

Research on High Performance Management System and Employee Happiness Based on the Mediating Role of Self-Efficacy

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Abstract: "Healthy China" strategy points out that a reasonable high performance management system can make employees better use of development opportunities, help employees better perceive their own growth, mobilize employees' enthusiasm for work, and make employees feel happy. The high performance management system can achieve high organizational performance through scientific management means such as recruitment, selection, training and promotion, which is bound to bring some pressure and challenges to employees at work. How to strike a balance between high performance management and happiness requires self-efficacy as an intermediary adjustment. Every enterprise has the need to establish a high performance management system, but it is difficult to grasp the specific implementation process, resulting in different effects. The research object of this paper is an electronic manufacturing company in Japan, and the operation of the enterprise's high performance management system, as well as the employees' self-efficacy and happiness experience are investigated by questionnaires. Based on this, this paper studies the relationship between high performance management system and employee happiness by focusing on the mediating role of self-efficacy, analyzes the correlation between self-efficacy, high performance management system and happiness, and explores how high performance management system can improve employee self-efficacy and how to use self-efficacy as an intermediary to improve employee happiness.

1. Introduction

Happiness at work refers to the sense of pleasure generated when employees complete their work and realize their self-worth. The existence of happiness can improve the stability of the staff team

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and improve the overall work efficiency of the staff team. The mediating effect of self-efficacy can prevent the enthusiasm of employees from being excessively eroded by pressure, and make it easier for employees to obtain happiness. In the process of actual enterprise management, it is difficult to achieve the ideal state. Based on this, this paper mainly focuses on the mediating role of self-efficacy, high performance management system and employee happiness, and puts forward some operational management measures.

2. Literature Review

2.1 Research on happiness

Domestic scholars mostly use the connotation interpretation of English well-being and Chinese "happiness" to define happiness, and believe that happiness is an individual's evaluation of the current work and life status based on their own standards of happiness, which usually includes physical health, peace, life satisfaction, academic/career success and other contents. Some domestic scholars believe that people's happiness today is closely related to the values at the spiritual level of local culture. For example, "Parents are together, brothers have no reason" in Mencius corresponds to physical health and life satisfaction in happiness. For example, the common desire of ancient and modern people for "a prosperous country and a peaceful people" corresponds to peace in happiness. For example, the ancient people's "long drought every rain, meet old friends in other places, wedding night, gold list title" four great happiness.^[1]

The definition of happiness by foreign scholars is roughly divided into two directions: some scholars believe that happiness mainly comes from emotion, as long as the number of positive emotions and the sense of experience exceed the negative emotions, individuals can generate happiness. Scholars Bradburn and Diener hold similar views. The latter also divides positive emotions into joy, happiness and excitement, and negative emotions into shame, anxiety and depression. Other scholars believe that happiness mainly comes from emotional aspects, but takes into account work, family life, physical health, economic status, interpersonal communication, personal value realization and other aspects, and cannot be obtained through simple emotional satisfaction. Ryff, a scholar, proposed six dimensions of happiness including autonomy, self-acceptance, sense of control over work and life, personal growth, interpersonal relationship and meaning of life, and believed that people should work hard and give full play to their potential in order to achieve lasting happiness experience.^[2]

On the whole, domestic and foreign scholars have different understandings of the connotation of happiness, some of which are intuitive and basic, while others are abstract and rational. This paper has a certain guiding effect on the study of employee happiness. Employee's sense of happiness is included in the connotation of happiness, and has a close relationship with job satisfaction.

2.2 Research on the impact of high performance management system on employee happiness

High performance management system was born in the western countries in the 1990s, and gradually became popular in the field of global enterprise management after entering the 21st century. High performance management system design personnel recruitment, post placement and deployment, training, performance assessment, promotion, employee relations, information communication and other human resource management sectors, in the field of enterprise management in Western countries to harvest more successful cases. The management content of the high performance management system concerning the participation of employees in management and the construction of communication channels for employees' opinions has formed an effective incentive for employees, mobilized the mediating role of employees' self-efficacy, improved their

work efficiency and promoted their happiness.^[3]

2.2.1 About the generation of employee self-efficacy

Bandura, a foreign scholar, proposed that when employees judge that they can successfully complete a certain work operation according to various information, or they can successfully complete it through efforts, they tend to have a high degree of self-efficacy. Among them, the information that affects employees' judgment includes organizational information, feedback from superiors, observation of other colleagues, and experience of similar work. Among them, feedback from the organization and superior leaders is the most influential information.^[4] Therefore, the high performance management system focuses on employee motivation, affirms the ability and efforts of employees, and aims to improve the self-efficacy of employees. Incentives in high performance management systems are not verbal praise, but real bonuses, profit sharing plans, promotion opportunities, and so on.

2.2.2 The real role of employee self-efficacy

The high performance management system preplaces the content of scientific and reasonable setting and adjusting posts, and creates a working atmosphere for employees to get corresponding remuneration and rewards by playing their own strengths through the matching degree of high people and posts. When employees are in a reasonable position, they are easy to have confidence in their work, which is easy to produce self-efficacy. On this basis, a slightly difficult high performance goal is proposed. Employees can achieve the performance goal through their own efforts, training, teamwork and other ways, and get rich rewards, which can further enhance employees' self-confidence and improve their self-efficacy.^[5]

2.2.3 The mediating role of self-efficacy in promoting employee happiness

If you work in a position that matches your own ability, you can solve most of the problems by relying on your own expertise and experience. Even if the workload is too large and the work is relatively busy, you can also make employees feel in control of the work, and make employees feel confident for a long time, which is easy to produce happiness. In the face of difficult work, employees can achieve performance goals through their own efforts, training, teamwork and other ways, and gain real rewards, feel their own growth, and naturally generate happiness. All of these are mediated by self-efficacy. If the self-efficacy of employees is weak, when facing busy and difficult work, employees will be in a state of anxiety for a long time, have doubts about their ability to handle work, and artificially upgrade the actual difficulty level, thus feeling heavy pressure, unable to obtain happiness experience, and easy to fall into a state of low efficiency. Therefore, scholars both at home and abroad believe that self-efficacy plays an intermediary role in promoting employee happiness.^[6]

To sum up, the high performance management system has a positive impact on the improvement of employee self-efficacy and happiness. Self-efficacy plays an intermediary role in the production of employee happiness, so that employees will not be overly confident by excessive workload, busy work life and difficult work tasks, so that employees can continue to work happily.^[7]

3. Research on high performance management system and employee happiness based on the intermediary role of self-efficacy

3.1 Research Methods

A questionnaire survey was conducted among employees of a Japanese electronics manufacturing company, and the relationship among high performance management system, self-efficacy and employee happiness was analyzed by analyzing the results of the questionnaire. Considering the distinct status of superiors and subordinates in Japanese society, as well as the relatively distant and polite atmosphere of interpersonal relationship among the Japanese people, we obtained the support of the person in charge of the enterprise before the questionnaire survey, and then explained the anonymity and voluntary participation of the questionnaire survey to the employees, and issued the questionnaire after obtaining consent.

3.2 Questionnaire Information

A total of 500 questionnaires were issued, and 480 were effectively collected, with an effective recovery rate of 96%. The questionnaire includes information collection of personal age, gender, years of work and education, 10 questions about the enterprise's high performance management system (training 3, promotion 3, performance management 4), 5 questions about employee self-efficacy, and 7 questions about happiness experience (positive emotion 3, negative emotion 4). In the question test, each question has five choices, "strongly disagree," "mostly disagree," "agree," "mostly agree," and "strongly agree."^[8]

3.3 Questionnaire results and analysis

Multi-level analysis was adopted to improve the reliability of the results.

3.3.1 Combination analysis of factor model

In order to verify whether there is bias in the results of questionnaire survey and whether the bias seriously affects the results of survey, confirmatory factor analysis is used to build a four-factor model. As shown in table 1.

Table 1: Validation results of confirmatory factor analysis

model	X ²	p	CFI	NFI	TFI	RMSEA	AIC
High performance + self-efficacy + positive emotions + negative emotions	112	0.000	0.66	0.64	0.54	0.161	1267.16
High performance, self-efficacy + positive emotions + negative emotions	111	0.000	0.69	0.67	0.57	0.156	1194.47
High performance, self-efficacy, positive emotions + negative emotions	109	0.000	0.84	0.82	0.88	0.084	718.15
High performance, self-efficacy, positive emotions, and negative emotions	106	0.000	0.91	0.90	0.90	0.053	563.48

According to the verification results, the deviation degree of questionnaire survey data is not serious, and the survey results have analytical value.

3.3.2 Multi-level linear model analysis

Multi-level linear model analysis is carried out around high performance management system,

employee self-efficacy, positive emotion and negative emotion, and the relationship between the four factors is analyzed through control variables. As shown in table 2.

Model 1: High performance + self-efficacy + positive emotion; Model 2: self-efficacy + positive emotion; Model 3: High performance + positive emotion; Model 4: high performance + self-efficacy + negative emotion; Model 5: self-efficacy + negative emotion; Model 6: high performance + negative emotion. Models 3 and 6 were used to verify the mediating role of self-efficacy, respectively.

Table 2: Results of the multi-level linear model analysis

variable	self efficacy	Positive mood			Positive mood		
		Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
High performance	0.36	0.43		0.22	-0.39		-0.28
self efficacy			0.38	0.27		-0.41	-0.32

According to the analysis data in the table, there is a significant correlation between high performance management system and self-efficacy ($b=0.36$). There is a positive correlation between high performance management system and employees' positive emotion ($b=0.43$), and a negative correlation between high performance management system and employees' negative emotion ($b=-0.39$). There is also a positive correlation between self-efficacy and positive emotion ($b=0.38$), and a negative correlation between self-efficacy and negative emotion ($b=-0.41$). When the high performance management system is not mediated by self-efficacy, the correlation between positive emotion and negative emotion decreases significantly, $b=0.22$, $b=-0.28$, indicating that self-efficacy plays a non-negligible mediating role in it.

3.4 Discussion of survey results

3.4.1 Impact of high performance management system on employees' self-efficacy

This survey mainly studies the impact of high performance management system on employees' self-efficacy from three aspects.

① Training. Through training and learning, employees can feel that their ability and experience in a certain aspect of work have increased, which is easy to improve self-cognition and produce high self-efficacy. The high performance management system training of Japanese electronics manufacturing enterprises does not only refer to skills training, but also includes the dissemination of ideas and ways of thinking, which can be regarded as a progressive change process in the positive direction.

② Promotion. Through the high performance management system, employees can see clear promotion standards and stable promotion channels, and unconsciously accept the signal that efforts = success transmitted by the enterprise. In addition, the successful promotion of employees themselves and colleagues around them will have a real impact on employees and promote the formation of higher self-efficacy of employees. Its incentive effect is much higher than the verbal promise of the superior leader.

③ Performance management. The high pressure and high return of performance management are clearly placed in front of employees. Employees understand their own work level, understand the methods to improve work ability and work efficiency through corporate training, and know that they can get high returns through efforts. This is a common corporate incentive method. Every time employees successfully obtain high returns, they can transform the high pressure corresponding to performance into self-efficacy and improve their work self-confidence.

3.4.2 The mediating role of self-efficacy between high performance management system and happiness

Through the questionnaire survey, it can be seen that employees will have positive emotions because of training, promotion and high remuneration, and will also have negative emotions because of work mistakes and failure to achieve expected goals. However, employees will have different happiness experiences. This is the manifestation of different self-efficacy of employees. Employees with high self-efficacy have a strong ability to face work pressure and resist negative emotions. When encountering difficulties, they can actively transform pressure and challenges into motivation, thus obtaining more positive emotions and maintaining a high level of self-efficacy. Such employees feel more in control of their work, improve themselves, have more confidence in their work, and have a stronger sense of happiness. On the other hand, when employees with weak self-efficacy face the same level of work pressure and difficulties, they have weak ability to resist pressure and negative emotions, and are easy to consume too much positive emotions by pressure and difficulties, resulting in low self-efficacy. In such a working state, employees feel that their control over work is decreased, their self-improvement is limited, and they lack confidence in work, which makes it difficult for them to obtain happiness experience. This shows that self-efficacy does play an intermediary role between high performance management system and happiness, but high performance management system will bypass self-efficacy and directly affect employee happiness. Therefore, foreign scholar Vroom pointed out in his research that in order to stimulate employees' work enthusiasm and improve employees' self-efficacy, enterprises should link employees' real desires with performance, so that employees can clearly see that they can get what they really want through high-quality and efficient work. At the same time, Vroom also pointed out that enterprises should provide employees with training content and promotion assessment standards closely linked to performance appraisal, so as to form a positive cycle of obtaining high salary and promotion opportunities through training, and continuously mobilize employees' self-efficacy.

4. Conclusion

Through the research on high performance management system and employee happiness based on the mediating role of self-efficacy, the application value of high performance management system in the field of human resource management is recognized, which provides a reference for enterprise human resource management practice. Enterprises should provide employees with scientific training, stable promotion channels, and performance management, so as to convey to employees the concept of obtaining high returns by relying on their own hard work, continuously improve their self-efficacy, and enable employees to continuously obtain happiness. The depth of this study is limited, only data information is obtained from one enterprise, and the specific performance management methods are not deeply studied.

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