

The Effect of Self-efficacy on Employees' Job Satisfaction in the Post Office 40000 of Bandung City

Anisya Nurfitri Kustyani¹, Tjutju Yuniarsih²

^{1,2}Office Management Education Study Program, Faculty of Economics and Business Education, Universitas Pendidikan Indonesia, Indonesia

anisyanurfitri05@gmail.com, yuniarsih@upi.edu

Abstract

Problem studied in this study is the low job satisfaction of employees at the Post Office 40000 Bandung. This is thought to be caused by the low level of self-efficacy of the employees. This study uses a quantitative approach, with an exploratory survey method. The unit of analysis in the study was 109 employees, who came from the population. The analysis technique used is simple regression. From the results of data analysis and hypothesis testing, it was concluded that there was a positive effect of self-efficacy on employee job satisfaction at the Post Office 40000 Bandung City, in a fairly strong category.

Keywords

self-efficacy; job satisfaction; employees' job



I. Introduction

The low level of employee job satisfaction is one of the interesting problems to be studied in the scope of human resource management. Achieving employee job satisfaction is not an easy thing for companies, because each individual has different satisfaction standards, depending on their needs and desires. Therefore, job dissatisfaction is a problem that often arises in the company.

Competition in the business world is getting faster and tighter. This requires the presence of superior human resources who are able to play an active role in realizing the company's goals. From the attitude and performance displayed by the employees, it will reflect their motivation, achievement, job satisfaction, and love for the work assigned to them.

Understanding the importance of the existence of employees in the era of intense business competition, one of the efforts that must be made by the company is to improve the performance of human resources. To obtain optimal performance results, human resources must be managed as well as possible, so that they feel comfortable in carrying out their duties and provide maximum contribution. With pleasant treatment and a safe work atmosphere, it will foster satisfaction for employees.

Employee job satisfaction is related to individual feelings towards a job, which will have an impact on the achievement of its performance and in turn will have an impact on the company's performance. Therefore, company leaders must pay attention to the job satisfaction of their employees so that the achievement of company goals is achieved.

Thus, employee job satisfaction is one of the important factors that can ensure the company's success in achieving its targets. Lack of attention to employee job satisfaction can have a negative effect on employees which will later cause losses for the company.

The decrease in the level of employee job satisfaction is a frequent problem. appeared at the Post Office 40000 Bandung City. This is marked by decreased customer satisfaction

with employee services, high levels of absenteeism (absenteeism), high turnover of employees (turnover), high deviant behavior in the workplace, and decreased productivity or employee performance.

Table 1. Recapitulation of Employee Attendance Period 2017-2019

Year	Number of employees	Attendance	Absenteeism	Description
2017	109	83.70%	16.30%	-
2018	109	81.42%	18.58%	Increase 2.28%
2019	109	82.35%	17.65%	Decrease 0.93%

Source: Documentation of the General Support Section Post Office 40000 Bandung City, processed by the author

Table 1 shows fluctuations in absenteeism from 2017 to 2019. Based on the data in the table above, the percentage of employee absenteeism is still quite high compared to the standard policy set by the company of 15%. It can also be highlighted that the difference in absenteeism fluctuations from 2017 to 2018 has increased. In the following year 2018 to 2019 the percentage of absenteeism decreased. However, the percentage decline in 2019 has not reached the percentage in 2017.

According to the Head of the General Support Section, the number of employee absenteeism is caused by several factors, including employee health and lack of employee discipline. Apart from employee absenteeism, the level of employee job satisfaction can be indicated by the performance of the employee. The following is presented data on the performance of employees of the Post Office 40000 Bandung City.

Table 2. Data on Targets and Employee Performance Achievements for the 2017-2019 Period

Year	Target	Realization (%)	Information
2017	100	87.25	-
2018	100	84.00	Decreased 3.25
2019	100	86.50	Increase 2.50

Source: Document General Support Section 40000 Post Office Bandung City, processed by the author

Based on table 2, it can be seen that performance targets and achievements in the 2017-2019 period experienced fluctuations. From 2017 to 2018, the percentage of realized targets and performance achievements has decreased. In the following year, the realization of the percentage has increased, but has not yet reached the percentage of realization in 2017. Thus, the realization of the achievement of employee performance still has not reached the target and the expectation set by the Post Office 40000 Indonesia is 100%. If employees are able to achieve the 100% target, it means that they are able to carry out all tasks in accordance with the applicable work program.

A turnover rate also indicates job dissatisfaction. (Robbins and Judge 2008: 116) . The following data on turnover that occurred at the Post Office 40000 Bandung.

Table 3. Turnover Employee

Year	Employee Entry	Employee Out
2017	9	16
2018	11	18
2019	10	19

Source: Document General Support Section Post Office 40000 Bandung City. Post Office 40000 City Bandung, processed by the author

From table 3 data, it can be calculated the percentage rate *turnover* of the Post Office 40000 Bandung City using the LTO (*Labor Turnover*) formula. The formula for calculating the amount of *turnover* at the Post Office is 40000 Bandung City as following:

$$Turnover = \frac{\sum (employees\ in - employees\ out)}{\frac{1}{2} \sum (starting\ employees + final\ employees)} \times 100\%$$

Source: Hasibuan (2003:52)

Based on the LTO calculation, the percentage of *Turnover* for employees at the Post Office 40000 Bandung City has increased, in 2017 rate *turnover* was 5.5%, in 2018 it increased by 5.8%, then in 2019, it increased again to 7.2%.

In addition to the data that has been presented, job satisfaction has not been achieved optimally, supported by the results of an initial interview with Rizwan, one of the General Support Section staff on January 22, 2020. Dissatisfaction can be reflected in employee complaints, which are caused by non-transparent career development and job ambiguity. This can be seen from the work itself. There are still employees who are not confident in their own abilities in completing each task given. Lack of self-confidence of employees in carrying out a job and their responsibilities, causes employees to complain in carrying out their duties. The decrease in employee job satisfaction must be resolved immediately because it can lead to a decrease in work morale, discipline, work performance, and work quality.

Given that employee job satisfaction is one of the determinants of success in improve company performance (Ariffin AD and Said, R. L, 2016: 206), the problem of job satisfaction is an important aspect to be studied more deeply. According to experts, there are many factors that affect employee job satisfaction. According to Moos (2004: 78), the factor that is thought to influence employee performance is their self-efficacy. The results of Lodjo's study (2013) show that self-efficacy has a positive effect on employee job satisfaction. Similarly, in

the POS 4000 Bandung City, there is a strong suspicion that the self-efficacy factor also influences the creation of job satisfaction.

On that basis, the authors are interested in researching further about the effect of efficacy on employee job satisfaction at the Post Office 40000 Bandung City.

II. Review of Literature

2.1 Self-Efficacy

In general, self-efficacy is a person's self-assessment regarding his own potential to realize certain behaviors or to achieve certain targets. Bandura (1997: 3) explains that self-efficacy is a person's belief in his ability to manage and carry out various activities needed to produce the results to be achieved. Likewise Baron and Byrne (2012: 78) and Zorlu (2012: 80) argue that "Self-efficacy is a person's belief about his ability to manage various situations that arise in his life. Tang and Chang (2010: 70) describe self-efficacy as a belief in an individual's competence towards himself or herself to perform certain obligations.

Based on the description above, it can be concluded that self-efficacy is a person's belief in his competence in dealing with various situations and conditions faced. Self-efficacy can affect how a person acts and achieves good results in his work, self-efficacy can also make an individual able to survive in the face of existing problems, when problems arise, a strong feeling of self-efficacy can encourage individuals to stay strong and seek a way out.

As stated by Ghufon, M. N & Risnawita, R. (2010: 78-79), can be grown and learned through four main sources of information, namely:

- a) Experiences Mastery
Efficacy failure will bring it down. Once strong self-efficacy develops through success, the negative impact of failure will be reduced. In fact, these failures can be overcome with certain continuous efforts.
- b) Observation of others (*vicarious experiences*). Observation of the success of others will increase the individual's self-efficacy in doing the task. Vice versa, observing the failure of others will reduce individual self-efficacy.
- c) Verbal persuasion (*verbal persuasion*)
Individuals are directed with input, advice, and guidance so that they can increase their beliefs about their abilities. Individuals who are convinced verbally tend to try harder to achieve success. However, the effect of verbal persuasion is not too large because it does not provide an experience that is directly experienced or observed by the individual.
- d) Physiological state (*Physiological state*)
Individuals will base information related to their physiological condition to assess their abilities. Physical tension in stressful situations is seen by individuals as a sign of inadequacy because it can be debilitating.

Referring to Bandura's view, self-efficacy is measured through three main indicators, namely the level of task completion (*level*), the strength of one's beliefs (*strength*), and generality (*generality*).

Self-efficacy must be grown in a person. With a strong self-efficacy, a person will make maximum efforts in order to achieve the desired results. Therefore, self-efficacy needs to be developed. There are several factors that can influence the development of self-efficacy. The factor in question is the experience of success and failure of others, messages from others and the physiological condition of the individual itself.

2.2 Job

Satisfaction: A person's job satisfaction is closely related to the fulfillment of life needs. Fulfillment of needs becomes a motivation for people who work. A person's satisfaction and dissatisfaction with his work is a subjective condition, which is motivated by personal decisions based on considerations about what can actually be received from his work compared to what he expects and thinks as rights that should be received. As stated by Robbins and Judge (2015: 46) that job satisfaction is a positive feeling related to work, resulting from an assessment of the difference.

From another point of view, Wijono (2011: 98) suggests that feelings related to job satisfaction and dissatisfaction tend to reflect employees' interpretations related to current and past knowledge and work experience with a view to the future. Zincikan (2015: 60) argues that job satisfaction is an individual's emotional condition when there is a match between what is wanted and needed by employees of the organization with the level of remuneration that should be received in question.

From the explanation above, it can be seen that employee job satisfaction is a positive behavior possessed by individuals towards the work they have.

Moos (2004: 78) describes three factors that influence job satisfaction, namely: organizational environment, personal factors, and work results. These three things can be described as follows.

- a. Organizational environmental factors are factors from outside the individual that can support and influence a person's performance, for example: organizational support, health insurance, employee education level, effective communication, and so on.
- b. Personal factors are factors that grow from within the individual related to the psychological condition and character of a person. Some of them are self-efficacy, commitment, work discipline, and others.
- c. Work results are objects that indicate whether or not the project implementation target is realized, which is used as a measure of the achievement of employee performance levels.

The achievement of the level of employee job satisfaction, according to Hasibuan (2008: 202) can be measured from five indicators, namely: enjoying work, loving work, positive work morale, work discipline, and work performance.

2.3 Effect of Self-Efficacy on Job Satisfaction Self-Efficiency

Efficacy is a person's self-assessment regarding his competence to realize certain behaviors. Self-efficacy according to Bandura (1997: 3) includes three aspects, namely: (a). task difficulty level, (b). strength, and (c) generalization.

Job satisfaction reflects a positive emotional state and is the result of an assessment of a person's knowledge and work experience of his work. A person will feel satisfied with the work he has done if what he does is in accordance with his expectations. In this study, job satisfaction is measured through five indicators proposed by Hasibuan (2008: 202), namely: liking work, loving work, positive work morale, work discipline, and work performance.

Referring to the research results of Caprara et al. (2006: 481) and Karabiyik & Korumaz, (2014: 829) there is a positive influence of self-efficacy on employee job satisfaction. Thus, the higher the self-efficacy possessed by a person, the higher the level of job satisfaction. This shows that the self-efficacy of an employee can provide a boost to job satisfaction.

Lodjo (2013: 750) asserts that basically everyone has their own level of self-efficacy. On the indicator of the level of task difficulty (*Level*), self-efficacy is associated with readiness and ability to carry out certain tasks or jobs. A person with a high level of self-

efficacy will carry out their duties in earnest in order to realize the performance achievement targets that have been set, regardless of the level of difficulty of the work. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). This indicates that employees love their work, so they do it with pleasure. When they face difficulties in carrying out their assigned tasks, they can communicate with colleagues or even their superiors, to obtain input or assistance in overcoming these difficulties. According to thinking (Paille, et al, 2010) this relates to the communication element in work. In addition, the completion of work, especially with a certain level of difficulty, can be handled well because individuals will feel satisfied.

The second indicator of self-efficacy is strength. This indicator relates to the strength of belief that the actions taken will provide an output that is in line with expectations. Individuals are encouraged to work and try harder, even though they have to deal with various problems or obstacles. (Bandura, 1997). The strength of self-confidence in employees often arises based on the awarding of outstanding employee performance and has an impact on increasing employee morale and job satisfaction.

The last indicator of self-efficacy is generalization. This indicator is seen in a person's mastery of tasks and work. A person with a high level of self-efficacy will try to do work with full discipline and be able to complete the tasks and work that is his responsibility. The results (*outputs*) of individuals who have realized active communication with their environment are a form of individual self-control on the given task, so that it can accelerate a person's proficiency in the tasks he carries out. (Tang, 2010). Employees who understand certain work situations and conditions in a good design are the result of the process of responsibility for the task. (Bandura, 1997).

Self-efficacy according to Alwisol (2009: 288) can be obtained, changed, increased or decreased, through one or a combination of four sources, namely the experience of others (*vicarious experiences*), social persuasion (*social persuasion*) and emotional generation (*emotional/psychological states*). .

Indications that employees who have a high level of self-efficacy feel that they have strength in carrying out every work they do, have confident behavior, are in a good and positive mood, are able to fix the potential to process information more quickly, have the idea of failing is not a bad thing, but instead can inspire the spirit to do more. Conversely, if an individual who has a low level of self-efficacy, i.e. has a pessimistic behavior, a poor heart condition, and increases the possibility of a person being more sensitive, feels that everything he does is wrong. Employees who have high self-efficacy, can encourage themselves to work better, employees will offer their abilities to superiors, but it will also create good relationships with coworkers.

2.4 Framework for Thinking

Uma Sekaran's Sugiyono (2009: 60) suggests that "The frame of mind is a conceptual model of how theory relates to various factors that have been identified as important problems."

In accordance with the background described previously, the main theory (*grand theory*) that is used as the basis in this study is the theory of Organizational Behavior from Robbins and Judge (2015: 9). They explain that: "Organizational Behavior is a field of study that invests in the influence of individuals, groups, and structures on organizational behavior, for the purpose of applying knowledge to increase organizational effectiveness."

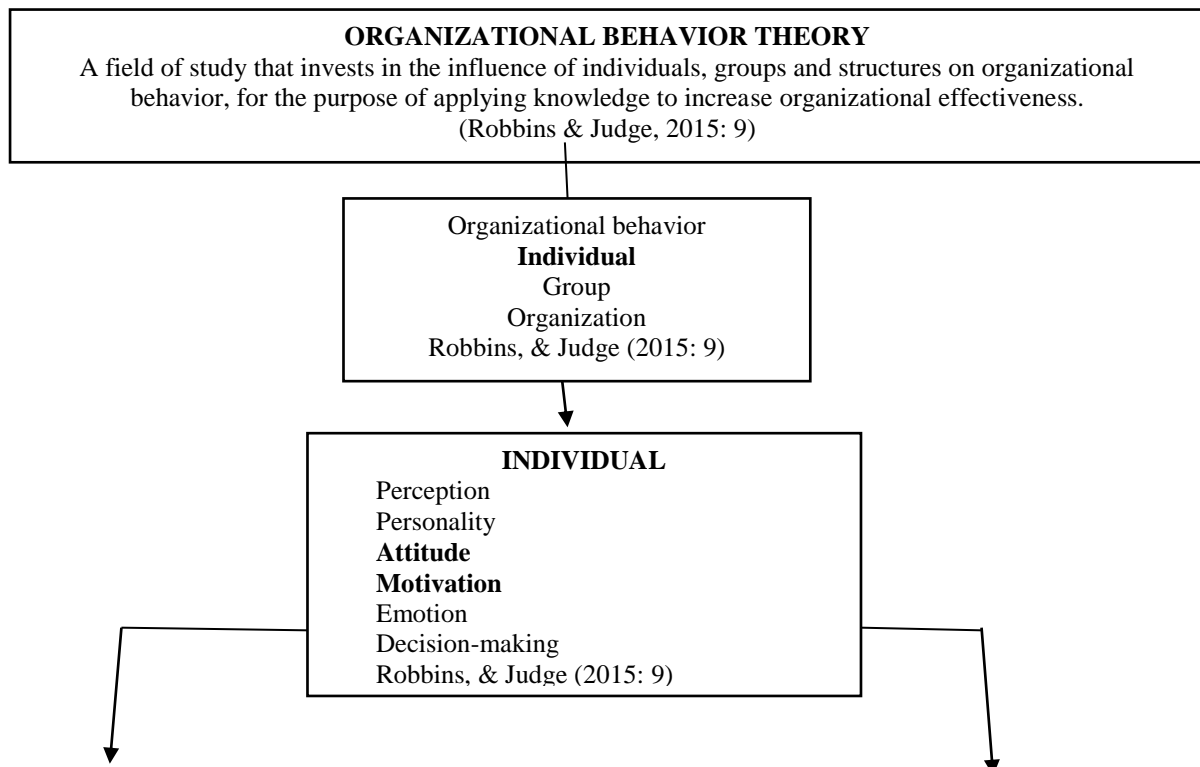
Based on *the grand theory*, the organization is influenced by three factors, namely individual factors, group factors, and organizational factors. On the basis of the factors that affect job satisfaction, one of which is self-efficacy. These factors are included in the individual factors that affect job satisfaction.

Given that self-efficacy is one of the factors that affect job satisfaction, (Moos, 2004:78), self-efficacy needs to be measured. In this study, self-efficacy was measured through three indicators proposed by Bandura. (1997: 42) namely: (1) the ability to complete work with varying degrees of difficulty, (2) the belief to persist in achieving goals, and (3) the ability to overcome obstacles in various situations at work.

Although an employee has a high level of intelligence and good character and a supportive environment, if the employee does not have high self-efficacy, then the employee will not achieve optimal job satisfaction. Therefore, there are two underlying concepts. These concepts are self-efficacy and job satisfaction.

The actions of employees in the process of doing work will ultimately affect the employee's job satisfaction. Employee job satisfaction will appear well if the behavioral factors of the individuals they have can support the work. Job satisfaction is the main focus in this study. Job satisfaction is the result of a work process that can be measured and expressed in the form of numbers or letters.

This can be illustrated in the following chart.



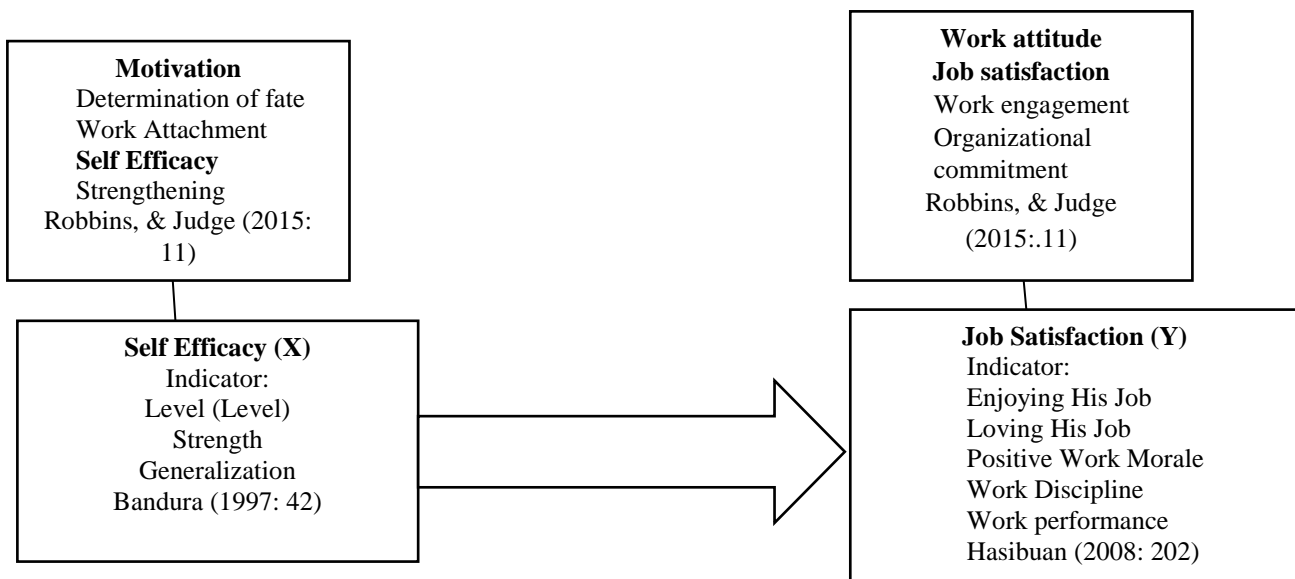


Figure 1. Thinking Framework

III. Research Methods

This research was conducted to describe respondents' perceptions of each variable and measure the effect of self-efficacy on employee job satisfaction. The author applies a quantitative approach and explanatory survey techniques (explanatory survey). Likert scale questionnaire was used by the author as a data collection tool. All employees at the Post Office 40000 Bandung City are respondents in this study. The self-efficacy questionnaire instrument amounted to 10 statement items, and employee job satisfaction amounted to 20 statement items. Before the two instruments were used to find data from the target respondents, they were first tested on other respondents outside the target respondents. The trial was used to test the validity and reliability. The result is that the two instruments are declared valid and reliable, which means that their feasibility has been tested. Thus, the two research instruments can be used to find data from the actual research target respondents.

The number of units of analysis in this study were 109 people. Statistical analysis techniques applied are descriptive and inferential statistics. Descriptive statistics are used to provide an overview of self-efficacy and job satisfaction. Inferential statistics uses simple regression analysis to test hypotheses. The data from the measurement of self-efficacy variables and employee job satisfaction use an ordinal scale, therefore the data is converted into interval-scale data using the MSI. Analyzed using a simple regression formula to answer the research problem. Data processing was carried out using the SPSS Version 23.0.

Table 4. Interpretation of the Average

No	Score Range	Interpretation Criteria
1	4.24-5.00	Very High
2	3.43-4.23	High
3	2.62-3.42	Medium
4	1.81-2.61	Low
5	1.00-1.80	Very Low

IV. Discussion

4.1 Self-efficacy

Efficacy is measured using three indicators. Table 5 shows a recapitulation of respondents' responses regarding the level of self-efficacy.

Table 5. Recapitulation of Respondents' Responses to the Self-Efficacy Variable (X)

Indicator	Average	Interpretation
Level (<i>Level</i>)	3.04	Medium
Strength (<i>Strength</i>)	3.01	Medium
Generalization (<i>Generality</i>)	3.23	Medium
Average variable	3.06	Medium

Source: Score Result Processing Respondents Answer

Results Data analysis shows that all indicators in the self-efficacy variable, when associated with interpretation criteria, are in the moderate category, which is in the range of 2.62 - 3.42. Generalization The Highest average score, which is 3.23 and strength (*strength*) which has the lowest average score, which is 3.01, the figure is still in the medium category. This result implies that the employee's self-efficacy at the Post Office 40000 Bandung City is perceived to be moderate; there are weaknesses in the indicators of strength.

4.2 Job Satisfaction

Job satisfaction is measured into five indicators. Table 6 shows an overview of employee job satisfaction variables based on respondents' responses.

Table 6. Recapitulation of Respondents' Responses to Employee Job Satisfaction Variables (Y)

Indicator	Average	Interpretation
Enjoying work	2.78	Medium
Loving work	3.20	Medium
Work morale	3.21	Moderate
Discipline	3.19	Moderate
Work Variable	performance 3.18	Average
Variable	2.99	Medium

Source: Score Result Processing Answers Respondents

The results of data analysis as outlined in Table 6, show perceptions of all job satisfaction indicators are in the moderate category, which is in the range of 2.62 - 3.42 on the interpretation criteria scale. The work morale indicator which has the highest average score is 3.21 and the indicator of enjoying work has the lowest average score, which is 2.78 when associated with the interpretation criteria, the figure is in the medium category. This result implies that employee job satisfaction at the Post Office 40000 Bandung City is perceived to be moderate; there are weaknesses in the indicators of liking work.

Based on calculations from a simple regression analysis between the variables of self-efficacy and employee job satisfaction that has been carried out, the regression equation $42.371 + 0.575 (X)$ positive sign (+) means that the relationship between the dependent variable and the independent variable goes one way, which means that every increase or decrease in one variable level, will be followed by an increase or decrease in another variable, so that the higher the self-efficacy, the higher the employee's job satisfaction, and vice versa.

Based on the results of data calculations, it can be seen that the correlation coefficient between the self-efficacy variables and employee job satisfaction is 0.448. If it is related to the interpretation of the correlation coefficient, it is in the range of 0.400 – 0.599, which is in the fairly strong category. This indicates that there is a fairly strong relationship between the variables of self-efficacy and job satisfaction of employees.

Meanwhile, from the calculation of the coefficient of determination, it can be seen that (R Square/ r^2) is 0.201. These results are obtained by calculating the square of the coefficient of determination multiplied by 100%, so that the value of the coefficient of determination is equal to 20.1%, meaning that self-efficacy variables have an effect of 20.1% on employee job satisfaction, while 79.9% is influenced by other factors that not investigated in this study.

V. Conclusion

Based on the processing and analysis of descriptive data, it can be concluded that self-efficacy and job satisfaction of POS 4000 Bandung City employees are perceived in the medium category. Likewise, based on inferential data processing, it is proven that there is a positive effect of self-efficacy on employee job satisfaction in a fairly strong category.

References

- Alwisol. 2009. Psikologi Kepribadian. Edisi revisi. Malang: UMM Press
- Arrifin A. D & Said R.L. 2016 “Pengaruh Kepuasan Kerja terhadap Kinerja Pegawai pada Dinas Pendapatan Daerah Provinsi Kalimantan Selatan.” Universitas Lambung Mangkurat. Vol. 4 Nomor. 3, Oktober. Hlm 205-216
- Bandura, A. 1997. Self-efficacy: The exercise of control. New York: Freeman
- Baron, Robert, A., & Byrne. D. 2012. Psikologi Sosial Jilid 2. Jakarta: Erlangga
- Caprara, G. V., Barbaranelli, C., Borgogni, L., & Steca, P. 2006. Efficacy Beliefs as Determinants of Teachers’ Job Satisfaction. *Journal of Educational Psychology*, 95(4), 821-832.
- Edward, Y.R., and Purba, K. (2020). The Effect Analysis of Emotional Intelligence and Work Environment on Employee Performance with Organizational Commitment as Intervening Variables in PT Berkat Bima Sentana. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)* Vol 3 (3): 1552-1563
- Ghufron, M. N., & Risnawita, R. 2010. Teori-Teori Psikologi. Yogyakarta: Ar-Ruzz Media.
- Hasibuan, Malayu S.P. 2003. Manajemen Sumber Daya Manusia. Jakarta: Bumi Aksara
- , 2008, Manajemen Dasar, Pengertian, dan Masalah, Edisi Revisi, Bumi Aksara: Jakarta
- Karabiyik, B., & Korumaz, M. (2014). Relationship between Teacher’s Self Efficacy Perceptions and Job Satisfaction Level. *Procedia - Social and Behavioral Sciences*, 116, 826–830. <https://doi.org/10.1016/j.sbspro.2014.01.305>

- Kuswati, Yeti. (2020). "The Effect of Motivation on Employee Performance". Budapest International Research and Critics Institute-Journal (BIRCI-Journal), Volume 3, No 2, May 2020, pages: 995-1002
- Lodjo, F. S. (2013). Pengaruh Pelatihan, Pemberdayaan dan Efikasi Diri Terhadap Kepuasan Kerja. Pengaruh Pelatihan, Pemberdayaan Dan Efikasi Diri Terhadap Kepuasan Kerja, 1(3), 747–755
- Moos Rudolf, H. 2004. Personal and Contextual Determinants of Coping Strategies. London.
- Paillé, P., Bourdeau, L., & Galois, I. 2010. Support, trust, satisfaction, intent to leave and citizenship at organizational level. International Journal of Organizational Analysis, 18, (1), 41-58. Retrieved from <https://doi.org/10.1108/19348831011033203>
- Robbins, Stephen P. and Timothy A. Judge. 2008. Perilaku Organisasi Edisi 12 Buku 1. Terjemahan: Diana Angelica, Ria Cahyani dan Abdul Rosyid. Jakarta: Salemba Empat.
- (2015) Perilaku Organisasi Edisi 16. Jakarta. Salemba Empat
- Sugiyono. 2009. Metodologi Penelitian Administrasi. Jakarta: CV. Alfabeta
- Syardiansah, et al. (2020). The Effect of Job Satisfaction and Organizational Culture on Employee Performance of the Royal Hotel in East Aceh District. Budapest International Research and Critics Institute-Journal (BIRCI-Journal). P. 849-857.
- Tang, Y.T. and Chang, C.H. 2010, "Impact of role ambiguity and role conflict on employee Creativity", African Journal of Business Management, Vol. 4 No. 6, pp. 869-881.
- Wahjudewanti, A.S., Tjakraatmaja, J.H., and Anggoro, Y. (2021). Knowledge Management Strategies to Improve Learning and Growth in Creative Industries: A Framework Model. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (2): 1903-1915.
- Wijono, Sutarto. 2010. Psikologi Industri dan Organisasi. Jakarta: Kencana
- Wulandari, R., Djawoto, and Prijati. (2021). The Influence of Delegative Leadership Style, Motivation, Work Environment on Employee Performance in Self-Efficiency Mediation in SNVT Housing Provision of East Java Province. Budapest International Research and Critics Institute-Journal (BIRCI-Journal) Vol 4 (3): 3294-3311.
- Zorlu, K. 2012, "The perception of self-esteem and self-efficacy as transforming factors in the sources of role stress and job satisfaction relationship of employees: a trial of a staged model based on the artificial neural network method", African Journal of Business Management, Vol. 6 No. 8, pp. 3014-3025, available at: <http://doi.org/10.5897/AJBM11.2345>
- Zincirkıran, M., Çelik, G.M., Ceylan, A.K., Emhan, A., 2015. "The effect on the organizational performance of organizational commitment, turnover intention, job stress and job satisfaction of employees": A Study on the Energy Sector". J. Finance Political Econ. Comments 52(600): 59–71.