

The Association between Self-Efficacy and Work Performance in Employee

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ABSTRACT

Background: Labor is an important asset in achieving organizational goals. The results of the work carried out by the workforce according to their authority and responsibility are influenced by their self-efficacy as part of the workforce's self-concept. This study aims to examine the relationship between self-efficacy and workforce performance.

Subjects and Method: This research is a systematic review and meta-analysis, with PICO as follows: Population = workforce, Intervention = high self-efficacy, Comparison = low self-efficacy and Outcome = workforce performance. The articles used in this study were obtained from several databases including Google Scholar, Science Direct, Springer Link, and Research Gate. The keywords used are: "Self efficacy" AND "performance" OR "work performance" OR "job performance". Inclusion criteria were full-text articles, cross-sectional study design, multiple linear regression analysis models with standardized coefficient / beta. Articles are collected using PRISMA flow diagrams. Articles were analyzed using the Review Manager 5.3 application.

Results: Based on the results of a meta-analysis of 8 primary studies on the relationship between self-efficacy and workforce performance from Pakistan, Indonesia, Sri Lanka, Turkey and Nigeria, it can be concluded that self-efficacy is related to workforce performance. Workers with high self-efficacy have the possibility to perform 1.47 times higher than workers with low self-efficacy, and the results are statistically significant (aOR= 1.47; 95% CI = 1.38 to 1.58; p < 0.001).

Conclusion: Self-efficacy is related to workforce performance.

Keywords: Self efficacy, performance, work performance, job performance, task performance, employee

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BACKGROUND

Labor is everyone who is able to do work to produce goods and/or services both to meet their own needs and for the community. According to the International Labor Organization / ILO (2022) more than half of the world's population is employed. According

to BPS (2022) the working population in Indonesia totals more than 135 million people. Human Resources (HR) is an important asset in achieving organizational goals. According to Widodo (2017) HR has a very important role because without the support of good HR, an organization will face problems in

achieving its goals. One of the factors that can influence the success of an organization is the performance of the workforce. According to Afandi (2018) performance is the result of work that can be achieved by a person or group within a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally. , does not violate the law and does not conflict with morals/ethics.

According to Burn in Risnawati (2013) self-concept is a person's awareness of who he is. Self-concept is part of self-awareness/ self-awereness. According to (Ritonga, 2019) self-awareness has several elements that refer to individual-specific identities. Self-efficacy is one of the most influential aspects of self-knowledge or self-awareness in daily day life. This is because the self-efficacy that a person has influences the individual in determining the actions to be taken in achieving a goal, including estimates of various events that will be faced.

Self-efficacy is a theory introduced by Albert Bandura. Bandura in Ghufon and Risnawati (2012) defines self-efficacy as a person's belief in their potential in carrying out tasks or actions to achieve the desired results.

There are several previous systematic review articles that discuss the relationship between self-efficacy and other factors with performance. The author is interested in examining the relationship between self-efficacy and performance using meta-analysis techniques in this study in order to produce evidence-based research with a larger number of samples to determine the relationship between self-efficacy and workforce performance

SUBJECTS AND METHOD

1. Study Design

This research is a systematic study and meta-analysis, with PICO as follows Population =

workforce, Intervention = high self-efficacy, Comparison = low self-efficacy and Outcome= workforce performance. The workforce in this study is multi-sectoral, including; doctors, nurses, other health workers, secretaries, frontliners, telemarketing staff and supervisors. The articles used in this study were obtained from several databases including Google Scholar, Science Direct, Springer Link, and Research Gate. The keywords used are: "self-efficacy and work performance" "self-efficacy and job performance".

2. Inclusion Criteria

The inclusion criteria in this study were full paper articles with a cross-sectional study design. Multiple linear regression analysis model with standardized coefficient / beta.

3. Exclusion criteria

Exclusion criteria were articles with study designs other than cross-sectional, analysis models other than multiple linear regression, articles not full-text, not including standardized coefficient beta and using languages other than English.

4. Operational Definition

Self-efficacy is a person's belief in the potential he has in carrying out tasks or actions to achieve the desired results.

Performance is the result of work that can be achieved by a person or group within an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contradicting morals/ethics.

5. Study Instrument

The research is guided by the PRISMA flowchart.

6. Data Analysis

The data in the study were analyzed using the Review Manager application (RevMan 5.3). Standardized coefficient / beta values are converted to OR. The final results of the research are forest plots and funnel plots. Forest plot, namely a diagram that shows an

overview of information and estimates about the results of the entire study studied. While

the funnel plot is used to show the possibility of publication bias in the meta-analysis.

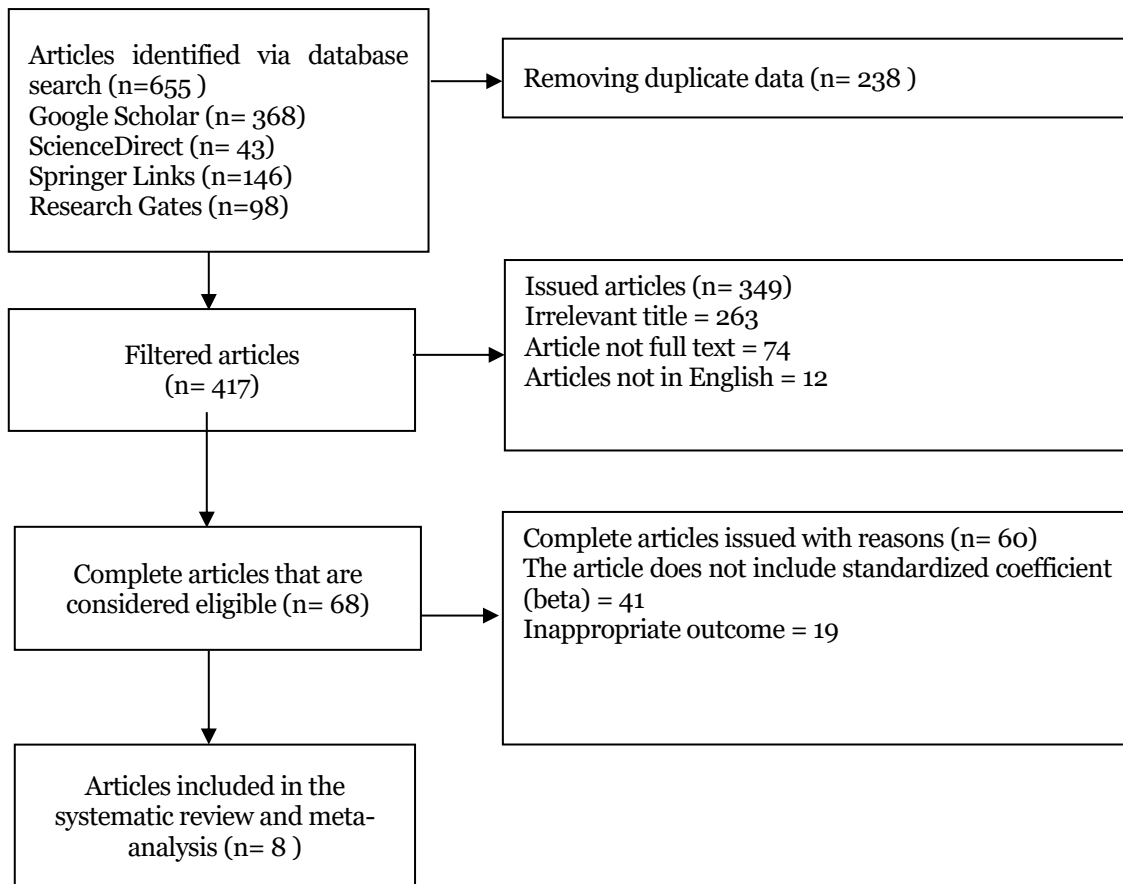


Figure 1. Flowchart of the review process

RESULTS

The initial search process on the database yielded 655 articles. After the process of

deleting published articles, it was found that 8 of them met the requirements for a full text review.



Figure 2. Map of the research area

Figure 2 shows research related to the relationship between self-efficacy and workforce performance. There are 8 studies originating from the Asian continent, the

African continent and the European continent consisting of 6 Asian continents (Pakistan, Indonesia and Sri Lanka), 1 African continent (Nigeria) and 1 European continent (Turkey).

a. Forest Plot

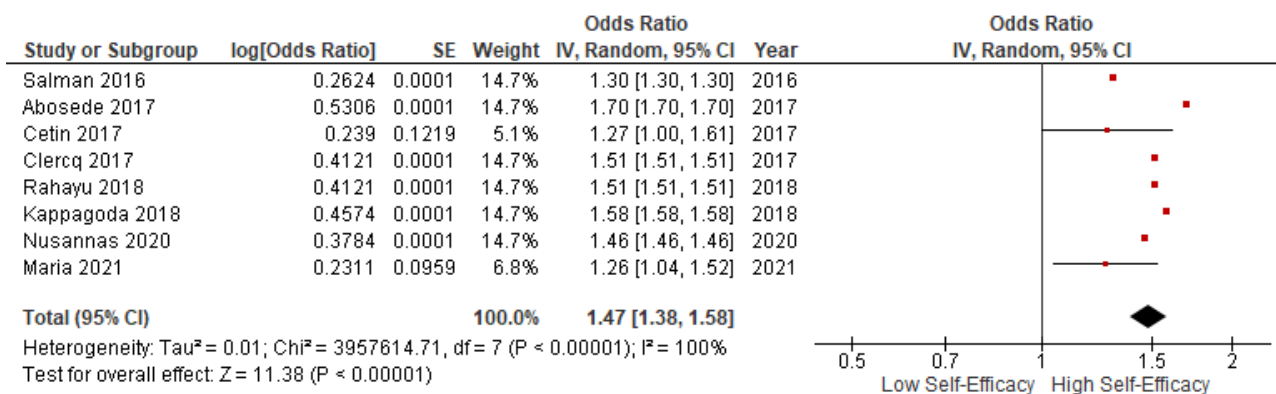


Figure 3. Forest plot of the relationship between self-efficacy and workforce performance

The forest plot in Figure 3 shows that self-efficacy is related to workforce performance. Workers with high self-efficacy have the possibility to perform 1.47 times higher than workers with low self-efficacy, and the results are statistically significant (aOR= 1.47; 95% CI= 1.38 to 1.58; p<0.001). The forest plot also showed high heterogeneity of effect estimates

between primary studies (I²= 100%; p<0.001). Thus, the calculation of the average effect estimate is carried out using the random effect model approach.

Source Article Summary

There are 8 articles related to the relationship between self-efficacy and workforce performance as a source of meta-analysis as follows:

Table 1. Description of primary studies on the relationship between self-efficacy and workforce performance

Author (year)	Country	N	P	I	C	O
Clercq et al. (2017)	Pakistan	454	Employee & their supervisor	Self-efficacy, work anxiety	Low self-efficacy	Job performance
Maria et al. (2021)	Indonesia	100	Employee	Self-efficacy, company commitment	Low self-efficacy	Employee performance
Cetin et al. (2017)	Turkey	76	Employee	work self-efficacy	Low self-efficacy	Work performance
Rahayu et al. (2018)	Indonesia	100	Telemarketing staff	Self-efficacy, job satisfaction, work culture	Low self-efficacy	Performance
Kappagoda (2018)	Sri Lanka	526	Employee	self-efficacy	Low self-efficacy	Task performance

Author (year)	Country	N	P	I	C	O
Abosedo et al. (2017)	Nigeria	294	Secretary	Self-efficacy, problem solving ability	Low self-efficacy	Job performance
Salman et al. (2016)	Pakistan	340	Employees of public hospital	self-efficacy	Low self-efficacy	Job performance
Nusannas et al. (2020)	Indonesia	119	Bank frontliner	Self-efficacy, employee engagement	Low self-efficacy	Employee performance

b. Funnel Plot

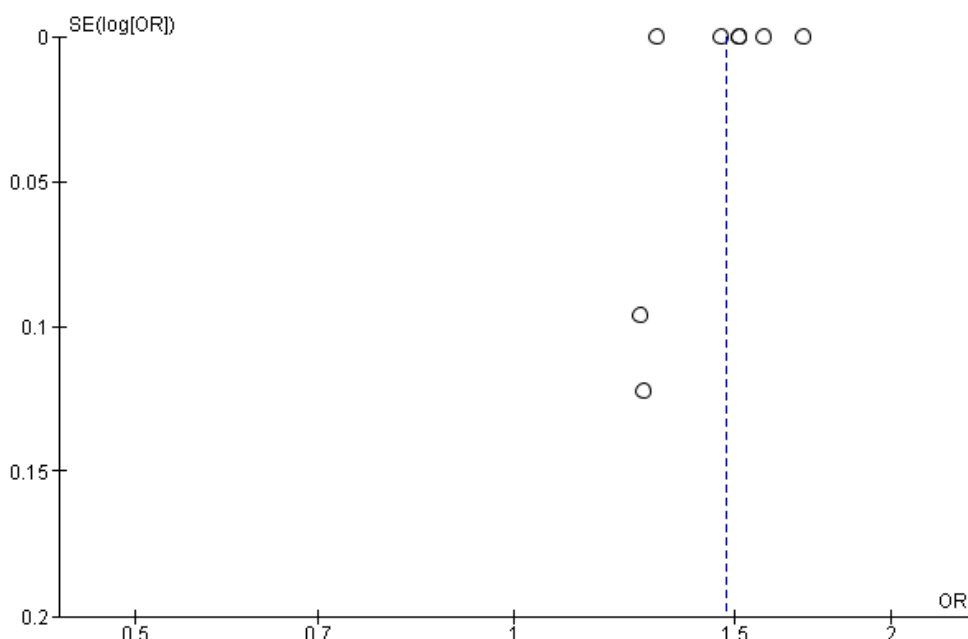


Figure 4. Funnel plot of the relationship between self-efficacy and workforce performance

The funnel plot in Figure 4 shows that the distribution of effect estimates is not symmetrical on the right and left of the vertical mean line. The distribution of estimates is more on the left than on the right of the average vertical line, thus indicating publication bias. Because the distribution is more to the left of the same location as the diamond shape in the funnel plot which is also to the left of the vertical line of hypothesis 0, this publication bias tends to reduce the true effect (under estimate).

DISCUSSION

Systematic review and meta-analysis in this study were carried out with the aim of increasing the generalizability of the findings and obtaining convincing conclusions from the results of various similar studies regarding the relationship between self-efficacy and workforce performance. Primary studies on the relationship between self-efficacy and workforce performance that met the criteria totaled 8 articles originating from 6 Asian continents, 1 from the African continent, and 1 from the European continent. A total of 8

research articles with a cross-sectional study design and a multiple linear regression analysis model as a source of meta-analysis of the relationship between self-efficacy and workforce performance. This study shows that self-efficacy is related to workforce performance. Workforce with high self-efficacy have the probability to perform 1.47 times higher than workers with low self-efficacy, and the result is statistically significant (aOR= 1.47; 95% CI= 1.38 to 1.58; $p < 0.001$).

This research is in line with Burhan's research (2019) which shows that self-efficacy has a significant effect on workforce performance. This means that if the workforce feels that they have high abilities and self-confidence, they will be successful in carrying out their work. Hanun's (2013) research results show that self-efficacy has a direct influence on the performance of school principals. The workforce is encouraged to improve performance which is the key to improving the company's quality.

Cetin and Askun (2018) define self-efficacy as an important element in workforce performance. The results of the study show that self-efficacy has a significant relationship with workforce performance and productivity. Machmud's research (2018) and Paramita et al. (2020) showed that self-efficacy influences job satisfaction, performance and work engagement. Clercq's research (2017) shows that good self-efficacy improves workforce performance. This is because workers experience less anxiety when carrying out their daily work. Workers with good self-efficacy tend to have coping strategies to be able to fulfill their work obligations (Jacobsen and Bogh, 2017). A significant effect of self-efficacy on workforce performance was also found in the research by Maria et al. (2021), a workforce with good self-efficacy can encourage increased workforce performance. The higher the self-efficacy of the workforce,

the more persistent the effort is made in carrying out the work (Sarinah et al, 2018).

Many studies have been conducted showing aspects that can affect company performance, including performance and treatment of workers. (Abun, 2020). Boons et al. (2019) divides into two components that can affect the performance of a worker. The first is the individual aspect which includes; attitude, characteristics, personality, physical characteristics, interests and motivation, experience, age, gender, education and other individual factors. The second is situational factors which include; physical, social and organizational work involving performance management. Research Nussanas et al. (2020) shows that performance is influenced by self-efficacy and work involvement. Rahayu's research (2018) shows that self-efficacy, satisfaction and work culture have a positive and significant role in workforce performance. This is in line with Kappagoda's research (2018) which shows that there is a positive and significant relationship between self-efficacy and workforce performance. Employees' belief in their ability to carry out their duties influences behavior which is ultimately able to encourage workers to complete their work perfectly.

Abosede and Adesanya's research (2017) shows that there is a significant and positive relationship between self-efficacy and workforce performance in public service offices in Nigeria. Research by Salman et al. (2016) showed that self-efficacy has a strong relationship with workforce performance, which is shown by work commitment, job satisfaction and low absenteeism. Workers with a higher level of self-efficacy are able to accept difficult tasks in order to increase their knowledge and mastery of the tasks they have (Cherian and Jacob, 2013). Other research that is in line is the research of Cetin and Askun (2017) which shows that self-efficacy has a significant influence on workforce

performance. In general, it can be concluded that the self-efficacy of the workforce can improve performance because workers who have high self-efficacy will try harder and be more persistent in carrying out their work. It is this behavior that will increase the likelihood of achieving success (Tims et al., 2014).

AUTHOR CONTRIBUTION

Febi Dyah Ayu Seruni is the main researcher who selects topics, explores and collects data. Bhisma Murti and Hanung Prasetya played a role in analyzing the data and reviewing research documents.

CONFLICT OF INTEREST

There is no conflict of interests in this study.

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