

# Employee behaviours affecting job satisfaction

*by* Jhon Veri

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## Employee behaviours affecting job satisfaction

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Jhon Veri\* and Muhammad Ridwan

Management Department,  
University of Putra Indonesia YPTK Padang,  
Padang, 25221, Indonesia  
Email: jhon@UPIYPTK.AC.ID  
Email: muhammad\_ridwan@UPIYPTK.AC.ID  
\*Corresponding author

Feri Lasman

Management Department,  
University of Persada Indonesia YAI,  
Jakarta, 10430, Indonesia  
Email: ferilasman@yahoo.com

**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 globalisation.

**Keywords:** employee behaviours; job satisfaction; self-efficacy; locus of control; goal commitment.

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**Biographical notes:** Jhon Veri is a Lecturer at the University of Putra Indonesia YPTK Padang as Dean of the Teaching and Education Faculty. His area of expertise is management and information technology. He is a PhD student in Management and Information Technology.

Muhammad Ridwan is a Lecturer of Business at University of Putra Indonesia YPTK Padang, Indonesia. His research focus on issues related to organisational behaviour, business and economics, strategic management. He is Deputy of Rector IV and Consultant for Public and Private Organisations.

Feri Lasman is working as a professional in one of the state companies in Indonesia. He is currently pursuing a Doctoral program at the University of Persada Indonesia, YAI and currently preparing a final dissertation assignment. He is expert in the field of Management.

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## 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 and 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 et al., 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 and Rousseau, 2011). Organisational context also affects employee proactiveness (Beltrán-Martín et al., 2017). Caers et al. (2008) present an adequate understanding of the sources of job satisfaction. Yanagizawa and 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. Al-Raisi et al. (2010) explores the benefits of using electronic systems 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

<sup>12</sup> According to Wood and Marshall (2008), the main predictor of self-efficacy is the amount of training received by appraisers across the multiple subtasks of appraisal (Martin and 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 and 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 and Jarboui (2017) argues whether to distribute dividends or not depends on CEO emotional intelligence level.

## 2.2 Locus of control

According to Li and 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. Good et al. (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 et al. (2017) conceptualise control at three levels:

- perceptions of individual locus of control (i.e., feeling that one can control one's own circumstances)
- perceptions of societal control (i.e., feeling that the country has control over immigration)
- 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 and 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 and 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 and 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 and 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 and 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

According to Chesters and 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 et al. (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 et al., 2017) SOEs had better performance than FOE since SOEs performance increased more stably.

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### 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

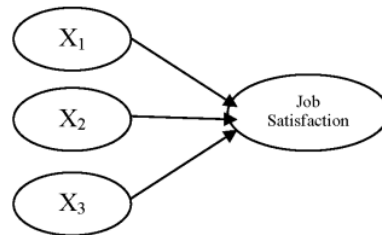
This method aims to describe the facts and characteristics of a situation systematically. Hence, the data in this study were already collected, classified, interpreted and formulated to obtain a clear description of the problem. For the data analysis, the researchers used quantitative data. All quantitative 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 at Figure 1.

#### Hypotheses

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

- $H_1$ : Self-efficacy exerts a significant effect on employee job satisfaction.
- $H_2$ : Locus of control exerts a significant effect on employee job satisfaction.
- $H_3$ : Goal commitment exerts a significant effect on employee job satisfaction.

**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 0.811 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

Patten (2016) 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 at Table 1.

### 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

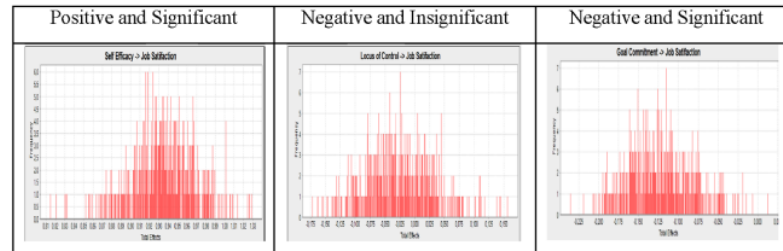
Variable	Indicator	Outer loading (highest value)	$t$ -statistic	$p$ -value
Self-efficacy ( $X_1$ )	22 <sup>1.5</sup> , $X_{1,6}$ , $X_{1,8}$	$X_{1,5} = 0.884$	56.702	0.000
Locus of control ( $X_2$ )	$X_{2,1}$ , $X_{2,5}$ , $X_{2,6}$ , $X_{2,7}$	$X_{2,6} = 0.866$	21.681	0.000
Goal commitment ( $X_3$ )	$X_{3,3}$	$X_{3,3} = 1.000$	–	–

### 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 → 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 (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.

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