The Effect of Self-Efficacy on Job Performance: Gen X and Gen Y Preferences in R/D Based University

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ABSTRACT
Today, there's a new term for represent level of generation, it is called Generation X, Y, Z, and "baby boomer", each of them had a difference in knowledge, experience, and of course the year of birth. This research aims to analyze *Self-Efficacy* differences within generation X and generation Y, while also analyzing the impact on private company employee job performance. Using quota sampling, 80 questionnaires are distributed and 62 respondents are responding the all the questions in the survey processes. The results of research statistical tests show that there is no significant difference between self-efficacy between generations X and Y on their performance. Practical implications are also discussed in this paper.

Keywords: Gen X, Gen Y, job performance, one way ANOVA, self-efficacy

1. INTRODUCTION

Human resources management can't be separated from an individual factor which the organization expects every member or employee to perform as best as they could to achieve organizational goals. In an organization, employees or organization members are the main assets for the organization and had a strategic value in a company, and what makes it strategic is that employees can fill up the role of a thinker, a planner, and controller of organizational activities.

Today, there's a new term for represent level of generation, it is called Generation X, Y, Z, and "baby boomer", each of them had a difference in knowledge, experience, and of course the year of birth. In the last decade, there has been a debate about the work orientation of millennial individuals (Generation Y). When it comes to ability, generation X had an advantage when it comes to wisdom, and maturity because they already work for one or two decades. But Generation Y has its uniqueness which is their ability to master a lot of things when it comes to technology and had a strong interpersonal character, had a strong spirit, and enthusiasm on anything they work on [1].

Studies about *Self-Efficacy* itself already give a lot of implications about its effectiveness in the organization in a leadership context. Walumba, et al. [2] conclude that *Self Efficacy* if supported by ethical leadership will increase work performance. In a management context, *self-efficacy* is an important

element for a manager's career, which stimulates attachment (manager engagement) [3]. Therefore, the researcher wants to examine more deeply how individuals on generation X and Y perceived how *self-efficacy* creates work performance patterns on each individual and *self-efficacy* difference between generation X and generation Y. Based on the research question that has been delivered by researchers, the researchers also want to convey the research purpose which is to analyze *Self-Efficacy* differences within generation X and generation Y, while also analyzing the impact on private company employee job performance in Malang.

2. LITERATURE REVIEW

Job performance or *individual performance* is the result of work in quality and quantity achieved by an employee while carrying out his duties following the responsibilities given to him [4]. While according to Viswesvaran and Ones [5], *job performance* refers to behavior, and the result of an employee who works for the organization ultimately will contribute to organizational purpose. While Sonnentag, et al. [6] stated that *job performance* is a multidimensional concept when there is a difference between behavioral aspects, and visible results. Behavioral aspects themselves refer to what an individual does when working and tend to be specific and can be measured

by looking at the result of job performance for achieving organizational purpose. So, the conclusion is that *job performance* is a multidimensional concept that involves behavioral aspects for work that had been done so, in the end, resulting in job results based on quality and quantity that can be measured by individual and contribute within the organization.

Task performance refers to a person contributing to the performance of the organization, which refers to the results that appear as part of the reward system of an organization which requires, as required by the job description. In this case, task performance (performance based on tasks) is the fulfillment of individual performance based on what is requested by the organization itself [6]. While Contextual performance is leaning towards the individual behavior that does not directly contribute to organizational performance but supports the existence of the organization, provides social and psychological support within the organizational environment. So that contextual performance is more towards activities that are informal and not part of individual job descriptions. Individuals who work are more focused on social behavior which essentially helps fellow individuals who work in the organizations, such as their willingness to work beyond the organization's expectation, and being more proactive towards their environment. This includes the concept of initiative, especially if the vision of the organization is in line with the vision and long-term goals of an individual so that they can find solutions to finish challenging tasks.

There are similarities such as the models of *Job Performance* proposed by Viswesvaran and Ones [5] which are divided into three dimensions, which is :

a. *Task Performance*, activities carried out by those individuals that refer to the responsibility that had been assigned to the individuals for their skills by showing performance so that it can be recognized that it is part of their work. This includes completing a task.
b. *Organizational Citizenship Behavior*, refers to the freedom of individual behavior in work that indirectly provides an effective function in the organization itself.
c. *Counterproductive behavior* refers to individual negative behavior in work that resulted not productive or counter-productive behavior that affects job performance.

The term "generation" itself is defined by Kupperschmidt in Tolbize [7], as a group with an age range, having life characteristics in the same developmental stage, which is divided between five to

seven years with the classification of the first wave (early wave), group core, and last wave (the final group). Mahoney [8] defines "generation" apart from having the same age, says that there are similarities in beliefs about work (work values) and behaviors that become a social culture within a certain period.

There is a view related to the current generation, namely that one generation to another will not only share influence, but they will also share values, thoughts, and even have an impact on their behavior. This will be explained in detail as follows :

1. Generation X
   Is a generation that has an age range between 37 to 51 years old, with the year of birth between 1965 to 1979 [9]. There's also a mention, that this generation consists of people that have an age range between 36 to 51 years old with the year of birth between 1965-1980 [10]. This generation grew up in a period of limited economic growth (permanent work and financial constraints), family, and social discomfort [7]. Generation X is a transitional generation between a generation that is very loyal to old tradition and a new generation that relates heavily to technology.

2. Generation Y
   Generation Y, consists of an age range between 21 to 35 years, with the year of birth 1981 – 1995 [11]. Likewise, a source from the Ethnic Resource Center [12] stated that the year of birth for Generation Y is 1981 to up. They are famous for having critical thinking and. This generation has had a better life than the previous generation, namely, Generation X, where there has been a period of computerization, digital, more independence, optimistic and belongs to the generation group with higher education because they think that having a higher education is the key to their success in the future. They are more cooperative with the organization where they work, optimistic about their abilities compared to the previous generation, this is because most of this generation has a higher level of education, often attend training. Generation Y is more flexible at work, willing to learn from seniors, and has a high tolerance for differences in age, ethnicity, and gender because they carry an element of togetherness.

Self-efficacy is defined as an individual's belief in his ability to create a visible appearance that will affect individual life [13]. Someone with good self-efficacy will be able to determine how they think, feel,

and motivate themselves which is manifested in their behavior. Confidence in one's abilities enables someone to complete tasks, even though they have to face difficulties in achieving a goal, and this is different from someone who has doubts about their abilities, they easily get discouraged and do not have a good commitment to completing a task [13]. The same thing was conveyed by Maddux [14], that self-efficacy is a person's ability that arises because an individual believes in developing a skill he has which is shown in every behavior he does. This belief is a factor that determines a person to be bound in itself and the individual has perseverance in facing obstacles and challenges.

Self-efficacy has a strong influence on one's self-learning, motivation, and job performance because a person can learn from the experiences that person received and will show good performance in the field that person believes is capable of. As stated by Bandura in Lunnenburg [15] that self-efficacy can affect learning and performance, with 3 (three) things, including:

1. Self-efficacy influences the achievement of goals that are chosen by employees.
2. Self-efficacy provides a balanced learning impact with the appearance of good job performance where he has worked hard in it.
3. Self-efficacy affects the extent to which an employee perseveres in dealing with new and difficult tasks.

3. CONCEPTUAL FRAMEWORK

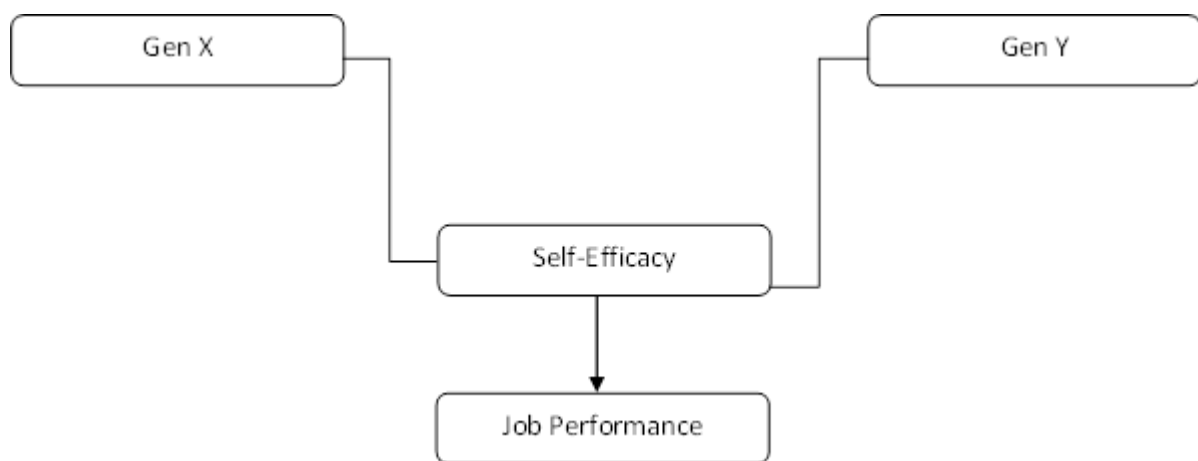The Conceptual Framework that can be conveyed in this research is shown in Figure 1.

Figure 1 The conceptual framework of the research

In the chart above, it is stated that in this study, we want to see to what extent the differences in Self Efficacy between generations X and Y on Job Performance. This will be revealed in field research, and researchers do it by distributing questionnaires to research subjects or respondents.

4. RESEARCH METHOD

This research uses a quantitative approach, namely an approach that involves several scientific components, such as theories, and hypotheses [16]. This type of research used a comparative study, namely comparing the same individual or group in different periods or comparing different individuals or groups at the same time [17].

This study, taking the location of a private organization engaged in education with R&D based university in the city of Malang. The population that will be used are employees who work at this institution with an age range that is assumed to represent the characteristics of generation X and generation Y. From the questionnaires distributed by 80 questionnaires, only 62 questionnaires were returned with details of Generation X as many as 24 people, and Generation Y numbered 38 people. And with a balanced number of subjects between men and women, each as many as 31 people. The sampling technique used is Quota

Sampling, which is a sampling that determines research sampling based on the objectives of the research [18]. The Quota Sampling technique is done by determining the population sample for research, determining the number of sampling, then the researcher takes an arbitrary sample of the target population until it meets the desired number of benchmarks.

The data collection method in this study is using the questionnaire method. The questionnaire itself is a form of data collection technique that uses a list of structured questions with available alternative answers so that respondents just choose the answer according to their aspirations, perceptions, attitudes, circumstances, or personal opinions [16].

In this research, the researchers will use two instruments, which is :

i) *Job Performance*

In this research, measuring individual performance was used a questionnaire developed by Goodman and Svyaneek (1999) in Yusoffi et al. 19] related to job performance instruments. This instrument includes 25 items, consisting of 16 items related to Contextual Performance and 9 items related to Task Performance with a fairly good reliability score [20]. This instrument has been used in several previous studies and has good reliability and validity. Detailed items on *Job Performance Scale (1) Contextual performance* (16 Items), (2)*Task Performance* (9 Items)

ii) *Self-Efficacy*

The self-efficacy instrument adopted from *the General Self Efficacy* from Schwarzer and Jerusalem [21], which is available in several languages that have been adapted in such a way that 10 item statements will be used later to be given to respondents. The reliability of this instrument has been tested on a sample of 23 countries, and the results are quite good.

The statement of each item on each job performance instrument and self-efficacy instrument, the scale is scored in five answer points, including "strongly agree" is given 5 points, "agree" is given 4 points, "sometimes" is given 3 points, "disagree" is given 2 points, and "strongly disagrees". agree" is given 1 point.

The research procedure begins with translating the instruments previously in English version into Indonesia version, then preparing the instruments to be used for research, determining the research population based on pre-determined criteria. Next, distribute the

questionnaire to the respondent, then the data that has been collected, the next step is analysis.

The data analysis method consists of normality test and homogeneity test to see if the data had met the criteria for normality and homogeneity. The next analysis used Covariance Analysis, to see if there was a difference in Self Efficacy between generation X and generation Y on job performance.

5. RESULTS AND DISCUSSION

It can be seen from the table 1 that the significance level is at > 0.05, namely 0.637, and based on the results it can be said that the data is normally distributed and can be used for further analysis.

Table 1. One-Sample Kolmogorov-Smirnov Test

		Standardized Residual
N		62
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	.99176941
Most Extreme Differences	Absolute	.094
	Positive	.094
	Negative	-.080
Kolmogorov-Smirnov Z		.744
Asymp. Sig. (2-tailed)		**.637**
a. Test distribution is Normal.		

In regards to homogeneity test it can be seen from the table 2 that the significance level at > 0.05 is 0.148 and it can be said that the data is homogeneous and can be proceeded for further analysis.

Table 2. Homogeneity test of variances on job performance

Levene Statistic	df1	df2	Sig.
1.515	13	46	**.148**

Both job performance and self-efficacy had a good reliability, that can be seen from the analysis that the results of the reliability test for the Job Performance variable consisting of 25 items are 0.52 (reliable enough) and 0.81 for the Self Efficacy variable (10 items). It can be concluded that the research instrument used for this research is reliable.

It can be seen from the results of the covariance analysis that there is no significant effect of the Generation Group (Gen X and Gen Y) on performance after controlling for Self Efficacy, $F(1.59) = 0.01$, p = 0.032 (see appendix 1) The ability of self-efficacy from

one individual to another is certainly different and will affect the work results (performance) of the individual. As revealed by Lunenburg [15], that self-efficacy (belief in an individual's ability to complete a specific task) will have an impact on the tasks, and individuals must learn to achieve the expected goals. This is in line with individuals feeling able to do a particular task specifically so that it will increase self-efficacy which has an impact on their performance, this makes it very important for the effectiveness of an organization. Talking about organizational effectiveness, self-efficacy has a big impact on the performance of the organization where the individuals in it make a big contribution, for example in the context of managerial-oriented work, improving performance and organizational commitment [22].

6. CONCLUSION

The results of research statistical tests show that there is no significant difference between self-efficacy between generations X and Y on their performance. As explained earlier that although generations are different, individuals still view that they are trying to work as well as possible, even though the difference is only in how the atmosphere of the work environment is, where Generation X tends to be less flexible than Generation Y in terms of working time and willingness to learn from those who are more senior. In line with research on self-efficacy in the work environment conducted by Capers and Loretta [23], there are similarities between generations in believing in their abilities. The individual who works, career and goals to be achieved.

In some of the literature reviews, it is rare to find differences in self-efficacy between generations X and Y on performance. As done by Maurer [24], Harrison and Rainer [25], and Parker [26], trying to relate the age difference of employees in understanding self-efficacy that supports productivity which has an impact on performance, but methodologically it is not classified in detail according to age classification based on theory. Generation X and Generation Y. Likewise, a study conducted by Omu and Reynolds [27] in research on students found that although there are differences between each generation in terms of their self-efficacy in terms of academic performance, the generation he refers to is the first year generation and the second year generation. attend a university, so that it does not differentiate from age which is a special feature of the distinguishing factor of characteristics between generation X and generation Y. So that although the results of this study, the hypothesis is

rejected, it can be concluded that so far the impact of age differences by generation group is not different. impact on self-efficacy and performance.

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Appendix 1
Levene's Test of Equality of Error Variances
Dependent Variable: Job Performance

F	df1	df2	Sig.
2.353	1	60	.,130

Tests the null hypothesis that the error variance
of the dependent variable is equal across groups.
a. Design: Intercept + Self Efficacy + Gol.Gen

Tests of Between-Subjects Effects
Dependent Variable: Job Performance

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	.526[a]	2	.263	3.066	.054
Intercept	5.530	1	5.530	64.525	.000
Self Efficacy	.473	1	.473	5.523	.022
Gol.Gen	.010	1	.010	.118	**.032**
Error	5.057	59	.086		
Total	847.568	62			
Corrected Total	5.582	61			

a. R Squared = .094 (Adjusted R Squared = .063)