

# Effect of Work Self-Efficacy on Employee Satisfaction at Bank Central Asia Bogor

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## Abstract:

The purpose of this study was to determine the effect of self-efficacy on employee job satisfaction at the Bogor branch of Bank Central Asia. The method used is explanatory research with a sample of 93 respondents. The analysis technique uses statistical analysis with regression testing, correlation, determination and hypothesis testing. The result showed that the self-efficacy variable obtained an average score of 3,423 with good criteria. Variable employee job satisfaction obtained an average score of 3,849 with good criteria. Where self-efficacy has a positive and significant effect on employee job satisfaction with the value of the regression equation  $Y = 9,259 - 0,854 X$ , as well as the value of the correlation coefficient 0,775 or having a strong level of relationship with the value of determination 60%. Hypothesis testing obtained significance  $0,000 < 0,005$ .

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**Key words: Self-Efficacy, Job Satisfaction**

## Introduction

Self-efficacy and motivation is a drive that can affect job satisfaction . Self-efficacy and motivation can increase job satisfaction. According van Dinther (2010) self-efficacy beliefs can also influence people's thoughts and feelings. Individual characterised by low self-efficacy are inclined to perceive tasks as more difficult than they actually are. Such thoughts can lead to feelings of failure and depression, tension and helplessness. A high level of self-efficacy, on the other hand, creates feelings of tranquility and challenge in the face of difficult situation. Job satisfaction is a picture of an individual's attitude towards work which will have a relationship with the cooperation that is owned between fellow employees or the rewards that will be received, this can be said to be related to the physical and psychological factors possessed by employees. Bandura (1997) explains self-efficacy as the ability to believe that individuals have to be able to organize and carry out a series of actions deemed necessary to achieve a desired result.

Such person believe about their capacities and confidently apply them in such a way that they achieve goals even highly completed task. In contrast a person who avoids complicated tasks, unable to plan to achieve and solve a problem as compared to workers with low self-efficacy (Zajacova, Scott, Lynch & Espenshade, 2005).

The concept of self-efficacy has been discussed in numerous studies. Due to the extensive and diverse scope of the research on self-efficacy, the studies being conducted are focused on the factorial analysis of the issue and explore its application in different contexts (Peiffer et al., 2020).

Aleksandra et al. (2005), stated that the relationship between perceptions of self-efficacy appears in significant cross-language or cultural replication, a positive relationship between self-efficacy and other personality measures remains stable. Across countries, the findings provide evidence for associations between perceived general self-efficacy and the selected variables. The highest positive associations emerged with depression and anxiety. Academic performance is also associated with self-efficacy as hypothesized. The replication across languages or culture adds significance to these findings. The relation between self and other personality measures remained stable across cultures and samples. Thus perceived general self-efficacy appears to be a universal construct that yields meaningful relations with other psychological constructs.

Based on the background and existing phenomena, the authors are interested in conducting research "on the effect of self-efficacy on job satisfaction of Bank Central Asia Bogor employees".

## Formulation of Problem

1. How is the self-efficacy of Bank Central Asia-Bogor employees ?.
2. What is the job satisfaction of employees at Bank Central Asia-Bogor ?.
3. Is there any influence between self-efficacy on employee job satisfaction at Bank Central Asia-Bogor ?.

## Research Purposes

1. To determine the condition of employee self-efficacy-Bogor.
2. To determine the condition of employee job satisfaction at Bank Central Asia-Bogor.
3. To determine the effect of self-efficacy on employee job satisfaction at Bank Central Asia

## Literature review

According to Bandura (1997) the definition of self-efficacy is the ability to believe that individuals have to be able to organize and carry out a series of actions deemed necessary to achieve a desired result. Self-efficacy theory is a branch of Social Cognitive Theory. Where Social Cognitive Theory highlights chance encounters unexpected events even though these events do not necessarily change the course of human life. Some of the initial and fundamental assumptions of Social Cognitive Theory developed by Bandura are learning theory which assumes that humans are flexible enough and able to learn a variety of attitudes and behavior skills and that the point of learning best of all are Bandura's unexpected experiences (1997).

High self-efficacy of a works affects work performance, especially in carrying out tasks and high performance results and self-efficacy has no correlation with contradictory behavior. Damianus et al.(2021) do research towards company employees, the study found that their self-efficacy is high and it affects the work performance specifically task and contextual work performance but no correlation with the counter productive behavior. The study found that work environment affects self-efficacy and work performance along with the three dimensions such as task performance, contextual performance, and counter productive work behavior.

Then Fred Luthans did a study to the managers,(2002) results of the studies analysis indicate that the manager's self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the antecedents that together may more positively influence manager effectiveness than either predictor by itself. In practice increasing social efficacy is a good strategy to increase job satisfaction.

Homa et al, (2014) said that increasing social self-efficacy is a good strategy to enhance job satisfaction. Consistent with social cognitive theory, a training aimed at improving individual beliefs in one's own capabilities to exercise control over circumstances in the workplace can lead to a better fit and to higher job satisfaction. In particular, the intervention would be oriented to strengthen the self-regulation on capabilities that underlie personal efficacy beliefs, and that allow employees to keep calm in stressful situations, solve interpersonal conflict, cope with problematic situations, and recover quickly after a period of intense activity. Additionally, the training would aim to support job satisfaction on behalf of an employee in order to facilitate the fit between his/her characteristics, and the organizational opportunities.

Many studies have been conducted to examine self-efficacy variables related to causal relationships with other variables. Overall, however, although the role of self-efficacy beliefs in motivating performance has been assessed in many studies, previous research has been criticized for the predominance of laboratory-based studies using students, the failure to assess actual job performance, and the lack of longitudinal studies that demonstrate causality. Notably, a detailed examination of the 186 studies included in the second metaanalysis (Judge et al.,2007) found only four studies (Gibson, 2001).

Job satisfaction, an unquantifiable metric, is defined as a positive emotional response our experience when doing our job or when we are present at work leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces. It's important to remember that job satisfaction varies from employee to employee. In the same workplce under the same conditions, the factors that help one employee feel good about their job may not apply to another employee.

For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas :

- The challenging nature of work, pushing employees to new heights.
- A level of the convenience (short commutes, acces to the right digital tools, and flexible hours).
- Regular appreciation by the immidiate management and the organization as a whole.
- Competitive pay, which employees maintain a good quality of life.
- The promise of career progression in sync with employees' personal growth targets.

The aptly titled *Job Satisfaction* (Hoppock,1935) defines job satisfaction as any combination of psychological, physiological, and environmental circumstances that cause a person to truth fully say that they are satisfied with a job.

Going a little deeper and fast-forwarding to this century, job satisfaction has been called a set of favorable or unfavorable feelings and emotions with which employees view their work (Karatepe et al,2006). In line with the findings of Neraj Kumari (2011), the following are the most important factors which have lead to job satisfaction in his organization among the employees; this is found through factor analysis.

These are :

1. Team work
2. Commitment
3. Culture
4. Communication
5. Training

The following are the five factors which needs to be worked on :

1. Delegation
2. Job design

3. Opportunities
4. Rewards
5. Leadership

### Research tools

The population in this study amounted to 93 respondents

The sampling technique in this study was a saturated sample where all members of the population were used as samples. Thus the sample in this study used a total of 93 respondents.

The type of research used is associative, where the aim is to find out or find the relationship between the independent variable and the dependent variable.

### Methods of data analysis

In analyzing the data used validity test, reliability test, simple linear regression analysis, correlation coefficient of determination analysis and hypothesis testing.

### Results and findings

Descriptive analysis

In this test it is used to determine the minimum and maximum scores, the rating scores and the standard deviation of each variable. The results are as follows

**Tabel 1. Analysis Results Descriptive Statistics**  
**Descriptive Statistics**

N		Minimum	Maximum	Mean	Std. Deviation
Self efficacy (X)	93	28	44	34.23	3.935
Employee job satisfaction (Y)	93	29	49	38.49	4.338
Valid N (listwise)	93				

Self-efficacy obtained a minimum variance of 28 and a maximum variance of 44 with a rating score of 3,423 with a standard deviation of 3,935. This score is included in the scale range of 3,40-4,19 with the criteria of good and agree.

Employee job satisfaction obtained a minimum variance of 29 and a maximum variance of 49 with a rating score of 3,849 with a standard deviation of 4,338. This score is included in the scale range of 3,40-4,19 with the criteria of good or agree.

### Quantitative Analysis.

In this analysis it is intended to determine the effect of the independent variable on the dependent variable. The test result are as follows :

#### a. Simple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes. The test results are as follows :

**Table 2. Simple Linear Regression Test Results**  
**Coefficients<sup>a</sup>**

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.259	2.517		3.678	.000
	Self efficacy (X)	.854	.073	.775	11.690	.000

a. Dependent Variable: Employee satisfaction (Y)

Based on the test results in the table above, the regression equation is obtained  $Y = 9,259 + 0,854X$ . Of the equation is explained as follows :

- 1) A constant of 9,259 means that if self-efficacy does not exist, then there is a value of employee job satisfaction of 9,259 point.
- 2) Self-efficacy regression coefficient of 0,854, this number is positive, meaning that every time there is an increase in self-efficacy by 0,854 point, then employee job satisfaction will also increase by 0,854 point.

#### b. Correlation Coefficient Analysis

Correlation coefficient analysis is intended to determine the level of strength of the relationship of the independent variable. The test results are as follows :

**Table 3. Results of testing the correlation coefficient of self-efficacy on employee job satisfaction**  
**Correlations<sup>b</sup>**

Efikasi diri (X)			Kepuasan Karyawan (Y)
Self efficacy (X)	Pearson Correlation	1	.775**
	Sig. (2-tailed)		.000
Employee job satisfaction (Y)	Pearson Correlation	.775**	1
	Sig. (2-tailed)	.000	

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

b. Listwise N=93

Based on the test results obtained a correlation value of 0,775 meaning that self-efficacy has a strong relationship to employee job satisfaction. Analysis of the Coefficient of Determination

Determination coefficient analysis is intended to determine the percentage of influence of the independent variable on the dependent variable. The test results are as follows :

**Table 4. Results of testing the coefficient of determination of self-efficacy on job satisfaction**  
**Model Summary**

Model	R	R Square	Adjusted R Square	Error of the Estimate
1	.775 <sup>a</sup>	.600	.596	2.758

a. Predictors: (Constant), Self efficacy (X)

Based on the test results obtained a determination value of 0,60 meaning that self efficacy has a contribution of influence of 60,0% on employee job satisfaction, while the rest is 40,0% influenced by other factors that were not studied.

### c. Hypothesis Testing

Hypothesis testing with t test is used to find out which hypothesis is accepted.

Hypothesis formulation: There is a significant influence of self-efficacy on employee job satisfaction.

**Table 5. The results of self-efficacy hypothesis testing on employee job satisfaction**  
**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients			
	B	Std. Error	Beta	t	Sig.	
1	(Constant)	9.259	2.517		3.678	.000
	Self-efficacy (X)	.854	.073	.775	11.690	.000

a. Dependent Variable: Employee job satisfaction (Y)

Based on the test results in the table above, the calculated t value is obtained > t table or (11,690% > 1,989), thus the hypothesis put forward that there is a significant influence between self-efficacy on employee job satisfaction is accepted.

## Discussion

### 1. The condition of the respondent's answer to the variable self-efficacy

Based on the respondent's answers, the self-efficacy variable was obtained *rating score* of 3,423 is on the scale 3,40 – 4,19 with good criteria or agree.

### 2. Condition of the respondent's answer variable employee job satisfaction

Based on the respondent's answers, the employee job satisfaction variable is obtained *rating score* of 3,849 is on the scale 3,40 – 4,19 with good criteria or agree.

### 3. The influence of self-efficacy on employee job satisfaction

Self-efficacy has a significant effect on employee job satisfaction with the regression equation  $Y = 9,259 + 0,854X$ , correlation value of 0,775 or have a strong relationship of influence of 60,0%. Hypothesis testing obtained t calculated > t table or (11,690% > 1,989). Thus the hypothesis proposed that there is a significant effect between self-efficacy on employee job satisfaction is accepted.

## Conclusion

a. The self-efficacy variable obtained a rating score of 3,423 across the scale 3,40 – 4,19 with the criteria of being good or

agreeing.

- b. Employee job satisfaction variable obtained a rating score of 3,849 in the range of the scale 3,40 – 4,19 with good or agree criteria.
- c. Self-efficacy has a significant effect on employee job satisfaction with the regression equation  $Y = 9,259 + 0,854X$ , correlation value of 0,775 or strong and the influence contribution is 60,0% while the remaining 40,0% is influenced by other factors. Hypothesis testing obtained t value calculated  $> t$  tabel or  $(11,690\% > 1,989)$ .
- d. Equality must enforce regulations properly in accordance with applicable regulations to ensure that employees are treated fairly.
- e. The company must always provide proper enthusiasm and appreciation to ensure employees have high morale.
- f. Company job satisfaction can be increased by empowering employees by enforcing good rules and providing even more intense motivation.

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