-efficacy (AVE = 0.450) scales fall below the 0.50 threshold. With respect to Fornell and Larcker (1981), even if AVE values are below 0.50 but CR values are above 0.70, the AVE values of 0.490 and 0.450 can still be deemed acceptable. As shown in Table 2, the CR value for high performance expectation is 0.730, while the CR value for the self-efficacy scale is 0.830. Kline (2015) states that when both Cronbach's alpha and CR worth overrun 0.70, the measurement results are considered reliable.

In Sample 2, the construct validity of the scales was evaluated using composite reliability (CR) and average variance extracted (AVE) values (Yavuz & Sağlam, 2018). To confirm construct validity, the composite reliability coefficient (CR) needs to exceed 0.70, and the average variance extracted (AVE) should be greater than 0.50 (Fornell & Larcker, 1981). The analysis results demonstrate that the combined reliability coefficients (CR) cross 0.70. Additionally, the AVE values surpass the 0.50 criterion, and Cronbach's alpha values cross 0.70 across all scales, confirming the scales' construct validity.

Comparing the results from Samples 1 and 2 reveals that Sample 2 produces more consistent and valid findings. Notably, the Self-Efficacy, Dedication, and Work Engagement constructs achieved higher reliability and validity values in Sample 2.

Table 4: Descriptive Statistics of Variables and Pearson Correlation Coefficients between Variables (Sample 1-2)

Sample 1										
Variables	Mean	SD	√AVE	1	2	3	4	5	6	7
1-HPE	4.26	0.71	0.70	1						
2-SE	4.50	0.46	0.67	0.28**	1					
3-JI	2.46	1.17	0.77	-0.08	-0.19**	1				
4-VIG	4.13	0.68	0.76	0.21**	0.22**	0.10*	1			
5-DED	4.39	0.56	0.73	0.17**	0.30**	-0.05	0.61**	1		
6-ABB	4.38	0.57	0.73	0.12*	0.24**	-0.01	0.42**	0.52**	1	
7-WE	4.30	0.49	0.74	0.21**	0.30**	0.02	0.84**	0.85**	0.77**	1
Sample 2										
Variables	Ort.	SD	√AVE	1	2	3	4	5	6	7
1-HPE	4.24	0.70	0.72	1						
2-SE	4.30	0.68	0.77	0.82**	1					
3-JI	2.79	1.14	0.73	0.10	0.07	1				
4-VIG	4.09	0.76	0.78	0.37**	0.41**	0.16**	1			
5-DED	4.30	0.70	0.80	0.48**	0.50**	0.06	0.70**	1		
6-ABB	4.24	0.70	0.76	0.53*	0.54**	0.13*	0.67**	0.72**	1	
7-WE	4.21	0.72	0.78	0.51**	0.54**	0.13*	0.89**	0.90**	0.88**	1

** p<0.01; * p<0.05, Note: n=395 (Sample 1), n= 275 (Sample 2), SD → Standard Deviation, √AVE → Square Root of Average Variance Extracted.
HPE= High performance expectation, SE= Self-efficacy, JI= Job insecurity, VIG= vigor, DED= Dedication, ABB= absorbing, WE= Work engagement,

Upon analyzing Table 4, it is evident that the mean scores for high performance expectancy (4.26), self-efficacy (4.50), work dedication (4.39), and work engagement (4.30) in Sample 1 were remarkably high. These findings suggest that participants had positive attitudes and tendencies toward these constructs. The low mean score for job insecurity (2.46) indicates that participants had minimal concerns about job security. In Sample 2, the mean scores remained consistent with those of Sample 1, producing similar results. Although the mean score for job insecurity increased slightly to 2.79, it still remained low.

When examining the results of Sample 1 for correlations between variables, a plus and major relationship was establish between high performance expectancy and self-efficacy ($r = 0.28$, $p < 0.01$). This define that persons' with high performance expectancy generally possess higher self-efficacy. Also, a positive and significant connection was observed among self-efficacy and work engagement ($r = 0.30$, $p < 0.01$). A very strong positive relationship ($r = 0.84$, $p < 0.01$) was noted between work engagement and vigor, suggesting that feeling energetic enhances employees' engagement in their work. A strong relationship ($r = 0.77$, $p < 0.01$) was also found between dedication and work engagement, indicating that work engagement is closely related to work dedication. Furthermore, a significant negative relationship was observed between self-efficacy and job insecurity ($r = -0.19$, $p < 0.01$), suggesting that individuals with a strong sense of self-efficacy are less likely to feel job insecurity. The square root of the AVE values for all constructs was found to be higher than their connection values, specify that discriminant validity has been reach (Fornell & Larcker, 1981).

In the evaluation of Sample 2, a very strong relationship ($r = 0.82$, $p < 0.01$) was found between high performance expectancy and self-efficacy, suggesting that the connection amid managerial expectations and self-efficacy is particularly pronounced in this sample. The present study also demonstrated a powerful and significant correlation between work engagement and work dedication ($r = 0.90$, $p < 0.01$). Additionally, a high positive correlation exists between vigor, a sub-dimension of work engagement, and work engagement itself ($r = 0.89$, $p < 0.01$). This study reinforces the idea that feeling energetic is crucial for work engagement. The analysis confirmed that the square root of AVE values for all constructs exceeded the correlation values, thereby demonstrating the attainment of discriminant validity.

Overall, the findings indicate significant relationships among variables across both samples, with these relationships being stronger in Sample 2. The connections between job insecurity and other variables were typically weak or not statistically significant. Discriminant validity was confirmed in both samples, indicating that the scales produced reliable and valid results.

The analysis results of Sample 1 and Sample 2 indicate that the effect of high-performance expectations on work engagement is statistically significant in both studies. In Sample 1, the effect of high-performance expectations on work engagement was found to be 0.147 ($p = 0.000$), with a reliance interval spanning from 0.079 to 0.214. The same, Sample 2 also demonstrated a positive effect; however, the effect size was found to be higher (Effect = 0.382 - 0.570, $p = 0.000$). The exclusion of 0 from the confidence intervals in both studies confirms the numerical importance of the results. Nevertheless, it is evident that the effectiveness of high-performance expectations on work engagement is stronger in Sample 2 compared to Sample 1. These findings support the hypothesis that high-performance expectations have a positive and major bond with work engagement. Hypothesis H1 was supported for both samples.

Table 5: Self-Efficacy Mediation Analysis Results (Hpe→ Se- We)

Sample 1										
Antecedents	Self-Efficacy					Work Engagement				
	B	SE	LLCI	ULCI	R ²	β	SE	LLCI	ULCI	R ²
Constant	3.71**	0.13	3.44	3.98	0.07**	2.60**	0.24	2.13	3.08	0.11**
Hpe	0.18**	0.03	0.12	0.24		0.28**	0.05	0.18	0.39	
Se						0.09**	0.03	0.02	0.16	
F	33.868					24.689				
Hpe-We						0.14**	0.03	0.07	0.21	0.04**
Estimate	Effect	SE	LLCI	ULCI						
Direct Effect (Hpe-We)	0.09	0.03	0.00	0.16						
Indirect Effect (Hpe-Se-We)	0.05	0.02	0.02	0.10						
Total Effect (Hpe-Se)	0.14	0.03	0.07	0.21						
Sample 2										
Antecedents	Self-Efficacy					Work Engagement				
	B	SE	LLCI	ULCI	R ²	β	SE	LLCI	ULCI	R ²
Constant	0.91**	0.14	0.62	1.19	0.67**	1.88**	0.21	1.46	2.30	0.26**
Hpe	0.79**	0.03	0.73	0.86		0.33**	0.08	0.17	0.50	
Se						0.20**	0.08	0.04	0.36	
F	576.126					61.015				
Hpe-We						0.47**	0.04	0.38	0.57	0.30**
Estimate	Effect	SE	LLCI	ULCI						
Direct Effect (Hpe-We)	0.20	0.08	0.04	0.36						
Indirect Effect (Hpe-Se-We)	0.26	0.08	0.10	0.43						
Total Effect(Hpe-Se)	0.47	0.04	0.38	0.57						

** p<0.01, Note: n=395 (Sample 1), n= 275 (Sample 2), HPE= High performance expectation, SE= Self-efficacy, WE= Work engagement,

The analysis results indicate that the effectiveness of high-performance expectations on the mediator variable, self-efficacy, is statistically significant in both Sample 1 and Sample 2. In Sample 1, the effect of high-performance expectations on self-efficacy was found to be 0.184 ($p = 0.000$), with a confidence interval ranging from 0.121 to 0.246. In Sample 2, however, this effect was found to be stronger (Effect = 0.798; $p = 0.000$), with a confidence interval ranging from 0.732 to 0.864. However, it is evident that the influence of high-performance expectations on self-efficacy is significantly powerful in Sample 2 compared to Sample 1. These findings confirm that high-performance expectations have a favourable and considerable action on workers' self-efficacy perceptions. Considering the absence of a zero value in the reliability values, it can be accomplished that hypothesis H2 is supported in both samples.

The results of both studies indicate a numerical importance connection between self-efficacy and work engagement. In Sample 1, self-efficacy positively influences work engagement ($\beta = 0.287$, $p = 0.000$), with a confidence interval (LLCI = 0.183, ULCI = 0.391) that does not include zero, confirming the hypothesis. In Sample 2, high-performance expectancy shows a notable favourable impact on work engagement (Effect = 0.476; $p = 0.000$), and mediation analysis shows that self-efficacy accounts for 47.6% of this effect. These findings highlight the critical role of self-efficacy in strengthening the relationship between high-performance expectations and work engagement. The analysis results indicate that the relationships in Study 2 are stronger compared to Sample 1. While the immediate influence of high performance expectations on work engagement in Sample 1 was relatively low ($\beta = 0.09$, $p < 0.01$), this effect was considerably higher in Sample 2 ($\beta = 0.20$, $p < 0.01$). Additionally, the effectiveness of self-efficacy on work engagement was greater in Sample 2 ($\beta = 0.33$) than in Sample 1 ($\beta = 0.28$). The stronger mediating effect of self-efficacy in Sample 2 suggests that this difference may be attributed to the participants' work environment or individual characteristics. It can be concluded that hypothesis H3 was confirmed in both samples.

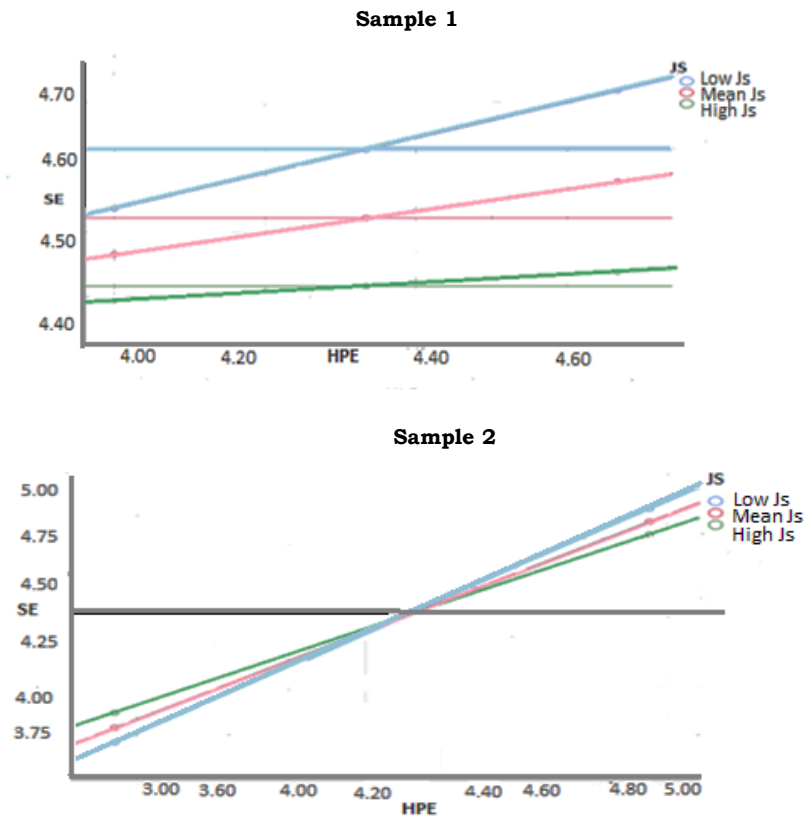
Table 6. Analysis Results on the Moderating Effect of Job Insecurity in the Relationship Between High Performance Expectations and Self-Efficacy (Sample 1-2)

Sample 1					
Antecedents	Self-Efficacy				
	B	SE	LLCI	ULCI	R ²
Constant	3.18**	0.30	2.58	3.79	0.13**
Hpe	0.35**	0.07	0.21	0.48	
Js	0.25	0.12	0.00	0.51	
F	19.699				
Int-1	-0.07	0.02	-0.13	-0.02	
Estimate	Effect	SE	LLCI	ULCI	
Low	0.27	0.04	0.18	0.36	
Mean	0.16	0.03	0.10	0.17	
High	0.06	0.05	-0.04	0.17	
Sample 2					
Antecedents	Self-Efficacy				
	B	SE	LLCI	ULCI	R ²
Constant	0.09**	0.37	-0.64	0.83	0.68**
Hpe	0.98**	0.08	0.81	1.15	
Js	0.37	0.16	0.05	0.69	
F	193.537				
Int-1	-0.08	0.3	-0.15	-0.01	
Estimate	Effect	SE	LLCI	ULCI	
Low	0.84	0.03	0.76	0.92	
Mean	0.79	0.04	0.66	0.82	
High	0.64	0.07	0.49	0.78	
Note: n=395 (Sample 1), n= 275 (Sample 2), ** p<0.01					

According to the analysis results of Sample 1, there is a meaningful link between high performance expectations and self-efficacy ($b=3.187$; $SE=0.307$; $t=4.978$; $p=0.000$), which is quantitative importance at the $p<0.05$ level. The findings indicate that job insecurity has a moderating influence on the relationship between high performance expectations and self-efficacy, particularly when job insecurity levels are mild to moderate. However, when job insecurity is high, this moderating effect becomes non-significant. In this context, it is observed that employees experiencing job insecurity develop a fear of job loss when faced with high performance expectations, which in turn reduces their self-efficacy. Ultimately, the conclusion suggest that as job insecurity increases, the meaning link between high performance expectations and self-efficacy weakens, and when job insecurity is high, this relationship becomes non-significant.

Sample 2 yielded findings that demonstrate a substantial correlation between high performance expectations and self-efficacy ($b=0.096$; $SE=0.377$; $t=0.256$; $p=0.000$), which is numerical importance at the $p<0.05$ level. The evidence shows that when job insecurity is low to moderate, the phenomenon exhibits a moderating effect on the connection of high performance expectations and self-efficacy. However, when job insecurity is high, this moderating effect becomes non-significant. In this context, employees experiencing job insecurity develop a fear of job loss when faced with high expectations, which in turn negatively impacts their self-efficacy. Ultimately, the findings suggest that as job insecurity increases, the favourable connection between high performance expectations and self-efficacy weakens.

Figure 2. The Moderating Effect of Job Insecurity on the Relationship Between High Performance Expectations and Self-Efficacy



The evidence points to the truth that when job insecurity is at low to moderate levels, it moderates the relationship among high performance expectations and self-efficacy. However, this moderating effect becomes statistically non-significant when job insecurity is high. This finding suggests that employees facing job insecurity fear job loss when confronted with high performance expectations, which, in turn, lowers their self-efficacy. As job insecurity increases, employees develop anxiety rather than improving their self-efficacy in response to high performance expectations. The analyses confirm Hypothesis 4, which posits that "job insecurity has a moderating role in the relationship among high performance expectations and self-efficacy."

5. Discussion

Individuals are motivated by the attractiveness of specific expectations, which shape their choices, behaviours, and decisions (Şeker, 2014). The available study examined the impacts of managers' positive expectations for employees on those employees' alignment with organizational goals and their commitment to work. The findings indicate that high performance expectations increase employees' work engagement, supporting Hypothesis 1. Additionally, several studies in the literature underscore this positive relationship (Karatepe & Olugbade, 2016; Mostafa & Gould-Williams, 2014; Wellington & Faria, 1992; Syrek & Antoni, 2014). The study also highlights that high performance expectations motivate employees and enhance their self-efficacy. Work systems that are based on high performance expectations guide employees to act in accordance with the organization's values, which in turn heightens their abilities, motivation, and performance, maximizing their contributions to the organization (Kehoe & Wright, 2013).

The research findings reveal a significant positive relationship between managers' high performance expectations and employees' self-efficacy levels across both study groups, thereby supporting Hypothesis 2. Existing literature emphasizes the crucial role of managers' high performance expectations in enhancing employees' self-efficacy. This is supported by numerous

studies, including those by Philips & Gully (1997), Jahan & Mehrafzoon (2019), Eden (1992), and Saxena (2016). Appelbaum & Hare (1996) found that individual goal setting is a reliable predictor of both self-efficacy, within the framework of social learning, and task performance. West and Thorn's (2001) influential study explored the influence of manager expectations on employee performance in both field and laboratory settings, demonstrating that when employees received positive feedback, their self-efficacy and performance in achieving goals significantly improved. In a similar study, Fu et al. (2009) analyzed the influence of managerial expectations on retail personnel's effort levels and their subsequent impact on new product sales, revealing a substantial increase in effort related to elevated expectations.

Self-efficacy significantly influences employees' learning processes and the effort they invest in their work. Worker with high self-efficacy operate with the assertiveness that their efforts will yield positive results and are more inclined to seek out pathways to achieve their goals (Lunenburg, 2011). Literature shows a strong positive correlation between self-efficacy and work engagement. Individuals with high self-efficacy often demonstrate greater job engagement and a strong belief that they can effectively meet job demands and achieve their objectives (Tian et al., 2019). This work confirmed that a high level of self-efficacy enhances work engagement, supporting Hypothesis 3. The extant literature also indicates that self-efficacy mediates the relationship between high performance expectations and work engagement (Appelbaum & Hare, 1996; Sides & Cuevas, 2020; Lisbona et al., 2018; Locke & Latham, 2002). The findings of our study are consistent with the extant literature and support Hypothesis 4 by demonstrating that expectations strengthen employees' work engagement through self-efficacy.

This study examined how job insecurity moderates the mediating effect of self-efficacy on the relationship between managers' high performance expectations and employees' work engagement. The findings indicate that job insecurity weakens this relationship, supporting Hypothesis 5. This aligns with prior research demonstrating that job insecurity negatively impacts self-efficacy, job satisfaction, and work engagement. Employees experiencing job insecurity may struggle to meet elevated performance expectations, leading to decreased motivation and commitment. These results underscore the importance for managers to consider employees' perceptions of job security when setting performance expectations, as neglecting this factor can undermine engagement and overall performance.

6. Conclusion

This study, grounded in Goal-Setting Theory and Resource Conservation Theory, explores how managers' communication of high performance expectations influences employee motivation. While such expectations can enhance employees' self-efficacy and work engagement, the study reveals that these positive effects are contingent upon employees' perceptions of resource security. Specifically, when employees perceive a high risk of resource loss such as job insecurity or depletion of personal assets the beneficial impact of managerial expectations diminishes, leading to reduced self-efficacy and engagement. Thus, the threat of resource loss acts as a psychological barrier, undermining the motivational benefits of high performance expectations.

To maximize the positive impact of performance expectations, managers should assess and address employees' perceptions of resource stability. Implementing supportive measures such as clear communication about job security, provision of necessary resources, and recognition of employee efforts can mitigate fears of resource loss. Additionally, organizations should consider integrating variables like organizational culture and political behaviours into performance management strategies. Future research could further examine how factors such as cultural differences, job insecurity, and diverse employee responsibilities influence the relationship between managerial expectations and employee motivation.

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Conflict of interest: As the authors of the research, we do not declare any conflict of interest.

Statement of Publication Ethics: This study was conducted in strict adherence to the ethical principles outlined in the *Higher Education Institutions Scientific Research and Publication Ethics Directive* issued by the Council of Higher Education. At no stage of the research were any actions undertaken that contravene the provisions specified under the section titled "Actions Against Scientific Research and Publication Ethics" within the directive.

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