

## Role of Self Efficacy on Work Perception and Job Satisfaction at Government Agencies in Bandung, Indonesia

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**Abstract:** This study aims to determine the effect of self-efficacy perception towards work and job satisfaction. The population of this study is the employees of government agency in Bandung, Indonesia. The total of the samples was 117 employees by using purposive sampling technique. The data analysis used Structural Equation Modeling (SEM) component based partial least square. The results showed that self efficacy significantly influence the work perception and job satisfaction. Then research perception proved to be a significant effect on job satisfaction. It shows that the level of self-efficacy can increase the research perception and job satisfaction. It indicates that, the high level of self-efficacy will be a positive influence on the behavior of employees in performing their duties so as to increase job satisfaction.

**Key words:** Self efficacy, work perception, job satisfaction, structural equation modeling, component, employees

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### INTRODUCTION

According by literature in Resource-Based View (RBV) of the firm has been considered as one of the most and fast growing methods in the currently strategic management field (Newbert, 2007). As Wernerfelt (1984) argued that organizational success is determined by internal resources and the basis of the concept of heterogeneity of valueable resources (Jarvenpaa and Leidner, 1998; Wagner, 2006; Machmud and Sidharta, 2016; Sidharta and Affandi, 2016). RBV showed that aligning skill, motivation and so forth with organizational system, structure and processes that achieve capabilities at an organizational level by focusing on more efficient resources can be achieve organizational success (Hamel and Prahalad, 1991; Barney *et al.*, 2001). Moreover, Knowledge-Based Views (KBV) originated from the importance of human capital in producing good performance (Becker, 1964; Schultz, 1961). The importance of the role of human resources in generating good performance requires the continuous development so as to achieve organizational goals. In the context of public services, the role of HR is the front lines directly related to society. Thus, the need for efforts to increase human resources in the government in order to provide the best service for the society. Now a days, good government be a real demand for the government. Hence, the need for increasing the capability of human capital so that, the effectiveness of government organizations can be optimal.

In general, the approach that was used in assessing the effectiveness of an organization is organizational behavior (Luthans, 2006). According to Gibson (2006) explained that individual behavior is essentially based on the psychic processes at the individual or organism in a given environment. In this case, the behavior of individuals in assessing the work environment is important in organizational behavior (Edwards and Cooper, 1990). The condition was created from the result of interaction between members of the organization with organizational elements. It means those members of the organization determine and confirm the existence through a process of interaction between members of the organization and organizational elements. Job satisfaction is the embodiment of individual behavior in organizations is determined by several factors (Lankau and Scandura, 2002). In this case, the high and low job satisfaction depends on how big these factors put pressure on employee behavior (Newstrom and Davis, 2002). As stated by Robbins and Judge (2007) that job satisfaction is the general attitude of employees towards their job. It indicates that the perception of employee job satisfaction depends on how capable they are in completing their job.

Self efficacy is individual's perception regarding his or her ability to successfully complete a given task (Wood and Bandura, 1989). This is important for persons because they must be confident in their abilities to perform different and unanticipated tasks in uncertain situations and self-perceived competence is positively

related to the job satisfaction (Judge *et al.*, 2003) and performance (Baum and Locke, 2004). Furthermore, self efficacy has a significant impact on performance in variety tasks and has been related to job performance (Hmieleski and Baron, 2008) and supported argument that performance strongly is influenced by a person's self efficacy (Chandler, 2008) and generalized self efficacy as having a positive impact on the job satisfaction and job performance (Jex and Bliese, 1999; Judge and Bono, 2001).

In line with Robbins and Judge (2007) stated that work ability related with the willingness of individuals to perform some tasks in a job well intellectual abilities capabilities which are required to work on the mental activity and physical ability that is required to perform tasks that require strength and skill. Moreover, LeRouge *et al.* (2006) stated that individual's ability would be optimal to support an environmental work in the face of obstacles encountered. It can be interpreted that the individuals ability as the capability to perform tasks in a particular behavior. The interaction between personnel, work environment and organizational effect on job satisfaction (Singh and Greenhaus, 2004).

Work perception correlated with work environments (Donald *et al.*, 2005). Work perception was highly dependent on the working environment will improve job satisfaction dan job performance (Jex and Bliese, 1999; Xiao *et al.*, 2014; Hardiyana *et al.*, 2015). It indicates that with the improving perception of work will also increase the job satisfaction. Job satisfaction is the degree of one's feelings, both positive and negative work. Job satisfaction indicates the nature of which is based on an assessment of various aspects such as salary, the relationship between the employee and the work itself (Newstrom, 2007). It suggests that the high level of job satisfaction can improve productivity because employees are high levels of satisfaction will be motivated to perform better (Griffin and Moorhead, 2013).

Study by Jex and Bliese (1999) proved that self efficacy high correlated with job satisfaction based on survey data collection from 2,273 US Army. Furthermore, The study has been done by Peng and Mao (2015) showed that person-job fit and self efficacy were significantly correlated with job satisfaction. Judge *et al.* (2001, 2003, 2001) showed that the higher self efficacy can be more active in action, researcher harder when faced difficulties situations and easier to wake up when they failed. Moreover, researcher Givarian and Farkoush (2012) studied the effects of organizational justice on organizational commitment on the employees of the University of Medical Sciences of the province of Lorestan showed that significant effect of organizational justice on employee satisfaction. Based on the model

showed that justice perceptions were found to have a positive mediation effect of job satisfaction and a negative effect on burnout through the full mediation effect of job satisfaction. There is still little evidence of research that investigates the relationship of self efficacy related on work perception and job satisfaction for the purposes of research that is done so linked gap of self efficacy on work perception and job satisfaction, especially in public government. Based on the background has been described above, the hypotheses of this study are define as follows:

- H<sub>1</sub>: high self efficacy would lead to higher work perception
- H<sub>2</sub>: high self efficacy would lead to higher employee satisfaction
- H<sub>3</sub>: high work perception would lead to higher employee satisfaction

## MATERIALS AND METHODS

The sampling of the population was studied by the method of survey and sampling techniques used simple random sampling of employees in government agencies in Bandung was 117 respondents. Methods of data collection is done by distributing questionnaires directly to the respondents who fit the criteria predetermined sample and observations made directly on the object of research.

The hypothesis will be tested by using structural equation modeling which is one of the techniques that examine multivariate series dependency relationships between variables. While data process used the program Smart PLS 3 which is a statistical program package for structural equation modeling. Data collection of this study was performed by employing a questionnaire instrument. Distributing questionnaire was done directly to 125 respondents but only 117 questionnaire were complete. The respondents were asked to provide a response by choosing one of the choices. The scoring on each item of the question to the problems in this study was done with a Likert scale and with Likert five poin Anchor Ranging from very unimportant to very important. The instrument of self efficacy was adopted by The general self efficacy in Indonesian version (Schwarzer and Jerusalem, 1995; Luszczynska *et al.*, 2005). The instrument of work perception was adopted from Rivai and Sagala (2013) and was used by Hardiyana *et al.* (2015), the instrument of employee satisfaction was adopted from the Minnesota Satisfaction Questionary (MNQ) by Weiss was developed by Martins and Proenca.

The data analysis techniques used Structural Equation Modelling (SEM). Component-based Partial Least Squares (PLS) was conducted to prediction

purposes regarding self efficacy, work perception and employee satisfaction on public government in Bandung. Measurement models by Partial Least Squares (PLS) based on measurement predictions that have the nature of non-parametric through convergent validity which is the outer loadings greater than 0.5 (Chin, 1988) and the value discriminant validity by Average Variance Extracted (AVE) of each construct and reliability by composite reliability and cronbach alpha (Fornell and Larcker, 1981). While the structural models were evaluated using  $R^2$  for the dependent construct with Goodness of Fit (GoF) by Tenenhaus *et al.* (2005) to test predictive p value as well as the relevance and significance of the parameters of structural lines. The counting results showed that five indicator have loading factor lower than 0.5.

**RESULTS AND DISCUSSION**

The analysis profile of respondents intended to identify data based on respondents by sex, the last education and age. In accordance with the results of research conducted, there were 117 respondents who filled out questionnaires and all of them are eligible for further processing. Profile of respondents is shown in Table 1. Based on the results of data processing are known as follows.

Path coefficient and hypothesis testing are obtained to know the effect of the overall result of the study. The results of the research hypothesis testing are shown in Table 3.

While results  $R^2$  as shown in Table 4. Overall  $R^2$  of variables have good structural model based on Tenenhaus GoF. The results of the research model as follows (Fig. 1). Based on the research results can be interpreted that.

**H<sub>1</sub> self efficacy:** Self efficacy toward job satisfaction have the results of path coefficient 0.631 with p-value 0,000. Result of p-value >5%, so the self efficacy significantly influences job satisfaction. The results are consistent with research by Jex and Bliese (1999) that proved self efficacy significantly influences job satisfaction. The results of this study show that the higher self-efficacy will increase job satisfaction. The results are consistent with research by Harlee (2010) which stated that the working condition significant effect on job satisfaction. Further the research by Peng and Mao (2015) proved that self efficacy significant effect on job satisfaction.

Employee behavior determine the outcome, namely in the form of performance, achievement, personal development, relationships with others and job satisfaction. Such a behavior can generate positive long-term achievement and personal growth or vice versa,

Tabel 1: Characteristic of respondents

Items/Categories	Percentage
<b>Gender</b>	
Male	49
Female	51
<b>Age (years old)</b>	
<35	40
35-50	33
>50	27
<b>Education</b>	
Senior high school	12
Diploma/bachelor/master	88

Tabel 2: Result of Average Variance Extracted (AVE), Cronbach alpha and composite reliability

Variables	AVE	Cronbach's alpha	Composite reliability
Satisfaction	0.560	0.926	0.938
Self efficacy	0.603	0.889	0.913
Work perception	0.568	0.843	0.886

Tabel 3: The value of path coefficient

Variables	Original			Decision
	sample	t-statistics	p-values	
Self efficacy->satisfaction	0.631	5.167	0.000	Accepted
Self efficacy->work perception	0.865	15.911	0.000	Accepted
Work perception->satisfaction	0.357	2.864	0.005	Accepted

Tabel 4: The value of  $R^2$  and Tenenhaus GoF

Variables	Original sample	t-statistics	p-values	Tenenhaus GoF
Work perception	0.749	27.912	0.000	Large
Satisfaction	0.915	8.288	0.000	Large

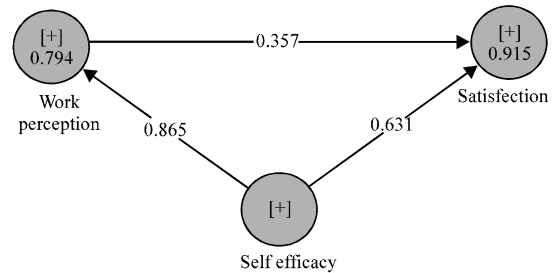


Fig. 1: Structural model of self efficacy, work perception and job satisfaction

the achievement of long-term poor or less developed (Griffin and Moorhead, 2013). Every individual who works in an organization already naturally expects to obtain all a useful and profitable for himself. In this case, the behavior and the results serve as feedback for the individual and the environment (Judge and Bono, 2001).

**H<sub>2</sub> self efficacy:** Self efficacy toward work perception have the results of path coefficient 0.865 with p-value 0.000. The result of p-value >5%, so the self efficacy significantly influences work perception. These results are consistent with the concept of social cognitive theory which states that self-efficacy will establish confidence person to complete their job (Peng *et al.*, 2013) self-efficacy plays an important role in an individual

self-confidence on the job would do with overcoming challenges and obstacles. It was in line with Judge *et al.* (2003) stated that the higher self efficacy person would confident in their abilities to perform different and unanticipated tasks in uncertain situations. If the workers believe in their ability, they will be bound to the behaviors that play a role in improving the quality of work. The higher self efficacy person will be confident to overcome obstacle in working environments, work relationship, work overload, job-security, control and stressors (Donald *et al.*, 2005).

**H<sub>3</sub> work perception:** Work perception toward job have the results of path coefficient 0.357 with p-value 0,005. The result of p-value >5%, so the work perception significantly influences job satisfaction. The results support the research by Faye and Long (2014) which proves that the work related outcomes in the public sector proved to have a significant effect job satisfaction. The results are consistent with research conducted by Harlee (2010) stated that the working condition significant effect on job satisfaction. Work perception associated with job satisfaction as evidenced further by Fu and Deshpande (2014) who investigated the behavior of employees and job satisfaction of insurance companies in China.

The employees who are motivated to work is the employee who saw their work to help achieve its objectives in other words the creation of a harmonious relationship between employees with the organization, so that it can form a positive or negative perception of the organization. It means that if one of the characteristics of the organization perceived by employees as a positive condition or will give job satisfaction it will improve to achieve organizational goals. This accordance with Tit and Suifan (2015) which proved that there is significant influence perceptions about the work of the employee's behavior which in turn increases employee satisfaction. And inversely, if employees perceive that one of the characteristics of the work environment does not match the expectations and needs of the individual, the feelings that will emerge is job dissatisfaction. Another study by Najafi *et al.* (2011) also proved that employee attitudes directly influence job satisfaction.

The employee job satisfaction or dissatisfaction will determine whether or not the goal is achieved organizational settings. As it has been said before, that the satisfaction or dissatisfaction closely related to their work activities, the productivity of the company. A employees who are satisfied with the job is likely to be more enthusiasm in work and able to meet the employment targets but an employee who is not satisfied because of the working conditions will hamper their work activities in other words, dissatisfaction is the starting point of the

problems that arise in organizations, for example the conflict, absenteeism, turnover as well as many other problems that can affect the process of achieving organizational goals (Griffin and Moorhead, 2013). On the side of workers, employee dissatisfaction will decrease the motivation to work, work morale, loyalty to the organization and ultimately lead to decreased performance of both qualitatively and quantitatively. This accordance with study by McNeese-Smith which stated that an employee's behavior significantly influence employee satisfaction. In line with the research conducted by Falkenburg and Schyns (2007) proved that job satisfaction is influenced by the attitude of employees. Their view of the condition of the work environment will be feeling satisfied or dissatisfied will still affect their behavior in work.

The results of this study indicate that the perception of work and job satisfaction shows that  $R^2$  0.749 and 0.915. These results indicate that structural model of self efficacy on work perception and job satisfaction in good criteria.

## CONCLUSION

This study contributes to the development of social cognitive theory which is self efficacy plays an important role on work perception and job satisfaction. The research shows that self-efficacy significantly influences researcher perception and job satisfaction. Then work perception proved to be a significant effect on job satisfaction. It shows that the high level of self-efficacy can increase work perception dan job satisfaction. It indicates that with adequate levels of self-efficacy will be a positive influence on the behavior of employees in their duties. Comfort in carrying out the task in hand will lead to satisfaction in their work, so that the work given to employees will work efficiently and effectively to increase employee productivity.

## LIMITATIONS

In this research, there are still some limitations in respect of the effect of work on self-efficacy perception and employee satisfaction. There are needs to be further study to include some variables are supposed to influence the perception and satisfaction of employees work such as gender factors, demographics, reward and punishment, facilities and infrastructure, so as to produce a more comprehensive.

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