

The Effect of Self-Efficacy on Loyalty with Job Satisfaction As a Mediating Variable: Study at Universitas Negeri Padang

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Abstract

This study aims to see the effect of self efficacy on lecturer loyalty with job satisfaction as mediating at Universitas Negeri Padang. This study used a sample of 30 lecturers at Universitas Negeri Padang. The research instrument used a questionnaire distributed to Universitas Negeri Padang lecturers as respondents. Analysis method using *Partial Least Square* (PLS). The results of this study indicate (1) self efficacy has no significant effect on loyalty, (2) self efficacy has a significant effect on job satisfaction and (3) job satisfaction is a mediating on the effect of self efficacy on loyalty.

Keywords: self efficacy, job satisfaction, loyalty, Universitas Negeri Padang

Introduction

Higher education is currently faced with very high competition. To create competitive advantage in higher education, one of the important factors to be considered is the quality of its human resources. Good quality of human resources can be seen from various factors, including competence, morals and behavior to give their loyalty to the organization. To make it easier for the researchers, the current research focuses only on human resources for academic staff (lecturers) who are on UNP. UNP in 2018 had 905 lecturers while there were quite a lot of students served that is about 34,512 students. To serve so many students with the current number of lecturer staff certainly requires an extra effort and high staff performance be required such as loyalty to the organization.

In general, loyalty can be interpreted that by self devotion, dedication and trust given or addressed to someone or institution, in which there is a sense of love and responsibility trying to provide the best service and behavior^[1]. Universitas Negeri Padang in realizing its vision and mission has several objectives that support it. To realize these goals, one of them is lecturer loyalty. A lecturer who has loyalty to UNP will want to work harder and provide the best manifested by responsibility, dedication, obedience, care and other positive things for the progress of UNP, so that the higher the lecturer's loyalty at UNP, the easier it will be for UNP to achieve set goals. Whereas on the other side if the lecturer's loyalty is low then it will be difficult for UNP to achieve these goals.

Based on the author's observations at Universitas Negeri Padang, there are still some problems regarding lecturer loyalty that can hinder the achievement of organizational goals as it expected. This can be seen from several phenomena including the lack of responsibility and dedication of lecturers towards UNP, as seen from the small number of lecturers in conducting research published in accredited international journals and there are still lecturers who have not added their academic qualifications and lack of lecturers' desire for career development. The phenomenon of the next problem regarding lecturer loyalty that can inhibit the achievement of organizational goals as expected is that there are still less working lecturers contributing to the progress of UNP in their respective positions, there are some lecturers who do not obey and implement the rules that have been established, and some lecturers are those who are late in teaching or teaching outside hours that have been determined due to busyness or other matters outside of their duties so that the teaching and learning process that has been scheduled for the previous department becomes disrupted. Another phenomenon, there are some lecturers who prioritize work outside UNP rather than their staff at UNP so that the lecturers in implementing their Tridharma on UNP are ignored. Lecturers are not focused on teaching at UNP as their main main task because their energy has been spent teaching

outside UNP. In addition, the lack of concern for the progress of UNP is also a matter of loyalty for some lecturers.

Lecturer loyalty is not something that can just appear. There are several factors that can influence this loyalty, one of them is self-efficacy. Parkinson, Russell, & Previte (2012) explained that self efficacy is one of the factors that influence loyalty attitudes. Based on Bandura who developed social cognitive theory, self efficacy is one of the factors that influence behavior. Self-efficacy is a person's belief in his ability to get a job done well. Bandura (2012) explained that a person with strong self efficacy is able to use his best effort to overcome obstacles, while people with less self-efficacy to reduce their efforts and run away from existing barriers. In the study of McKee, Simmers, & Licata (2006) explained that self efficacy can reduce the desire to go out and increase loyalty behavior. This study was also strengthened by Yi & Taeshik (2008) who found that self efficacy is an important factor in loyalty. One indicator of that loyalty is being able to survive and not easily move to other organizations, so that it is expected that someone who has high self efficacy will reduce the desire to move^[7]. This is supported by McNatt's research, Brian, & Timothy (2008) which explains that self efficacy will reduce the desire to move. Other studies have found that which suggests that self efficacy will increase the desire to move. Based on previous studies, the first hypothesis that will be proposed in this study are as follows:

H1: Self efficacy has a significant effect on the loyalty

De Simone, Planta, & Cicotto (2018), Perera, Granziera, & Mcllveen (2018), Troesch & Bauer (2017), Malinen & Savolainen (2016) revealed that self efficacy is influenced by job satisfaction. Job satisfaction can be defined as emotional feelings (likes or dislikes) that result from experience doing work. De Simone, Planta, & Cicotto (2018) in his research suggested that self-efficacy of employees is closely related to satisfaction. Similar findings were also found by Troesch & Bauer (2017) who explained that the self efficacy of lecturers was very influential and significant to satisfaction. However, this study was not supported by the results of a study from Lau (2012) which suggested that self efficacy had no effect on job satisfaction. Based on social cognitive theory, individuals who have high self efficacy trigger a positive attitude towards their work, this attitude reflects individual satisfaction with their work. So this study suspects:

H2: Self efficacy has a significant effect on job satisfaction

Job satisfaction is a mechanism that explains the effect self efficacy on loyalty. In other words, individuals who have high efficacy have a positive attitude towards their work. When individuals have high job satisfaction can encourage the emergence of loyalty towards the organization. This is supported by previous research which explains that efficacy effect influences job satisfaction such as research conducted by Parkinson, Russell, & Previte (2012); McKee, Simmers, & Licata (2006) and Yi & Taeshik (2008). In addition, other studies also explain that job satisfaction affects loyalty, as has been done by Ineson, Benke, & László (2013); Jun, Cai, & Shin (2006); Chang, Chiu, & Chen (2010); Collins, Burrus, & Meyer (2014); Han, Meng & Wansoo (2017) and Lee, Miller, Kippen brock, Rosen, & Emory (2017). From previous studies, it was shown that self efficacy has an effect on job satisfaction, and then job satisfaction also has an influence on loyalty. Here it can be seen that job satisfaction can be used as mediator or intermediary on the effect of efficacy efficacy on loyalty. This means that self-efficacy lead canto a person's satisfaction in work, then with the existence of job satisfaction will bring up someone's loyalty to the work which means here self efficacy has an indirect relationship to loyalty through job satisfaction as mediation. Based on this explanation, the third hypothesis that will be proposed in this study is as follows:

H3: Job satisfaction is a mediating on the effect of self efficacy on loyalty

At this time, the head of Universitas Negeri Padang is in an effort to improve its performance from the teaching university to a research university. This is also in line with the demands of the performance agreement between the Chancellor and the Ministry of Research, Technology and Higher Education. One of the important things that must be created by university leaders is lecturer loyalty. However, throughout the authors' knowledge, there has been no comprehensive study that examines loyalty and determinants of this loyalty on UNP. Meanwhile, previous research has

revealed that there are several factors that can determine loyalty such as employee satisfaction and self efficacy. Furthermore theoretically, research on loyalty has been carried out partially but there is still little research conducted comprehensively between self efficacy, job satisfaction and loyalty. Therefore, this study aims to see how far the effect of self efficacy on lecturer loyalty with job satisfaction as mediation at Universitas Negeri Padang.

Over the past few years, a number of studies related to efficiency efficacy, job satisfaction and loyalty have been carried out partially and this study is carried out on average in developed countries, example De Simone et al., (2018), Troesch & Bauer, (2017) and Malinen & Savolainen, (2016). They provide a theoretical basis for analyzing the effect of efficacy on loyalty with job satisfaction as intervening. This provides important points of interest for practitioners and academics to formulate programs to increase employee loyalty, such as training and so on in order to improve competitive advantage.

Testing the hypothesis in this study using *Partial Least Square* (PLS). Some of the main findings in this study explain that self efficacy does not have a positive and significant effect on the loyalty of lecturers in this university. This shows that the relationship between the efficacy and loyalty is not consistent. This study also revealed that self efficacy has a significant effect on job satisfaction in UNP lecturers. In addition, in this study also found that job satisfaction is an intervening on the effect of self efficacy on the loyalty of UNP lecturers. This research has contributed to the field of Human Resource Management, moreover the object of research is the lecturer which is one of the factors that have an important role in the middle of the competition of higher education.

Methods

Population in this study is the initial study by taking a sample of 30 people. The aim is to ensure that the research model used is in accordance with existing data. Data collection was carried out by method *convenience sampling*. The research instrument uses a questionnaire given to some respondents. The measurements used to measure respondents' responses are by using a Likert scale with a scale range from 5 = "Strongly Agree (SS)" to 1 = "Strongly Disagree (STS)".

Before testing the hypothesis, this research evaluates the *outer model* and *evaluation inner model* first. Evaluation of the *outer model* is done by using validity and reliability tests to obtain representative data that will be further analyzed. In testing the validity uses *convergent validity* and *discriminant validity*, while reliability is tested using statistical *composite reliability*. evaluation is *inner model* done to test *goodness of fit* using *predictive-relevance* (Q-Square).

Furthermore in this study, testing the research hypothesis using *Partial Least Square* (PLS). Testing this hypothesis is done to see the relationship between variables. For more details, the variables in this study can be seen in Table 1.

Table 1 Research Variable

Variable	Indicator	Source
Self efficacy	<ul style="list-style-type: none"> Confidence in presenting work (SE1) Be sure to be able to overcome all problems in work if working hard (SE2) Confident in setting performance targets (SE3) 	Rapp et al (2015), Albrecht & Marty (2017)
Job Satisfaction	<ul style="list-style-type: none"> Feeling satisfied with work as a lecturer (ES1) Like working as a lecturer at UNP (ES2) Happy with work as a lecturer at UNP (ES3) 	Xie et al. (2017); Suhartanto et al. (2018); Messersmith et al (2011)
Loyalty	<ul style="list-style-type: none"> Making UNP a career place (LOY1) Caring for the fate of UNP (LOY2) Faithful to survive on UNP (LOY3) 	Luchak (2003), Jun, Chai, & Shin (2006)

Source: Previous Research

Results

Outer Model Evaluation

Outer model evaluation is done to test the validity and reliability of data. Validity test consists of *convergent validity* where based on the results of the analysis it is known that all items have a factor value *loading* greater than 0.5 so that all constructs of variables self efficacy, job satisfaction and loyalty have good validity and *discriminant validity* where the results of the analysis show that the value factor loading *Average Variance Extracted* (AVE) of each construct variable is above 0.5, so it can be concluded that all construct variables in this study are valid. Furthermore, reliability testing was carried out using statistical *composite reliability*. Based on the results of the analysis, values *composite reliability* third study variables (self-efficacy, job satisfaction and loyalty) is above 0.7, thus it can be concluded that the variables of self-efficacy, job satisfaction and loyalty has been a reliable, because it has met the *composite reliability* expected.

Inner Model Evaluation

Testing *goodness of fit* structural model the *inner model* uses *predictive-relevance* (Q-square). The R-square value of each endogenous variable in this study can be seen in Table 2.

Based on Table 2, it is known the value of R-square for job satisfaction of 0.217 means that the percentage of job satisfaction that can be explained by self efficacy is 21.7%. The R-square value for loyalty of 0.531 means that the percentage of loyalty that can be explained by *self efficacy* and job satisfaction is 53.1%. The assessment of *goodness of fit* is known from the Q-square value. The Q-square value has the same meaning as the coefficient of determination (R-square) in the regression analysis. The higher the Q-square, the model can be said to be more fit with the data.

Table 2 R-square for Endogenous

Endogenous Variable	R-SquareValue
Job Satisfaction	0.217
Loyalty	0.531

Source: Secondary Data Processing 2018

The results of calculating the value of Q-square are as follows:

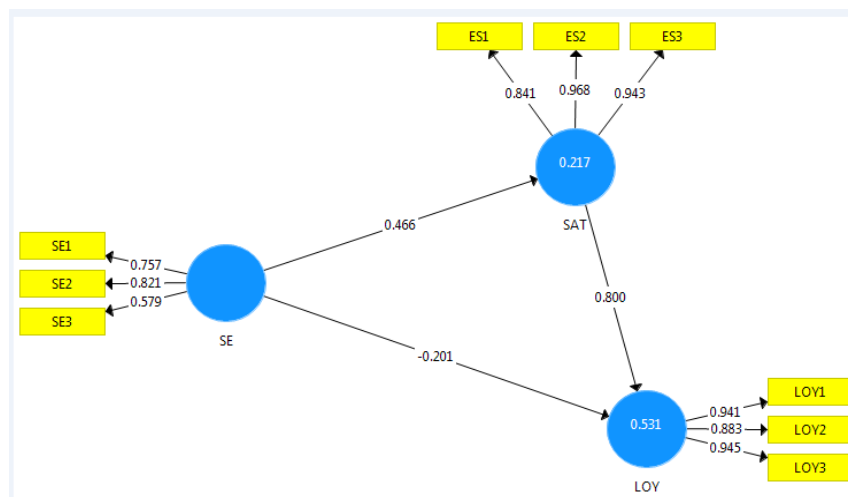
$$\begin{aligned}
 Q\text{-square} &= 1 - [(1-0.217) \times (1-0.531)] \\
 &= 1 - [0.783 \times 0.465] \\
 &= 1 - 0.364 \\
 &= 0.636
 \end{aligned}$$

From the calculation results obtained the Q-square value is greater than 0 ($0.636 > 0$), so that it can be interpreted that the model is good because it has a relevant predictive value of 63.6%. That is, the magnitude of the diversity of research data that can be explained by the research model is 63.6%, while the remaining 36.4% is explained by other factors outside the model. Based on these results, the research model has good *goodness of fit*.

Hypothesis Testing

Study uses structural equations using the approach *Partial Least Square* (PLS). The results of testing this research model can be seen in picture 1.

Results of the Test with *Partial Least Square* (PLS) show that all indicators are above 0.5, so this modeling is feasible to test hypotheses. Hypothesis testing is used by looking at T-statistics and P-values. The research hypothesis can be accepted if T-statistics > 1.96 and P-values < 0.05. The influence coefficients, T-statistics and P-values can be seen in Table 3.



Picture 1 Output Analysis

Table 3 Results of Coefficient Values, T-statistics and P-values

Hipotesis	Coherence from the Effect	Coefficients	T-statistics	P-values	Description
H1	Self efficacy→Loyalty	-0.201	1.024	0.306	(-), Not significant, Hypothesis not supported
H2	Self efficacy→Job satisfaction	0.466	2.970	0.003	(+), Significant, Hypothesis supported
	Job satisfaction →Loyalty	0.800	5.216	0.000	

Source: Secondary Data Processing 2018

Based on Table 3 above it can be seen that the effect of self efficacy on loyalty results in a T-statistic of 1,024 <1.96 and P-values 0.306 > 0.05 with an influence coefficient of -0.201. It can be concluded that self efficacy does not significantly influence loyalty. Furthermore, the effect of self efficacy on job satisfaction resulted in a T-statistic of 2.970 > 1.96 and P-values 0.003 < 0.05. It can be concluded that self efficacy affects job satisfaction. The effect of self efficacy on job satisfaction is positive, indicated by the influence coefficient of 0.466. This means that an increase in self efficacy will significantly improve lecturer job satisfaction at Universitas Negeri Padang.

Furthermore, direct and indirect influences in this study can be seen in Table 4. Based on Table 4, it can be seen that the direct effect of self efficacy on job satisfaction is significant and the direct effect of job satisfaction on loyalty is significant. This means that job satisfaction is mediating the relationship between self efficacy and loyalty. To see the role of mediating variables here is seen from the direct and indirect effects of self efficacy towards loyalty. Table 4 shows the magnitude of the indirect effect of self efficacy on loyalty is not significant (T-statistics < 1.96 and P-values > 0.05, with a coefficient of influence of -0.201), while the direct effect of self efficacy on loyalty through job satisfaction is significant (T-statistics > 1.96 and P-values < 0.05, with a coefficient of influence of 0.373). Then it can be interpreted that the mediating that occurs is *full mediated*.

Discussion

Based on the results of the study, testing the hypothesis that self efficacy has a significant effect on loyalty is not supported, which means that effect efficacy cannot show an issue to the UNP lecturer loyalty. This can be caused by other factors, one of which is the State University of Padang, currently only experiencing a transition from the regular Satker to BLU. This is what makes the emergence of loyalty is not self efficacy. The results of this study are contrary to the results of research conducted by Parkinson, Joy et al (2012) which explains that self efficacy is positively and significantly related to

loyalty. The results of this study also contradict the research conducted by Yi, You jae & Gong Taeshik (2008) which explains that self efficacy is one of the important factors of loyalty. Masakure (2016) explained that one indicator of loyalty is being able to survive and not easily move to other organizations. From the results of testing hypothesis 1 that has been done using *Partial Least Square* (PLS), it was found that self efficacy can reduce loyalty but not significant which can have implications for the increasing desire to quit or the desire to quit. This is supported by the study of Schyns et al (2007) who suggested that self efficacy has a positive relationship to the desire to move. However, this study is not supported by Mckee's research, Dryl et al (2006) which explains that the higher self efficacy, the less likely they are to get out and the more likely they are to express loyalty. This is also not consistent with McNatt's research, D Brian & Judge, Timothy A (2008) which explains that self efficacy reduces the desire to quit and quit.

Table 4 Direct and Indirect

Coherence from the Effect	Direct Effect	Indirect Effect
Self efficacy→Loyalty	-0.201 (Not significant <i>T-statistics</i> < 1.96 and <i>P-values</i> > 0.05)	-
Self efficacy →Job satisfaction	0.466 (Significant, <i>T-statistics</i> >1.96 and <i>P-values</i> <0.05)	-
Job satisfaction →Loyalty	0.800 (Significant, <i>T-statistics</i> >1.96 and <i>P-values</i> <0.05)	-
Self efficacy→Loyalty through Job Satisfaction / Self efficacy →Job satisfaction →loyalty (H3)	-	(0.800 x 0.466) = 0.373 [Significant, <i>T-statistics</i> >1.96 (2.529>1.96) and <i>P-values</i> <0.05 (0.011<0.05)]

Source: Secondary Data Processing 2018

Furthermore, hypothesis 2 which states that self efficacy has a significant effect on job satisfaction is supported. These results indicate that the higher the self efficacy of a lecturer, the greater his job satisfaction and conversely the lower the self efficacy of a lecturer, the lower his job satisfaction. The results of the study were supported by the research of De Simone et al (2018), Perera et al (2018), Troesch & Bauer (2017) and Malinen & Savolainen (2016) which stated that self efficacy was considered to have a positive and significant influence on job satisfaction. Finally, hypothesis 3 states that job satisfaction is a mediating on the effect of self efficacy on being supported. The results of the analysis showed that self efficacy had a significant effect on job satisfaction, as well as job satisfaction had a significant effect on loyalty. This shows that job satisfaction is a mediating on the effect of self efficacy on the loyalty of UNP lecturers. To see the role of job satisfaction mediating variables, it can be seen from the direct and indirect effects of self efficacy on loyalty. The amount of direct effect of self efficacy on loyalty is not significant with the influence coefficient (-0.201) while the indirect effect of self efficacy on loyalty through satisfaction is significant with the influence coefficient of 0.373). This means that mediating is *full mediated*. This means that self efficacy alone is not able to significantly influence loyalty. However, self efficacy can increase job satisfaction, which ultimately results from job satisfaction that can increase loyalty. This means that self efficacy has an indirect effect on loyalty through job satisfaction. This is supported by research conducted by De Simone et al (2018), Perera et al (2018), Troesch & Bauer (2017) and Malinen & Savolainen (2016) which explain that self efficacy has a positive and significant effect on job satisfaction. Furthermore, the results of this study are also supported by previous research which states the relationship between job satisfaction and loyalty, including research conducted by Chang et al (2010), Jun, Cai & Shin (2006),

Collins, Burrus & Meyer (2014), Ineson et al (2013) and research conducted by Han, Meng, & Kim (2017) which explains that job satisfaction is positively and significantly related to loyalty.

Conclusions

The results of this study conclude that self efficacy has effect no significant effect on loyalty but has a significant effect on job satisfaction. In addition, the self efficacy does not have a direct effect on loyalty but indirectly influences job satisfaction, which means job satisfaction here is mediating on the effect of self efficacy on loyalty.

The limitation in this study is a small sample of 30 people. However, this study has theoretical implications that contribute to knowledge about the relationship of self efficacy, satisfaction and loyalty more comprehensively. Research on these variables has been done extensively but is still partial, it has never been done comprehensively between self efficacy, job satisfaction and loyalty. In addition, previous research has been carried out on average in developed countries and is still rarely done in developing countries such as Indonesia. The results of this study are expected to contribute to the development of science, especially in the field of human resources and are also expected to be used as a reference for future research with relevant studies.

Practically, this research will be a reference for UNP leaders in an effort to increase the loyalty of UNP lecturers. Based on the results of this study, leaders can later formulate programs to increase employee loyalty, such as training and so on. Furthermore, academically, this research is expected to later become a reference for researchers to improve understanding of loyalty and the factors that influence it. The results of research conducted at Universitas Negeri Padang may be different if done in other places, so that it is possible for future research to be continued for the next research and see the comparison and get new conclusions."

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