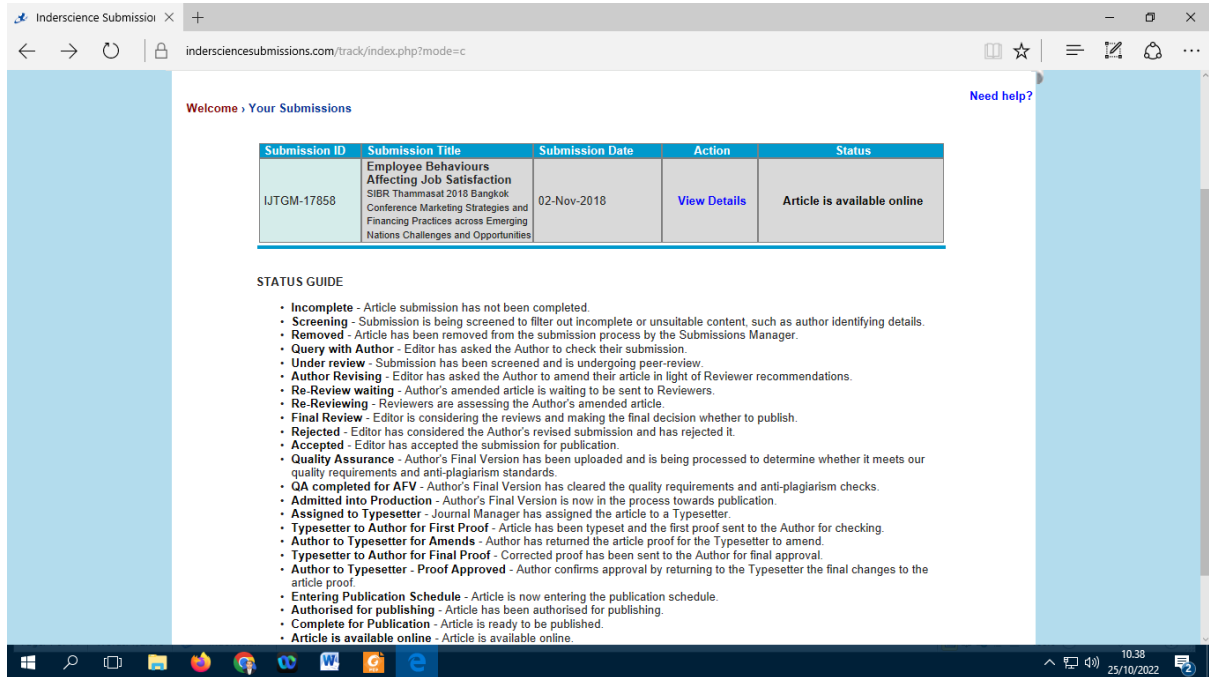


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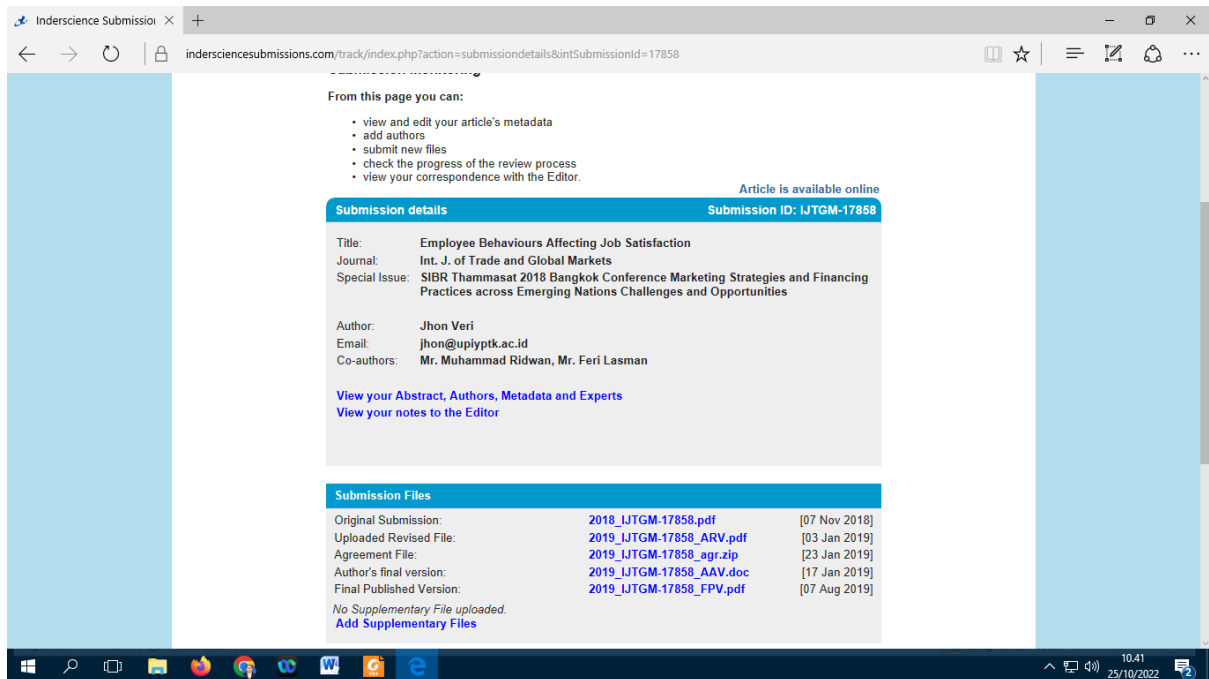
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The Employees Behavior that Affects Job Satisfaction

Abstract

Human Resource Development (HRD) is required to all large and small companies, especially concerning employees which are the most important factor in a company since it can assist the company in achieving the goals. The research objective is to prove the direct influence of the behavior of employees on job satisfaction in the Batang Hari Barisan Company. The findings of this study present that the biggest contribution of employee behavior in influencing work satisfaction is Self Efficacy behavior with indicators of employees who has morale and not a quitter. An empirical descriptive study was carried out on employees of a company work in processing rubber raw materials in Indonesia. To collect the data, 78 employees are used as total sample. The data were analyzed using partial least square method of structural equation modeling. The result of this study revealed that Self Efficacy is very dominant in influencing employees' job satisfaction. It is expected that the company could establish good relationships with the employees, thus the employees could develop their abilities, which would also give positive impact for the company in improving job effectiveness.

Keywords: Self Efficacy, Locus of Control, Goal Commitment, Job Satisfaction

1. INTRODUCTION.

Humans are an important source which is varied and sometimes become a problem in an organization. The need of human resource management occurs in all organizations, not only in large organizations but also in small organizations. One of the most important factors of human resource management is employee. Employee is important in reaching the goals of organization.

Based on the problem above, it could be seen that the number of resigned employees of organization is bigger than the number of new employees. This is certainly caused by many factors, one of them is employees' job satisfaction. Therefore, the researchers decided to conduct this research. (Aubé & Rousseau, 2011) Detrimental effect that interpersonal aggressive behaviors may have two dimensions of team effectiveness and the mediating role of team goal commitment in these correlations. (Beltrán-Martín, Bou-Llusar, Roca-Puig, & Escrig-Tena, 2017) The organizational context has an effect on employee proactivity. (Caers et al., 2008) An adequate understanding of the sources of job satisfaction. (Yanagizawa & Furukawa, 2016) The influence of job type (line or staff) on perceptions of management objectives (MBO) effectiveness, goal commitment, and goal attainment behavior, as well as mediating effects of perceptions of MBO effectiveness and goal commitment and moderating effects of supervisor behavior.

2. LITERATURE REVIEW.

2.1 SELF-EFFICACY

According to (Wood & Marshall, 2008) The main predictor of self-efficacy is the amount of training received by appraisers across the multiple sub-tasks of appraisal, (Martin & Timmings,

2017) Self-efficacy results in higher reading of "coping" websites, (Beltrán-Martín et al., 2017) to improve how high performance work systems contribute to improve proactive employee behavior based on the role of broad self-efficacy,

2.2 LOCUS OF CONTROL

According to (Li & Chung, 2009) Understanding children's locus of control in the future is a necessary step to designing appropriate interventions to reduce stress and high levels of anxiety in children before the academic exam in order to strengthen their coping mechanisms, (Goodman, Leggett, & Garrett, 2007) Offenders who are imprisoned with intellectual disabilities seem to be more likely to have an external locus of control that is greater than those suspected or not offenders, (Harell, Soroka, & Iyengar, 2017) conceptualize control at three levels: (1) perceptions of individual locus of control (i.e., feeling that one can control one's own circumstances), (2) perceptions of societal control (i.e., feeling that the country has control over immigration), and (3) perceptions of an out-group's locus of control (i.e., feeling that an out-group's social circumstances are caused by dispositional factors rather than external factors).

2.3 GOAL COMMITMENT

According to Nenkov, G. Y., & Gollwitzer, P. M. (2012) in their research entitled "Pre-versus post decisional deliberation and goal commitment: The positive effects on defensiveness", to what extent personal goals relate to a strong determination, a reluctance to abandon or lower an initial goal, a willingness to invest effort, and effortful for the goal. Thus, goal commitment is to what extent does an employee persistent in completing a job with a goal that they want to achieve, (Ertmer & Newby, 2013) Goal Commitment with indicator "My coworkers continue to strive to produce the highest level of results." is part of the Goal Commitment, (Nenkov & Gollwitzer, 2012) a partial focus on the excess pursuit of goals, which is intended to maintain existing goal commitments, which encourages the effect of strengthening post decisional discussion on goal commitment, (Jiang, 2016) Male Goal Commitment is stronger when compared to women,

2.4 JOB SATISFACTION

According to (Chesters & Baxter, 2011) The most important factor that predicts employee job satisfaction is daily work experience, (Caers et al., 2008) Job satisfaction is one of the strongest predictors of intent to stay and retention of nurses. An adequate understanding of the sources of job satisfaction and their importance can help policymakers in the community maintenance setting to cope with the growing demand for its services, (Mcglynn, Griffin, Donahue, & Fitzpatrick, 2012) Leaders must recognize that job satisfaction consists of many dimensions, and each of these dimensions is important for maintaining retention. The application of a professional practice model can increase awareness of lost components in the practice environment and lead to a decrease in overall satisfaction. A broader understanding of the characteristics associated with the increase of satisfaction can help in the development of organizational changes which is needed to maintain and attract employees.

3. RESEARCH METHOD.

3.1. POPULATION AND SAMPLES

3.1.1 Population

Population in this research is permanent employee of Batang Hari Barisan Ltd. Padang. In this study, the population is all permanent employees of Batang Hari Barisan Ltd. Padang which are 346 employees in total. The subject of this study is permanent employee.

3.1.2 Sample

In this study, the researchers used convenience sampling technique, which means the selection of the sample, is based on convenience. This technique is a non-random sampling technique that does not take opportunities into account. This technique is chosen in order to make the total of the samples could represent the population well, with a sample of 78 employees.

3.2. DATA COLLECTION TECHNIQUE

3.2.1. Interview

The researchers conducted direct interviews with respondents by asking questions about self-efficacy, locus of control, goal commitment, and other factors that influence job satisfaction.

3.2.2. Questionnaire

The researchers collect the data in the form of questionnaire and the questionnaire is answered objectively by the employees.

3.3. TECHNIQUE OF DATA ANALYSIS

This method aims to describe the facts and characteristics of a situation systematically, in this case, the data which are already collected, classified, interpreted, and formulated, in order to get a clear description of the problem in this study. In this study, this data analysis technique used quantitative data. All of quantitative data obtained from questionnaires was collected, processed, simplified, and presented. The data were analyzed using partial least square method of structural equation modeling and analyzed descriptively through the table of frequency in order to be easily understood. Based on formulation of the problem and theoretical basis above, the framework of thinking can be drawn as follows:

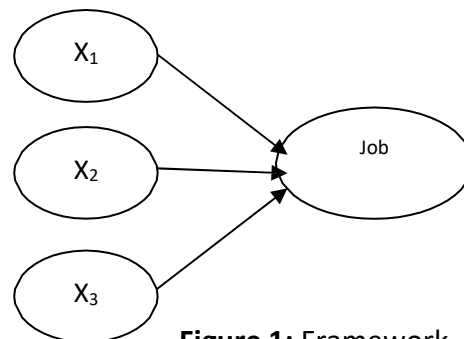


Figure 1: Framework

Hypotheses:

Based on the framework of thinking that has been stated before, the researchers created several hypotheses to the problem as follows:

H₁: Self-efficacy has significant effect on employee job satisfaction.

H₂: Locus of Control has significant effect on employee job satisfaction.

H₃: Goal Commitment has significant effect on employee job satisfaction.

4. EXPERIMENT.

This method aims to describe the facts and characteristics of a situation systematically, in this case, the data which are already collected, classified, interpreted, and formulated, in order to get a clear description of the problem in this study. In this study, this data analysis technique used quantitative data. All of quantitative data obtained from questionnaires is collected, processed, simplified, presented, and analyzed using partial least square method of structural equation modeling. Based on the R² value of each endogenous variable, the results of the calculation of predictive relevance values of 0.866 or 86,6% are very high, so the model is worthy of having relevant predictive values. Predictive relevance value of 86,6% indicates that the diversity of data that can be explained by the PLS model built is 86,6%. While the remaining 13,4% is explained by other variables (which have not been contained in the model) and error.

4.1. Measurement

4.1.1. Variable of Self Efficacy

The strongest indicator as a measure of Self Efficacy is morale and not giving up easily which has the value of outer loading 0.884 which is the highest value among the nine other indicators. In this case the Self Efficacy behavior that plays the most roles is morale and not giving up easily. This finding gives the meaning that the behavior of Self Efficacy:

- a. Have confidence in the ability to take action to achieve a result.
- b. Have confidence in the ability to overcome obstacles in the level of difficulty faced by the task.
- c. Have a positive view of the task at hand.
- d. Have strong self-confidence in self potential in completing tasks.
- e. Have a commitment to complete the task well.

4.1.2. Variable of Locus of Control

The strongest indicator as a measure of Locus of Control is Effective thinking which has the value of outer loading 0.866 which is the highest value among the eight indicators. In this case the Locus of Control behavior that plays the most roles is Effective thinking. This finding gives the meaning that the behavior of Locus of Control:

- a. Using creativity (collecting, choosing, and combining several alternatives) in order to obtain maximum results.
- b. Think to find solutions and get out of trouble by identifying, understanding, creating ideas, and imagining.

4.1.3. Variable of Goal Commitment

The strongest indicator as a measure of Goal Commitment is willingness in achieving the stated goals which has the value of outer loading 1.000 which is the highest value

among the other eight indicators. In this case the Goal Commitment behavior that plays the most roles is willingness in achieving the stated goals. This finding gives the meaning that the behavior of Goal Commitment:

- a. Have full attention to everything they are doing.
- b. Do their best and concentrate on doing work.

5. RESULTS AND ANALYSIS.

Based on the analysis and discussion above, the results of this study can be interpreted as follows:

5.1. Outer Model Result.

Outer model is a measurement of variables based on the indicators. The outer loading or outer weight values indicate the weight of each indicator as a measure of each latent variable. Indicator with the outer loading or the outer weight means that the indicator is the strongest variable gauge.

The first variable is Self Efficacy (X_1). The results of testing the outer model of Self Efficacy (X_1) are presented in Table 1. There are nine measuring indicators for only three valid ones with t-statistics > 1.96 and p-value < 0.05, meaning that the three indicators are significant in measuring Self Efficacy. From the three indicators, it can be seen that the ($X_{1.5}$) indicator that is morale and not giving up easily is the dominant indicator of measuring Self Efficacy. The second variable is Locus of Control (X_2). The test results of the outer model Locus of Control (X_2) are presented in Table 1. There are eight measuring indicators for only four valid ones with t-statistics > 1.96 and p-value < 0.05, meaning that the four indicators are significantly measuring Locus of Control. From the four indicators, it can be seen that the ($X_{2.6}$) indicator that is effective thinking is the dominant indicator in measuring Locus of Control. The third variable is Goal Commitment (X_3). The results of testing the outer Goal Commitment (X_3) model are presented in Table 1. There are eight measuring indicators while only one that is valid. However, it does not have t-statistic value > 1.96 and p-value < 0.05, meaning that one indicator insignificantly measures Goal Commitment.

Table.1: Outer Model

Variable	Indicator	Outer Loading (Highest Value)	t-Statistic	p-value
Self Efficacy (X_1)	$X_{1.5}, X_{1.6}, X_{1.8}$	$X_{1.5} = 0,884$	56,702	0,000
Locus of Control (X_2)	$X_{2.1}, X_{2.5}, X_{2.6}, X_{2.7}$	$X_{2.6} = 0,866$	21,681	0,000
Goal Commitment (X_3)	$X_{3.3}$	$X_{3.3} = 1,000$	-	-

5.2. Inner Model Result.

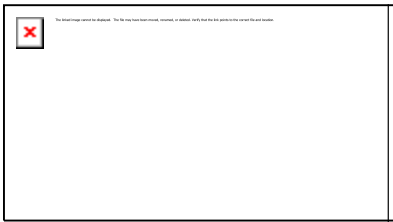
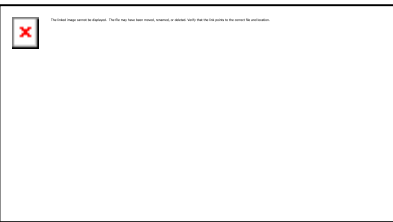
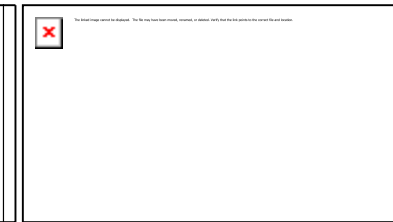
Testing the inner model or structural model actually tests the correlation between variables in the study. Hypothesis testing is done with the t-statistic and p-value values in each path of influence partially.

Testing between Self Efficacy on Job Satisfaction obtained the inner weight coefficient value of 0,933, with t-statistic value 28,252, and p-value of 0,000. Because of the t-statistic value $<1,96$, and p-value $>0,05$, there is a direct effect between Self Efficacy (X_1) on Job Satisfaction. Then this hypothesis (H_1) is accepted. Meanwhile, the Locus of Control and Goal Commitment variables to Job Satisfaction variable obtained the inner weight coefficient of -0,030 and -0,0126. It means that there is no direct influence between Locus of Control (X_2) and Goal Commitment (X_3) on Job Satisfaction. Then this hypothesis (H_2 and H_3) is rejected. The results of testing the inner model are presented in Table.2. and Figure.2.

Table.2: Inner Model

Direct Influence	Inner Weight	t-Statistic	p-value
Self Efficacy → Job Satisfaction	0,933	28,252	0,000
Locus of Control → Job Satisfaction	-0,030	0,529	0,597
Goal Commitment → Job Satisfaction	-0,0126	3,179	0,002

Figure.2: Total Effect

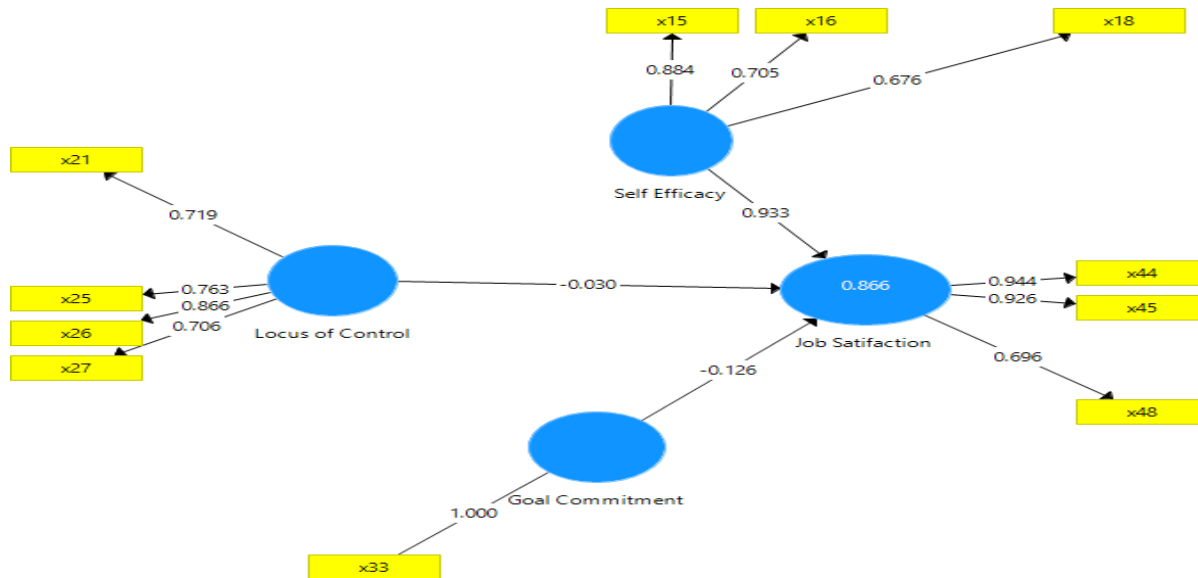
Positive and Significant	Negative and Insignificant	Negative and Significant
		

5 CONCLUSION

Based on the results above, it can be concluded that the behavior of Self Efficacy, Locus of Control, and Goal Commitment have an effect on employee job satisfaction, but Self Efficacy behavior has a very high influence. The findings showed that employee job satisfaction is largely determined by Self Efficacy behavior of an employee, especially those related to employee behavior that has morale and not giving up easily when experiencing obstacles in completing the work. The employees

who have good self-efficacy can achieve job satisfaction so that the company's performance can be improved.

APPENDIX: Smart PLS 3. Process



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3. Review

Employee Behaviours Affecting Job Satisfaction

Abstract

This research aims to prove the direct influence of employee behaviour on job satisfaction. An empirical descriptive study was performed, with the sample consisting of 78 employees working in companies processing rubber raw materials in Indonesia. The data were analysed using partial least square method of structural equation modelling. Results reveal that self-efficacy exerts the most influence on job satisfaction. The indicators of this particular employee behaviour are morale and perseverance. Companies should establish good relationships with employees to improve job satisfaction. Enabling it to compete to face globalization

Keywords: Self-efficacy; Locus of Control; Goal Commitment; Job Satisfaction

1. Introduction

Globalisation impacts international trade and increases international competition (Budiman, 2014), and employees are an important source to get ahead of the competition. The problem lies in the fact that employees possess varying characteristics, and their uniqueness sometimes leads to disagreements within an organisation. Thus, all organisations need human resource management. Employees are indispensable for organisations to reach their goals, so employees' skills should be developed by implementing updated techniques, such as coaching (Achi. & Sleilati, 2016).

The number of resigned employees of an organisation is bigger than the number of new employees. This discrepancy is caused by many factors, including employee job satisfaction. With this issue in mind, researchers decide to explore employee job satisfaction. Organisational commitment and leadership trust affect employee job satisfaction (Palupi, Cahjono, & Satyawati, 2017). Interpersonal aggressive behaviours may exert a detrimental effect on two dimensions of team effectiveness, and team goal commitment has a mediating role in these correlations (Aubé & Rousseau, 2011). Organisational context also affects employee proactiveness (Beltrán-Martín, Bou-Llusar, Roca-Puig, & Escrig-Tena, 2017). (Caers et al., 2008) present an adequate understanding of the sources of job satisfaction. (Yanagizawa & Furukawa, 2016) identify the influence of job type (line or staff) on perceptions of management-by-objective (MBO) effectiveness, goal commitment and goal-attainment behaviour as well as the mediating effects of perceptions of MBO effectiveness and goal commitment and the moderating effects of supervisor behaviour. (Tahir, 2010) explores the benefits of using electronic systems in accelerating the achievement of employee work goals. The findings reveal that e-performance systems identify the main components that exert a dramatic impact on the efficiency and effectiveness of government operations.

2. Literature Review

2.1 Self-Efficacy

According to (Wood & Marshall, 2008), the main predictor of self-efficacy is the amount of training received by appraisers across the multiple subtasks of appraisal (Martin &

Timmings, 2017). Self-efficacy results in high reading of ‘coping’ websites, and (Beltrán-Martín et al., 2017) look into enhancing how high-performance work systems contribute to improving proactive employee behaviour based on the broad role of self-efficacy. (Indradevi, 2015) reveals that consciousness emerges when a relationship is stronger than emotional intelligence followed by extraversion, openness to experience and friendliness. The result (Hendrawan & Ari Nugroho, 2018) showed that extraversion and agreeableness personalities partially influenced behaviour. Self-efficacy is also followed by the level of emotional intelligence, (Ali Azouzi & Jarboui, 2017) argues whether to distribute dividends or not depends on CEO emotional intelligence level.

2.2 Locus Of Control

According to (Li & Chung, 2009), understanding children’s locus of control in the future is a necessary step to designing appropriate interventions for reducing stress and high levels of anxiety among children before taking academic exams to strengthen their coping mechanisms. (Goodman, Leggett, & Garrett, 2007) find that offenders who are imprisoned with intellectual disabilities are likely to have an external locus of control that is greater than those suspected or non-offenders. (Harell, Soroka, & Iyengar, 2017) conceptualise control at three levels: (1) perceptions of individual locus of control (i.e. feeling that one can control one’s own circumstances), (2) perceptions of societal control (i.e. feeling that the country has control over immigration) and (3) perceptions of an out-group’s locus of control (i.e. feeling that an out-group’s social circumstances are caused by dispositional factors rather than external factors).

2.3 Goal Commitment

According to (Nenkov & Gollwitzer, 2012), the extent of personal goals relate to a strong determination, a reluctance to abandon or lower an initial goal, a willingness to invest effort and an effort for the goal. Thus, goal commitment is the extent of an employee’s persistence in completing a job with a goal. (Ertmer & Newby, 2013) claim that goal commitment is part of goal commitment. They used the indicator ‘My coworkers continue to strive to produce the highest level of results’. (Nenkov & Gollwitzer, 2012) focus partially on the excess pursuit of goals that is intended to maintain existing goal commitments which encourages the effect of strengthening post-decisional discussion on goal commitment. (Jiang, 2016) finds that the goal commitment of males is stronger than that of women. Employees must have goal commitment to eliminate opportunistic behaviour according to (Jaja Raharja, 2018) opportunistic behaviour for the parties involved which in turn causes high costs assured by the company. Goal commitment requires employees to get educational status and social demonstration (Toqueer Akhtar & Qasim Asad, 2016) highlights and provides key insight into the identification crisis the educated class faces. The need for goal commitment to get ethnic diversity behaviour (Fen Chuah & Hooy, 2018) diverse ethnic directors to participate in the board activities and make decision that ensure the benefits of all stakeholders.

2.4 Job Satisfaction (Jaja Raharja, 2018)

According to (Chesters & Baxter, 2011), the most important factor that predicts employee job satisfaction is daily work experience. (Caers et al., 2008) find that job satisfaction is one of the strongest predictors of intent to stay and retention among nurses. An adequate understanding of the sources of job satisfaction and their importance can help policymakers

in the community maintenance setting cope with the growing demand for services. (Mcglynn, Griffin, Donahue, & Fitzpatrick, 2012) find that leaders must recognise that job satisfaction consists of many dimensions, and each of these dimensions is important for maintaining retention. Applying a professional practice model can increase awareness of lost components in practice and determine the source of decrease in overall satisfaction. A broad understanding of the characteristics associated with the increase of satisfaction can help in the development of organisational changes needed to maintain and attract employees. Employee satisfaction is also determined by the form of the company such as family owned enterprises (FOE) and state owned enterprises (SOEs)(Sukmadilaga, Shamsir, & Hassan, 2017) SOEs had better performance than FOE since SOEs performance increased more stably.

3. Method

3.1. Data Collection

3.1.1. Interview

The researchers conducted direct interviews with respondents. They asked questions about self-efficacy, locus of control, goal commitment and other factors that influence job satisfaction.

3.1.2. Questionnaire

The researchers collected data via questionnaire which was answered objectively by employees. The research population comprised 346 employees. The researchers used convenience sampling technique which selected sample based on convenience. This non-random sampling technique does not take opportunities into account. This technique is chosen to enable the sample of 78 employees to represent the population well.

3.2. Data Analysis

This method aims to describe the facts and characteristics of a situation systematically. Hence, the data in this study were already collected, classified, interpreted and formulated to obtain a clear description of the problem. For the data analysis, the researchers used quantitative data. All quantitative data obtained from questionnaires were collected, processed, simplified and presented. The data were analysed using partial least square method of structural equation modelling and analysed descriptively through the table of frequency for easy understanding. Based on the formulation of the problem and theoretical basis, the framework can be drawn as follows:

Figure 1: Framework



X₁ = Self Efficacy, X₂ = Locus of Control, X₃ = Goal Commitment

Hypotheses:

Based on the developed framework, the researchers proposed the following hypotheses:

H₁: Self-efficacy exerts a significant effect on employee job satisfaction.

H₂: Locus of control exerts a significant effect on employee job satisfaction.

H₃: Goal commitment exerts a significant effect on employee job satisfaction.

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4. Experiment

Based on the R² value of each endogenous variable, the results of the calculation of predictive relevance values of 0.866 or 86.6% are very high. The model is worthy of having relevant predictive values. Predictive relevance value of 86.6% indicates that the diversity of data that can be explained by the PLS model built is 86.6%. By contrast, the remaining 13.4% is explained by other variables (which have not been contained in the model) and error.

4.1. Measurement

4.1.1. Self-efficacy

Self-efficacy can affect job satisfaction. Job satisfaction is a general attitude towards work that shows the difference between the number of awards received by workers and the amount believed to be accepted (Robbins, 2003). (Simamora, 2004) states that performance reflects how well employees meet job requirements. It can also be interpreted as real behaviour displayed by employees as work performance produced by employees in accordance with their role in the company. The strongest indicators of self-efficacy are morale and perseverance. Both have the value of outer loading 0.884 which is the highest value among the nine other indicators. In this case, the self-efficacy behaviours that play the most roles are morale and perseverance. This finding demonstrates that employees with self-efficacy possess the following:

- a. confidence in the ability to take action to achieve a result
- b. confidence in the ability to overcome obstacles in the level of difficulty faced by the task
- c. a positive view of the task at hand
- d. strong self-confidence in self potential in completing tasks
- e. a commitment to complete the task well

4.1.2. Locus of Control

(Patten, 2006) identifies the personal characteristics that affect job satisfaction as locus of control. Locus of control is the degree to which a person accepts personal responsibility for what happens to him/her. It is a person's perception of success or failure in performing various activities in his/her life that are associated with individual internal factors that include work ability and work actions related to the success and failure of the work of the individual concerned. In addition, it is also related to individual external factors such as fate, luck, power and work environment. By contrast, job satisfaction is a feeling of satisfaction or pleasing towards work which as a result of a subjective assessment of aspects of work. The strongest indicator of locus of control is effective thinking which has the value of outer loading 0.866 – the highest value among the eight indicators. In this case of locus of control, the behaviour that plays the most roles is effective thinking. This finding provides evidence that employees with locus of control do the following:

- a. use creativity (collecting, choosing and combining several alternatives) to obtain maximum results

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- b. think to find solutions and get out of trouble by identifying, understanding, creating ideas and imagining

4.1.3. *Goal Commitment* Employee behaviours affecting job satisfaction

(Rama & Barusman, 2014) claim that employees who work happily and without coercion will give good results and will foster employee organisational commitment to the company. The strongest indicator of goal commitment is willingness to achieve the stated goals which has the value of outer loading 1.000 – the highest value among the other eight indicators. In this case, the goal commitment behaviour that plays the most roles is willingness in achieving the stated goals. This finding claims that employees with goal commitment do the following:

- a. pay full attention to everything they are doing
- b. do their best and concentrate on doing work

5. Results And Analysis

Based on the analysis and discussion above, the results of this study can be interpreted as follows:

5.1. Outer Model Result

Outer model is a measure of variables based on the indicators. The outer loading or outer weight values indicate the weight of each indicator as a measure of each latent variable. An indicator with the outer loading or the outer weight is the strongest variable gauge.

The first variable is self-efficacy (X_1). Out of nine measuring indicators, only three are valid, with t-statistics of > 1.96 and p-value of < 0.05 . Thus, the three indicators significantly measure self-efficacy. From the three indicators, the ($X_{1.5}$) indicator which is morale and not giving up easily is the dominant indicator for measuring self-efficacy. The second variable is locus of control (X_2). Out of eight measuring indicators, only four are valid, with t-statistics of > 1.96 and p-value of < 0.05 . Thus, the four indicators significantly measure locus of control. Among the four indicators, the ($X_{2.6}$) indicator which is effective thinking is the dominant indicator for measuring locus of control. The third variable is goal commitment (X_3). Out of eight measuring indicators, only one is valid. However, it does not have t-statistic value of > 1.96 and a p-value of < 0.05 . Thus, this indicator insignificantly measures goal commitment.

Table 1: Outer Model

Variable	Indicator	Outer Loading (Highest Value)	t-Statistic	p-value
Self-efficacy (X_1)	$X_{1.5}, X_{1.6}, X_{1.8}$	$X_{1.5} = 0.884$	56.702	0.000
Locus of Control (X_2)	$X_{2.1}, X_{2.5}, X_{2.6}, X_{2.7}$	$X_{2.6} = 0.866$	21.681	0.000
Goal Commitment (X_3)	$X_{3.3}$	$X_{3.3} = 1.000$	-	-
				1

5.2. Inner Model Result

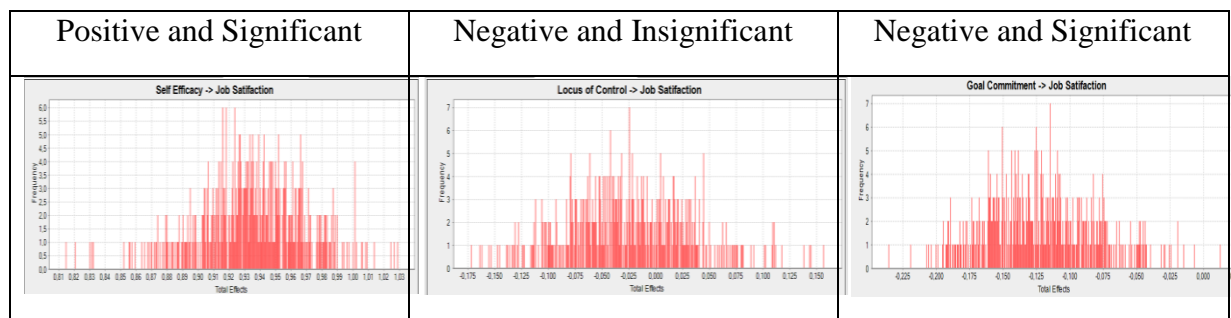
Testing the inner model or structural model actually analyses the correlation between variables in the study. Hypothesis testing is performed using the t-statistic and p-value values in each path of influence partially.

Testing between self-efficacy on job satisfaction obtained the inner weight coefficient value of 0.933, with t-statistic value of 28.252 and p-value of 0.000. Because of the t-statistic value of < 1.96 and p-value of $> 0, 05$, a direct effect was found between self-efficacy (X_1) and job satisfaction. Thus, H_1 is accepted. Meanwhile, the locus of control and goal commitment variables to job satisfaction variable obtained the inner weight coefficient of -0.030 and -0.0126. Thus, no direct influence is observed between locus of control (X_2) and goal commitment (X_3) on Job satisfaction. Thus, H_2 and H_3 are rejected. The results of testing the inner model are presented in Table 2 and Figure 2.

Table 2: Inner Model

Direct Influence	Inner Weight	t-statistics	p-value
Self-efficacy → Job Satisfaction	0.933	28.252	0.000
Locus of Control → Job Satisfaction	-0.030	0.529	0.597
Goal Commitment → Job Satisfaction	-0.0126	3.179	0.002

Figure 2: Total Effect



6. Conclusion

Self-efficacy, locus of control and goal commitment affect employee job satisfaction. However, self-efficacy behaviour exerts the highest influence. Findings reveal that employee job satisfaction is largely determined by employees' self-efficacy behaviour, especially those related to morale and perseverance when experiencing obstacles in completing work. Employees with good self-efficacy can achieve job satisfaction and, thus, improve company performance.

Acknowledgements

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AMENDMENT SHEET

Employee behaviours affecting job satisfaction

2

Page No.	Section	Paragraph	Line No.	Delete	Add/amend
1	author's affiliation. AQ1	1	8	Indonesia	Management Department, Padang 25221, Indonesia
1	author's affiliation. AQ1	2	14	Indonesia	Management Department, Jakarta 10430, Indonesia
1	Keywords	3	25	self-efficacy; locus of control; goal commitment; job satisfaction.	employee behaviours; job satisfaction; self-efficacy; locus of control; goal commitment.
4	Method AQ2	4	33	the framework can be drawn as follows:	the framework can be drawn as follows at Figure 1.
6	Results and analysis AQ3	3	31	On the basis of the analysis and discussion above, the results of this study can be interpreted as follows:	On the basis of the analysis and discussion above, the results of this study can be interpreted as follows at Table 1.
8	References	3	18		pp.137-169
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Employee behaviours affecting job satisfaction

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Employee behaviours affecting job satisfaction
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2

This paper is a revised and expanded version of a paper entitled 'The determinants of employee job satisfaction' presented at *SIBR Conference on Interdisciplinary Business & Economics Research*, Hong Kong, 29–30 September, 2018.

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Globalisation impacts international trade and increases international competition (Budiman, 2014), and employees are an important source to get ahead of the competition. The problem lies in the fact that employees possess varying characteristics, and their uniqueness sometimes leads to disagreements within an organisation. Thus, all organisations need human resource management. Employees are indispensable for organisations to reach their goals, so employees' skills should be developed by implementing updated techniques, such as coaching (Achi and Sleilati, 2016).

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2

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Employee behaviours affecting job satisfaction

2

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The researchers collected data via questionnaire which was answered objectively by employees. The research population comprised 346 employees. The researchers used convenience sampling technique which selected sample based on convenience. This non-random sampling technique does not take opportunities into account. This technique is chosen to enable the sample of 78 employees to represent the population well.

3.2 Data analysis

This method aims to describe the facts and characteristics of a situation systematically. Hence, the data in this study were already collected, classified, interpreted and formulated to obtain a clear description of the problem. For the data analysis, the researchers used quantitative data. All quantitative data obtained from questionnaires were collected, processed, simplified and presented. The data were analysed using partial least square method of structural equation modelling and analysed descriptively through the table of frequency for easy understanding. Based on the formulation of the problem and theoretical basis, the framework can be drawn as follows:

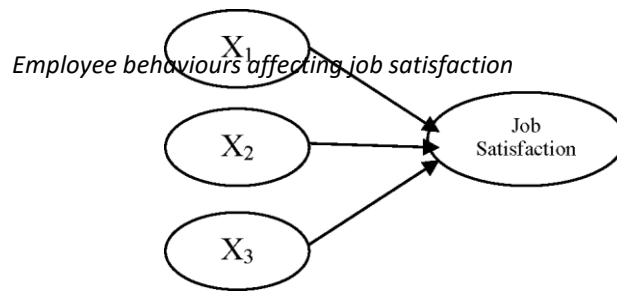
Hypotheses

Based on the developed framework, the researchers proposed the following hypotheses:

H₁: Self-efficacy exerts a significant effect on employee job satisfaction. H₂: Locus of control exerts a significant effect on employee job satisfaction.

H₃: Goal commitment exerts a significant effect on employee job satisfaction.

2



2 AQ2: Please cite 'Figure 1'

Figure 1 Framework

X_1 = Self efficacy, X_2 = Locus of control, X_3 = Goal commitment.

4 Experiment

Based on the R^2 value of each endogenous variable, the results of the calculation of predictive relevance values of 0.866 or 86.6% are very high. The model is worthy of having relevant predictive values. Predictive relevance value of 86.6% indicates that the diversity of data that can be explained by the PLS model built is 86.6%. By contrast, the remaining 13.4% is explained by other variables (which have not been contained in the model) and error.

4.1 Measurement

4.1.1 Self-efficacy

Self-efficacy can affect job satisfaction. Job satisfaction is a general attitude towards work that shows the difference between the number of awards received by workers and the amount believed to be accepted (Robbins, 2003). Simamora (2004) states that performance reflects how well employees meet job requirements. It can also be interpreted as real behaviour displayed by employees as work performance produced by employees in accordance with their role in the company. The strongest indicators of self-efficacy are morale and perseverance. Both have the value of outer loading 0.884 which is the highest value among the nine other indicators. In this case, the self-efficacy behaviours that play the most roles are morale and perseverance. This finding demonstrates that employees with self-efficacy possess the following:

- confidence in the ability to take action to achieve a result
- confidence in the ability to overcome obstacles in the level of difficulty faced by the task
- a positive view of the task at hand
- strong self-confidence in self potential in completing tasks

- a commitment to complete the task well.

4.1.2 *Locus of control*

Employee behaviours affecting job satisfaction

2

Patten (2006) identifies the personal characteristics that affect job satisfaction as locus of control. Locus of control is the degree to which a person accepts personal responsibility for what happens to him/her. It is a person's perception of success or failure in performing various activities in his/her life that are associated with individual internal factors that include work ability and work actions related to the success and failure of the work of the individual concerned. In addition, it is also related to individual external factors such as fate, luck, power and work environment. By contrast, job satisfaction is a feeling of satisfaction or pleasing towards work which as a result of a subjective assessment of aspects of work. The strongest indicator of locus of control is effective thinking which has the value of outer loading 0.866 – the highest value among the eight indicators. In this case of locus of control, the behaviour that plays the most roles is effective thinking. This finding provides evidence that employees with locus of control do the following:

- use creativity (collecting, choosing and combining several alternatives) to obtain maximum results
- think to find solutions and get out of trouble by identifying, understanding, creating ideas and imagining.

4.1.3 *Goal commitment*

Rama and Barusman (2014) claim that employees who work happily and without coercion will give good results and will foster employee organisational commitment to the company. The strongest indicator of goal commitment is willingness to achieve the stated goals which has the value of outer loading 1.000 – the highest value among the other eight indicators. In this case, the goal commitment behaviour that plays the most roles is willingness in achieving the stated goals. This finding claims that employees with goal commitment do the following:

- pay full attention to everything they are doing
- do their best and concentrate on doing work.

5 **Results and analysis**

On the basis of the analysis and discussion above, the results of this study can be interpreted as follows:

2

5.1 *Outer model result*

Outer model is a measure of variables based on the indicators. The outer loading or outer weight values indicate the weight of each indicator as a measure of each latent variable. An indicator with the outer loading or the outer weight is the strongest variable gauge.

The first variable is self-efficacy (X_1). Out of nine measuring indicators, only three are valid, with t -statistics of >1.96 and p -value of <0.05 . Thus, the three indicators significantly measure self-efficacy. From the three indicators, the ($X_{1.5}$) indicator which is morale and not giving up easily is the dominant indicator for measuring self-efficacy. The second variable is locus of control (X_2). Out of eight measuring indicators, only four are valid, with t -statistics of >1.96 and p -value of <0.05 . Thus, the four indicators significantly measure locus of control. Among the four indicators, the ($X_{2.6}$) indicator which is effective thinking is the dominant indicator for measuring locus of control. The third variable is goal commitment (X_3). Out of eight measuring indicators, only one is valid. However, it does not have t -statistic value of >1.96 and a p -value of <0.05 . Thus, this indicator insignificantly measures goal commitment.

Table 1 Outer model

AQ3: Please cite 'Table 1'

Variable	Indicator	Outer loading (highest value)	t -statistic	p -value
Self-efficacy (X_1)	$X_{1.5}, X_{1.6}, X_{1.8}$	$X_{1.5} = 0.884$	56.702	0.000
Locus of control (X_2)	$X_{2.1}, X_{2.5}, X_{2.6}, X_{2.7}$	$X_{2.6} = 0.866$	21.681	0.000
Goal commitment (X_3)	$X_{3.3}$	$X_{3.3} = 1.000$	–	–

5.2 Inner model result

Testing the inner model or structural model actually analyses the correlation between variables in the study. Hypothesis testing is performed using the t -statistic and p -value values in each path of influence partially.

Table 2 Inner model

Direct influence	Inner weight	t -statistics	p -value
Self-efficacy \rightarrow Job satisfaction	0.933	28.252	0.000
Locus of control \rightarrow Job satisfaction	-0.030	0.529	0.597
Goal commitment \rightarrow Job satisfaction	-0.0126	3.179	0.002

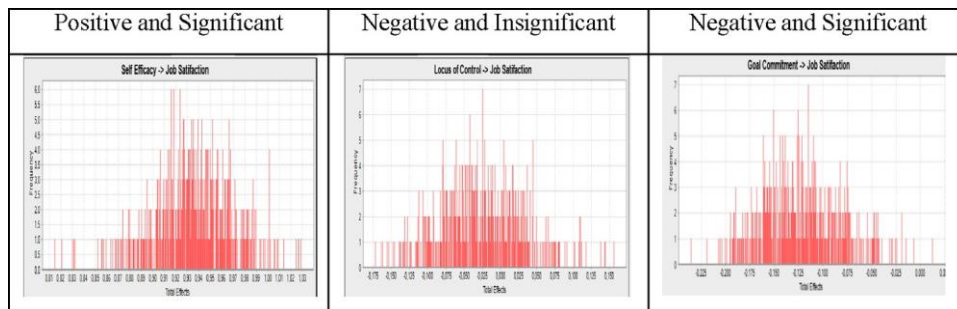


Figure 2 Total effect (see online version for colours)

Testing between self-efficacy on job satisfaction obtained the inner weight coefficient value of 0.933, with t -statistic value of 28.252 and p -value of 0.000. Because of the t -statistic value of <1.96 and p -value of >0.05 , a direct effect was found between self-efficacy (X_1) and job satisfaction. Thus, H_1 is accepted. Meanwhile, the locus of control and goal commitment variables to job satisfaction variable obtained the inner weight coefficient of -0.030 and -0.0126 . Thus, no direct influence is observed between

locus of control (X_2) and goal commitment (X_3) on Job satisfaction. Thus, H_2 and H_3 are rejected. The results of testing the inner model are presented in Table 2 and Figure 2.

6 Conclusion

Self-efficacy, locus of control and goal commitment affect employee job satisfaction. However, self-efficacy behaviour exerts the highest influence. Findings reveal that employee job satisfaction is largely determined by employees' self-efficacy behaviour, especially those related to morale and perseverance when experiencing obstacles in completing work. Employees with good self-efficacy can achieve job satisfaction and, thus, improve company performance.

Acknowledgements

The researchers extend their sincere appreciation to the president of YPTK Padang and the rector of University of Putra Indonesia YPTK Padang for their support to this research (Grant No.: 008/UPI-YPTK/R/VII/2017).

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Summary of the Revision Version

Reviewer_1

Employee behaviours affecting job satisfaction

3

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Reviewer_2

Abstract (98 Word)

This research aims to prove the direct influence of employee behaviour on job satisfaction. An empirical descriptive study was performed, with the sample consisting of 78 employees working in companies processing rubber raw materials in Indonesia. The data were analysed using partial least square method of structural equation modelling. Results reveal that self-efficacy exerts the most influence on job satisfaction. The indicators of this

particular employee behaviour are morale and perseverance. Companies should establish good relationships with employees to improve job satisfaction. Enabling it to compete to face globalization

Located in the abstract

Companies should establish good relationships with employees to improve job satisfaction. Enabling it to compete to face globalisation.

Located in the Introduction

Globalisation impacts international trade and increases international competition (Budiman, 2014), and employees are an important source to get ahead of the competition

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Sections 3.1 and 3.2 to

combined

3.1. Data Collection

3.1.1. Interview

The researchers conducted direct interviews with respondents. They asked questions about self-efficacy, locus of control, goal commitment and other factors that influence job satisfaction.

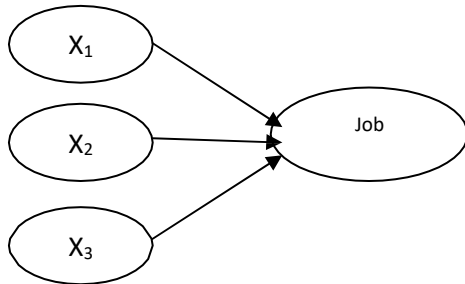
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Figure 1 needs more explanation. What are X1, X2 and X3?

Figure 1: Framework



X₁ = Self Efficacy, X₂ = Locus of Control, X₃ = Goal Commitment

Figure 1 needs more explanation. What are X1, X2 and X3? How and why do they affect Job Satisfaction?

X₁ = Self Efficacy

- a. confidence in the ability to take action to achieve a result
- b. confidence in the ability to overcome obstacles in the level of difficulty faced by the task
- c. a positive view of the task at hand
- d. strong self-confidence in self potential in completing tasks
- e. a commitment to complete the task well

X₂ = Locus of Control

- a. use creativity (collecting, choosing and combining several alternatives) to obtain maximum results
- b. think to find solutions and get out of trouble by identifying, understanding, creating ideas and imagining

X₃ = Goal Commitment

- a. pay full attention to everything they are doing
- b. do their best and concentrate on doing work

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