

Artikel-1

by Chamdan Purnama

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SELF EFFICACY, INNOVATIVE WORK BEHAVIOR AND JOB PERFORMANCE IN THE PANDEMIC COVID-19

Dinda Fatmah¹, Mirhamida Rahmah^{1*}, Chamdan Purnama¹, Lukman Hakim¹

¹Management Department Faculty of Economics Sekolah Tinggi Ilmu Ekonomi AI

Anwar Mojokerto 61361, Indonesia.

* Email: mirhamidar@gmail.com

Abstract:

This study examines the effect of direct and indirect self efficacy against job performance through innovative work behavior. The researchers tried to analyze these variables on the object of research, namely employees of the graphic design department at digital printing in Mojokerto, East Java. This is because these aspects are still not optimal for employees.

This study was designed as an explanatory research that aims to provide an explanation of the causal relationship between variables through hypothesis testing and aims to obtain appropriate testing in drawing causal conclusions. The sample of this study was 45 respondents from the digital printing design section of Mojokerto, East Java, using a saturated sampling technique.

This study uses partial least squares regression with the Smartpls version 3.0 program. It finds that self-efficacy directly has no significant effect on job performance. However, self efficacy indirectly has a significant effect on job performance. This shows that innovative work behavior can mediate the effect of self efficacy on job performance of company employees.

Keywords: Self Efficacy, Innovative Work Behavior, Job Performance

1. INTRODUCTION

During the Covid-19 pandemic, human resources in organizations play a very important role because the company's success in achieving its goals cannot be separated from the role of its employees. Moreover, at this time the Indonesian economy is also being faced with a disruptive era, which is an era where innovation from various lines moves very quickly. Innovation has become a concern of researchers and business practitioners in today's competitive business environment (Berghman et al., 2015; Alshammari et al., 2014) because innovation is a key factor

in world economic growth (Babkin et al., 2015) and corporate growth (Babkin et al., 2015) and corporate growth (Back et al., 2014). Under these conditions, researchers and businesses seek to develop strategies and resources to innovate in order to maintain sustainable competitiveness (Bernardo, 2014) and increase revenue and profit growth in the long term (Berghman et al., 2015). The large number of researchers and practitioners' attention to innovation has implications for the emergence of innovation variability.

The theoretical description above strengthens that innovative work behavior is an important factor in mediating the effect of self efficacy on performance. Therefore, the researchers tried to analyze these variables on the object of research, namely employees of the graphic design department at digital printing in Mojokerto, East Java. This is because these aspects are still not optimal for employees. Based on the results of initial observations, it was found that most of the employees had a fairly good performance. However, there are still some employees who have below average performance.

2. LITERATURE REVIEW AND RESEARCH HYPOTHESES

2.1. Self efficacy influences innovative work behavior and Job Performance

Bandura (1997) defines self-efficacy as a person's belief in his or her ability to organize and carry out actions to achieve set goals and seeks to assess levels and strengths across activities and contexts. A person's self-confidence about his ability or ability to perform a given task. Martinette et al (2014) revealed that innovation is the application of the ability of new ideas that have a function to respond to the environment to achieve success. Research conducted by Marin-Idarraga and Cuartas-Marin (2019) found evidence that innovation has a significant effect on employee performance. Different results were found by Puryantini et al (2017) who found evidence that innovation had no significant effect on performance.

As explained above, innovation is one of the factors to improve employee performance. In order to support innovation, self efficacy or self-confidence is also absolutely needed. Self efficacy is a sense of belief that a person has about how far they can carry out their duties and responsibilities (Santrock, 2007). Eka (2018) states that self-efficacy is one of the factors that can affect employee innovation and performance.

In this study, innovation behavior is defined as converting knowledge and ideas into products, processes, improving existing methods, products and services to meet customer needs and provide benefits to the company. This indicator was developed from research by Klein and Bhagat (2016) which consists of creativity, passion, expertise, thinking, and psychographics.

While self efficacy indicator Alwisol (2005) consists of five that are performance accomplishment, vicarious experiences, social persuasion, emotional and physiological states. While related to the dimensions of employee performance according to Purnama (2021), namely: work, quality, initiative, cooperation and discipline.

Research conducted by Dissanayake et al (2019) and Muallifah et al (2016) found evidence that self-efficacy has a positive effect on employee performance. The existence of a belief in employees psychologically can help the successful implementation of innovation by the organization.

The results showed that self-efficacy has a strong and positive relationship to behavior innovation and job performance. Therefore, the research hypothesis is as follows:

H1 : Self efficacy has a significant effect on job performance

H2 : Self efficacy has a significant effect on innovative work behavior

2.2. *Innovative Work Behavior Affects Job Performance*

Innovation is a person's desire or desire to learn about new things in broad and diverse concepts (Klein and Bhagat, 2016). This means that innovation begins with an urge to try something new on what you want to learn without any specific limitations.

There are five indicators that can be used to measure innovation. The following are five indicators according to Klein and Bhagat (2016) creativity, passion, expertise, thinking style, and psychographics.

In this study, innovative work behavior is defined as converting knowledge and ideas into products, processes, improving existing methods, products and services. to meet customer needs and provide benefits to the company. This indicator was developed from Damanpour (1991) research which consists of; administrative innovation, technical innovation, service innovation, product innovation,

Cottam's research (2001) explains that innovation strategy is one of the strategies for companies to create competitive advantage so that they can survive in a competitive business environment. Research conducted by Kusuma and Main (2021) and Marin and Marin (2019) found evidence that innovation significantly influence employee performance

Based on the description can be formulated in this study is

H3: Innovative work behavior ¹ has a significant effect on job performance.

H4: ¹ Innovative work behavior mediates the relationship between self efficacy and job performance.

3. RESEARCH METHODS

3.1. Research Design

In general, ¹ this study aims to describe and analyze the ¹ relationship between self efficacy and innovative work behavior, on job performance. In accordance with its objectives, this research is a type of research. The design of this research when associated with the paradigm of the research methodology is an explanatory research that aims to provide an explanation of the causal relationship between variables through hypothesis testing and aims to obtain appropriate testing in drawing causal conclusions between two or more variables through hypothesis testing (Sugiyono, 2012). Through empirical research, the hypothesis will be tested for truth.

3.2. Population And Sample

The population in this study were all 45 employees of Fajar Mojokerto Printing. The sample is part of the population that will be used as objects in conducting research and testing data. The sample size in this study was 45 employees. The sampling technique used in this study is a saturated sampling technique. According to Sugiyono (2012) the saturated sampling technique is a technique for determining the number of samples by using all members of the population as a sample, this is often done when the population is relatively small, which is less than 100 people/object.

3.3. Method of Data Collection

The measurement used in this study is the scale likert. The distribution of questionnaires to a number of respondents contains statements on research variables in order to obtain answers according to the perceptions of the respondents. To answer all the statements that exist, namely by using five categories of scale Likert. In this study the weights given are 1 to 5. Examples of alternative answers used in this research questionnaire are: strongly agree (SS) is given a score of 5, agree (S) is given a score of 4, less agree/neutral (N) is given a score of 3, disagree (TS) is given a score of 2, strongly disagree (STS) is given a score of 1 (Sugiyono, 2012).

3.4. Data Analysis

Method The PLS analysis method in this study was carried out in two stages. The first stage is to evaluate the measurement model or outer model. The four criteria for assessing the outer model, namely dimensional reliability, internal consistency reliability, convergent validity, and discriminant validity have been met. The second stage is to evaluate the structural model or inner model which is carried out to see the relationship between the construct, significance value, and R-square of the research model. testing empirical models of PLS-based research with SmartPLS software (Ghozali: 2021)

4. RESULTS AND DISCUSSION

4.1. Result of Structural Model

Testing Inner Model Test. Structural models focus on hypothesized relationships or paths between latent variables. The results of the inner model test can be seen in Figure 1.

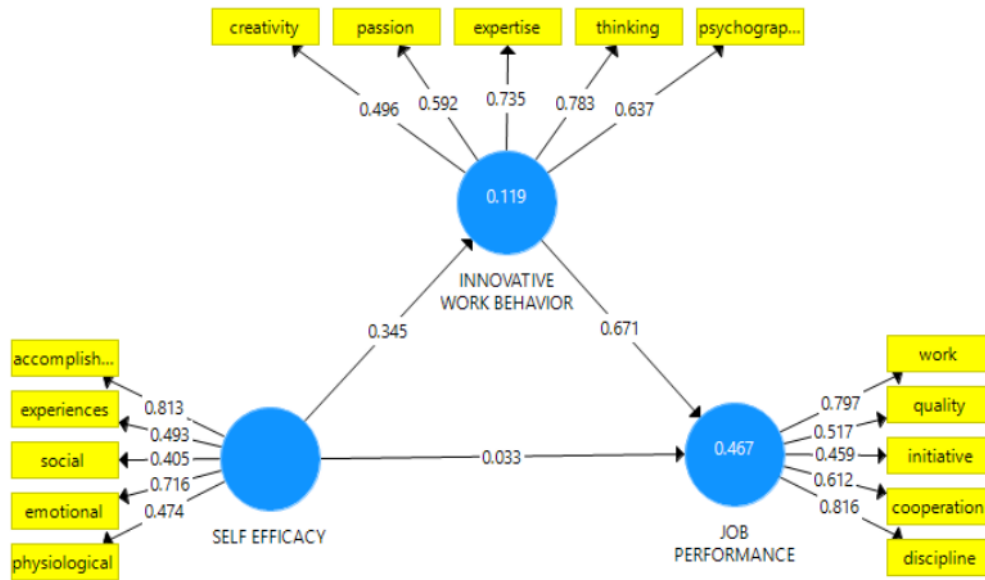


Figure 1. Structural Model

The structural model was evaluated using R-square for the dependent construct and t-test as well as the significance of the coefficients of the structural path parameters.

Structural model evaluation is a measurement to evaluate the level of accuracy of the model in the research as a whole by being formed through several variables and their indicators. Model fit (goodness of fit models) which means an index and a measure of the goodness of the relationship between latent variables that are constructed within a research concept framework. Goodness of fit models in the PLS analysis were carried out using R-square and Q-square predictive relevance. The results of the goodness of fit model have been summarized in the following table.

Table 1
Results of R-Square and Q-Square Predictive Relevance

Variabel	R-Square	Q-Square
Job Performance	0.467	0.788
Innovative Work Behavior	0.119	0.779

Source: processed data

Based on Table 1, the R-square value of job performance is 0.467 or 46.7%. These results indicate that the diversity of job performance variables can be explained by self efficacy and innovative work behavior of 46.7%. In other words, the contribution of self-efficacy and innovative work behavior to job performance is 46.7%, while the remaining 43.3% is the contribution of other variables not discussed in this study. The value of r-square on the innovative work behavior variable is 0.119 or 11.9%. These results indicate that the diversity of innovative work behavior variables can be explained by self efficacy of 11.9%. In other words, the contribution of self-efficacy is 11.9% while the remaining 88.1% is a contribution from other variables not discussed in this study.

In the value of Q-square predictive relevance, the job performance variable has a value of 0.788. This shows that self-efficacy and innovative work behavior have very strong predictive power on job performance. The innovative work behavior variable has a Q-square predictive relevance value of 0.779. This shows that self efficacy has a very strong predictive power on innovative work behavior.

4.2. Hypothesis Testing Results Hypothesis

testing in this study uses SmartPLS version 3.0 on the grounds that the use of this program can identify nonlinear relationships between latent variables and correct path coefficient values based on these relationships. The research hypothesis is accepted or rejected. The results of testing the complete hypothesis are in the following description below:

1. Hypothesis Testing Direct Effects

The results of hypothesis testing and the path coefficients of direct influence between the variables of self-efficacy and innovative work behavior on job performance are as presented in Table 2 below.

Table 2. Results of Direct Effect Hypothesis Testing

Variable Independent	Variable Dependent	Path Coefficients	T-Statistics	P-Value	Conclusion
Self efficacy	Job performance	0.033	0.405	0.686	Not Significant
Self efficacy	Innovative work behavior	0.345	4.118	0.000	Significant
Innovative work behavior	Job performance	0.671	9.847	0.000	Significant

Source: processed data

2. Hypothesis Testing Indirect Effects

The results of hypothesis testing and the path coefficients of indirect influence between the variable self efficacy on job performance and the variable innovative work behavior as a mediation can be presented in Table 3 below.

Table 3. Results of Indirect Effect Hypothesis Testing

Variable Independent	Variable Mediation	Variable Dependent	Path Coefficients	T-Statistics	P-Value	Conclusion
Self Efficacy	Innovative Work Behavior	Job Performance	0.232	3.971	0.000	significant

Source: processed data

Based on Table 2, it can be explained that the results of testing the direct influence of each variable are as follows:

H1: Self Efficacy ¹ has a Positive Effect on Job Performance

The results of the research on the effect of Self efficacy on job performance have a path coefficient value of 0.033 and a t-Statistic of 0.405 which is smaller from t-Table with a significance level (p-value) of 0.686. Considering the t-Statistic value of 0.405 is smaller than the t-Table and the p-value 0.686 is greater than the level of significance ($\alpha=0.05$), then there is evidence that empirically rejects the influence of self efficacy on job performance. That is, better Self efficacy has not had an impact on increasing job performance. Thus it can be concluded that Self efficacy does not have a positive effect on job performance (H1 is rejected).

Empirically, the results of this study indicate that self-efficacy in the company is not able to improve job performance. This happens because self efficacy does not prioritize emotionality. It is also the reason that self efficacy in the company cannot improve the work ability of employees in carrying out cooperation activities. In addition, self-efficacy that wishes to improve job performance is a state of organization that prioritizes being more advanced and developing. This means that employees participating in work participation do not have a good impact on job performance. So, the attitude of employees in self efficacy as above cannot encourage an employee to improve their performance.

Theoretically, these results contradict the study conducted by Dissanayake et al (2019) and Muallifah et al (2016) found evidence ¹ that self-efficacy has a positive effect on employee performance. The importance of self-efficacy in a person needs to be a concern for organizational management. The management must be able to generate self-efficacy in its employees because it can help improve employee innovation behavior and improve performance.

H2: Self Efficacy Positively Affects Innovative Work Behavior

The results of testing the effect of self efficacy ¹ on innovative work behavior ¹ have a path coefficient value of 0.345 and a t-statistic value of 4.188 which is greater than the t-table with a significant level (p-value) of = 0.000. Considering that the value is t-statistic 4.188 ¹ which is greater than the t-table and the p-value is <0.05, there is evidence that empirically accepts the

influence of self-efficacy on innovative work behavior. The path coefficient has a positive sign, this indicates that the direct influence between self-efficacy and innovative work behavior is unidirectional. That is, the better the self-efficacy, the better the innovative work behavior. Conversely, the worse the self-efficacy, the worse the innovative work behavior. Thus, it can be concluded that self-efficacy has a positive effect on innovative work behavior (H2 is accepted).

Empirically, the results of this study indicate that the company's self efficacy is able to increase innovative work behavior. This is because self-efficacy in company employees prioritizes emotionality. This statement is the reason that self-efficacy in company employees can increase innovative work behavior and cooperation. In addition, self-efficacy that wishes to improve innovative work behavior is an organizational situation that prioritizes emotional enhancement. That is, the company's employees put forward the emotion in giving a good impact on innovative work behavior. So, the attitude of employees in self-efficacy as above can encourage an employee to increase innovative work behavior on employee altruism and sportsmanship in the company.

Theoretically, the results of the study are in line with research conducted by Eka (2018) which states that self-efficacy is one of the factors that can affect employee innovation and performance. Self-efficacy is a sense of belief that a person has about how far they can carry out their duties and responsibilities (Santrock, 2007).

H3: Innovative Work Behavior Positively Affects Job Performance

The results of testing the effect of innovative work behavior on job performance, have a path coefficient value of 0.671 and a t-statistic value of 9,847 with a significant level (p-value) of 0.000. Considering the t-statistic of 9,847 is greater than the t-table and the p-value of 0.000 is smaller than the level of significance of 0.05, there is evidence that empirically accepts the influence of innovative work behavior. on job performance. The path coefficient has a positive sign, this indicates that the direct influence between innovative work behavior and job performance is unidirectional. That is, the better the innovative work behavior, the better the job performance. On the other hand, the worse the innovative work behavior, the worse the job performance. Thus, it can be concluded that innovative work behavior has a positive effect on

job performance (H3 is accepted). Empirically, the results of this study indicate that the innovative work behavior of company employees is able to improve their job performance.

Theoretically, the results of this study are in line with the research of MacKenzie et al., (1998) which stated the results that innovative work behavior has a positive and significant effect on job performance. Relevant previous research related to innovative work behavior Among other things, Purnama's research (2013) found that innovative work behavior has a positive influence in influencing the company's performance.

Based on Table 3, it can be explained that the results of testing the indirect effect of are as follows:

The analysis of mediating variables can be done through the approach that is the difference in the coefficient of direct influence and the coefficient of indirect influence, the approach of the difference in coefficient uses the examination method by analyzing with and without involving the mediating variable.

H4: Innovative Work Behavior Becomes a Mediating Variable Relationship Between Self Efficacy and Job Performance

The H4 test aims to see the mediating role of innovative work behavior on the effect of self efficacy on job performance. Based on table 2. The direct effect of self efficacy on job performance = 0.03 and in table 3 the indirect effect of self efficacy on job performance through innovative work behavior with a value of 0.232. The results of testing the effect of self efficacy on job performance with the mediator of innovative work behavior, it is known that the path coefficient of self efficacy on innovative work behavior and innovative work behavior on job performance is significant, but the coefficient on the path of self efficacy on job performance is not significant.

Thus, it can be concluded that the mediation of innovative work behavior between self efficacy and job performance is classified as complete mediation. Based on these calculations, it can be concluded that innovative work behavior is able to mediate the relationship between self efficacy and job performance. The results of the mediation test also show that innovative work behavior provides a full mediating role (H4 is accepted).

The results of the indirect relationship test show that innovative work behavior as a mediation has a significant influence on the effect of self efficacy on job performance. The full mediation results illustrate that innovative work behavior is a bridge between the variables of self efficacy and job performance.

Innovative work behavior on the effect of self efficacy on job performance acts as a perfect mediation, which means, self-efficacy can affect job performance through the mediation of innovative work behavior, while self-efficacy cannot directly affect job performance. Regarding the empirical situation, the results of this analysis prove that innovative work behavior is an intervening variable that acts as a meditation on the perfect relationship between self efficacy and job performance.

5. CONCLUSION

Based on the results of data analysis and discussion related to self-efficacy, innovative work behavior and job performance of company employees, the following conclusions can be drawn:

Self efficacy has no significant direct effect on job performance. This shows that higher self efficacy has not been able to increase the job performance company's.

Meanwhile, self efficacy indirectly affects job performance through innovative work behavior. This shows that innovative work behavior is able to bridge the influence of self efficacy on job performance, which means that self efficacy can have a good effect on job performance if it is accompanied by innovative work behavior owned by company employees.

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