

DETERMINANTS OF SELF-EFFICACY AND ITS IMPLICATIONS FOR JOB SATISFACTION OF GENERATION Z (STUDY ON GENERATION Z IN THE SOUTH TANGERANG REGION)

Yasmin Kusumawati¹, Nazifah Husainah²

Master of Management, Faculty of Economics and Business, Muhammadiyah University, Jakarta
Email: yasminkusuma16@gmail.com

ABSTRACT

This study was conducted with the aim of finding out and analyzing the influence of "Determinants of Self-Efficacy and Its Implications on Job Satisfaction of Generation Z (Study on Generation Z in the South Tangerang Region)". The method used is an associative method with a quantitative approach, the data analysis used is SEM-PLS with a sample of 175 generation Z respondents in the South Tangerang area. The results of the study showed that (1) that compensation for self-efficacy had a significant effect on t-statistical values (3.208) > t-table (1.96) and P values (0.001) < α (0.05) on job satisfaction. (2) that reward for self-efficacy had a significant effect on t-statistical values (5.586) > t-table (1.96) and P values (0.000) < α (0.05) on job satisfaction. (3) that the work environment on self-efficacy had a significant effect on t-statistic (3.364) > t-table (1.96) and P values (0.001) < α (0.05) on job satisfaction. (4) that compensation for job satisfaction had a significant effect on t-statistic (3.961) > t-table (1.96) and P values (0.000) > α (0.05) on job satisfaction. (5) that reward on job satisfaction had no significant effect on t-statistic (1.589) < t-table (1.96) and P values (0.112) > α (0.05) on job satisfaction. (6) that the work environment had a significant effect on job satisfaction with t-statistical values (5.348) > t-table (1.96) and P values (0.000) < α (0.05) on job satisfaction. (7) that self-efficacy on job satisfaction had no significant effect on t-statistic (0.058) < t-table (1.96) and P values (0.954) > α (0.05) on job satisfaction. (8) that compensation for job satisfaction through self-efficacy has no significant effect on t-statistic (0.055) < t-table (1.96) and P values (0.956) > α (0.05) on job satisfaction. (9) that reward for job satisfaction through self-efficacy has no significant effect as seen from t-statistical values (0.056) < t-table (1.96) and P values (0.955) > α (0.05). (10) that the work environment has no significant effect on job satisfaction through self-efficacy, as seen from the t-statistical values (0.056), t-table < (1.96), and P values (0.955) > α (0.05).

Keywords: Compensation, Reward, Work environment, Self-efficacy, Job satisfaction

1. Introduction

In facing increasingly dynamic business competition, every company to achieve organizational goals requires a qualified workforce. Human resources are an important component in the sustainability of a business. Human resources play an important role in helping companies achieve their goals. Human resources influence a company's ability to

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compete, develop, and survive the competition. As the company's main asset, human resources are responsible for determining and supporting the company's success. Therefore, to achieve company goals, companies need high-performance human resources or employees (Moch So'loed Hakam and Ika Ruhana (2015).

Companies must know that people are their main source of income. A company is said to be successful only if it is able to manage its human resources effectively. When companies invest in their employees, for example by creating a good work environment, employees indirectly encourage themselves to invest in themselves too (Anwar et al., 2024).

The company through its HR department selects the right candidates for a particular job and monitors whether the overall condition is right. However, institutions and organizations will not be able to function fully without the presence of employees. Employees are an important asset of an institution or organization. Their knowledge, skills, abilities and experience are invaluable and intangible assets in achieving organizational goals. Therefore, it is very important to have effective employees who will give their best to the institution and are ready to devote themselves to achieving their own goals and those of the institution.

In the world of work in 2024, there are three main generations who are still actively contributing, both in the private sector and government institutions: Generation X, Generation Y (Millennials), and Generation Z. Each of these generations brings different characteristics and values to the workplace, which influences the dynamics and overall work culture.

According to the Pew Research Center (2020), the current workforce consists of Generation The task of leadership will be passed from Generation Proficient in using various electronic devices and the internet. Due to their characteristics, Generation Z has a major influence on various aspects of life, including business, education, and popular culture. They are adept at using social media to interact and communicate with other people. They also have incredible multitasking abilities, which allow them to do several things simultaneously.

Generation Z tends to have lower levels of job satisfaction than other generations, especially because of their demands for the use of cutting-edge technology and more dynamic learning opportunities. A report from Deloitte revealed that although Generation Z has high expectations, they can quickly become dissatisfied if there is a lack of innovation or flexibility in the workplace. In general, the level of job satisfaction of Generation Z in South Tangerang is thought to be influenced by several factors, including self-efficacy, work environment, reward and compensation.

2. Literature Review

Job satisfaction

According to Robbins and Judge (2018: 50), job satisfaction is defined as positive or negative feelings that individuals have towards their work. This includes an evaluation of various aspects of the job, including salary, work environment, and relationships with

coworkers. Meanwhile, Dessler (2013:58) defines job satisfaction as the positive or negative feelings that employees have towards their work. In his view, job satisfaction involves a comparison between employees' expectations of work and the reality they experience at work. If job satisfaction is high, employees tend to work harder and show better performance. Then Handoko (2014: 193) defines job satisfaction as a pleasant or unpleasant emotional state experienced by employees regarding their work. This shows that job satisfaction is very subjective and influenced by various factors, both from within the individual and from their work environment.

Self-Efficacy

According to Alwisol in Cahyadi (2021:25), self-efficacy refers to a person's belief about their ability to adapt and act effectively in dealing with existing situations. According to Widiyanti & Marheni (2013:72), self-efficacy has a crucial role for a person in facing the changes that occur in their life. These beliefs relate to the way individuals perceive their ability to carry out expected actions. Self-efficacy according to Santrock (2007) is a person's belief in their ability to master a situation and produce something profitable.

Compensation

According to Dessler (2008:277) compensation is all forms of payment or other rewards that employees receive as a reward for their work. This includes salary, benefits, bonuses, and other forms of non-financial rewards. According to Michael Armstrong in Arifin (2013), an HR management expert, informs that compensation is a gift given to employees as appreciation for their role in the organization. This can be interpreted as meaning that compensation is an appreciation for employee performance, dedication and contribution in achieving organizational goals.

Reward

According to Mathis & Jackson (2019:211), reward is any form of reward given to employees because of their work performance, both in the form of financial and non-financial rewards. Meanwhile, according to Armstrong (2020:321), reward is everything given to employees to motivate them and appreciate the contributions they have made, including financial and non-financial incentives. According to Rivai and Sagala (2015), reward is an award given to employees as compensation for the contributions they have made to the organization, which aims to increase employee motivation, productivity and job satisfaction.

Work environment

The work environment refers to the physical, social, and psychological conditions in which individuals work including the physical workplace, relationships with coworkers, company culture, and other components that influence the individual's work experience (Subyantoro & Suwanto, 2020). According to Robbins and Judge (2019:216), the work environment is everything around workers that influences the way they work, their performance and their welfare. According to Davis and Newstrom in (Subyantoro & Suwanto,

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2020), the work environment is a combination of physical, social and psychological factors that exist in the workplace and have an impact on employee performance and welfare.

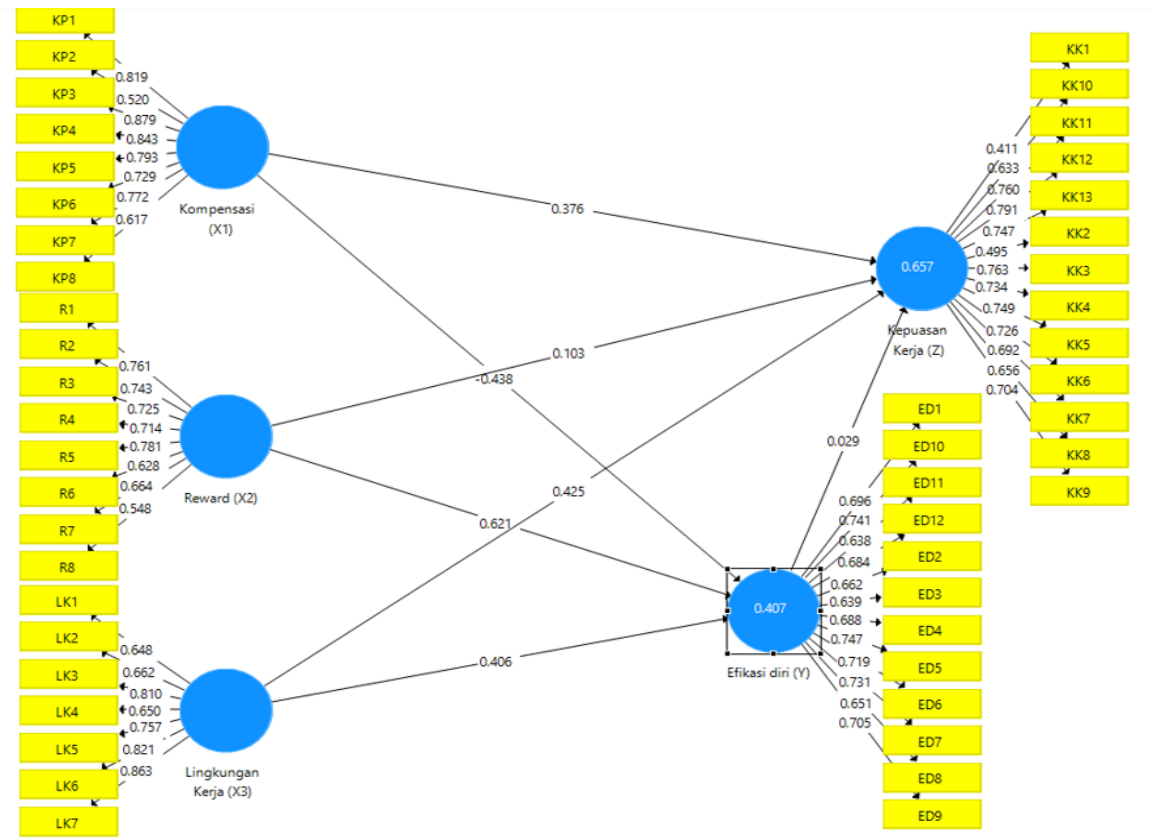
3. Research Methods

The research method used in this research is a quantitative method with a descriptive associative research type. The population in this study is all generation Z who work in the South Tangerang City area. Generation Z is the generation born between 1997-2015. The number of samples in this research was 175 respondents. In this research, the author used a data collection method through a questionnaire to obtain the data and information needed to support this research, through a list of closed questions asked to respondents..

4. Result and Discussion

1. Validity Test

A. Convergent Validity



Based on the output of the outer model in the image above, it is obtained that all indicator values for each variable have values outer loading between 0.4 to 0.7.

B. Discriminant Validity

Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Self-Efficacy (Y)	0.500
job satisfaction (Z)	0.530
compensation (X1)	0.570
work environment (X3)	0.561
reward (X2)	0.538

Source: Processed data, 2024

Based on table 4.7 above, after the indicators KK1, KK2, ED1, ED3 and R8 are eliminated, the resulting AVE value is > 0.5 , and it can be stated that all variables in this study have discriminant validity good or valid.

Tabel Heterotrait Monotrait Ratio (HTMT)

	Self-Efficacy (Y)	job satisfaction (Z)	compensation (X1)	work environment (X3)	reward (X2)
Self-Efficacy (Y)					
job satisfaction (Z)	0.461				
compensation (X1)	0.356	0.764			
work environment (X3)	0.610	0.805	0.645		
reward (X2)	0.550	0.740	0.895	0.605	

Source: Processed data, 2024

Based on table 4.7 above, after the indicators KK1, KK2, ED1, ED3 and R8 are eliminated, the resulting AVE value is > 0.5 , and it can be stated that all variables in this study have discriminant validity good or valid

2. Reliability Test

	Composite Reliability
Self-Efficacy (Y)	0.909

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job satisfaction (Z)	0.925
compensation (X1)	0.912
work environment (X3)	0.898
reward (X2)	0.843

Source: Processed data, 2024

Based on the table above, it shows where all variables have values composite reliability > 0.7 , it can be stated that all research variables are reliable or consistent (Latan, H. 2015).

Cronbach's alpha is used to measure the internal consistency of a measurement instrument or questionnaire. This is a reliability statistic that provides an estimate of how well the items or questions in the instrument are correlated or consistent with each other. When Cronbach's Alpha > 0.7 , then the consistency of reliability is stated to be satisfactory.

Cronbach's Alpha

	Cronbach's Alpha
Self-Efficacy (Y)	0.889
job satisfaction (Z)	0.911
compensation (X1)	0.889
work environment (X3)	0.867
reward (X2)	0.752

Source: Processed data, 2024

Based on the table above, all Cronbach's alpha values are > 0.7 , so they are reliable.

Inner Model

Inner Model focuses on the relationship between latent variables or latent constructs. It includes cause-and-effect relationships between theoretical constructs. Inner Models provide an overview of how latent variables influence each other and help in testing hypotheses related to these relationships. There are several tests that can be carried out on Inner Model, that is:

1. Test R Square (R^2)

Uji R Square (R^2) is a method for measuring the extent to which a statistical model can explain variations in the response variable. It provides information about how well the

variability of the response variable can be explained by the independent variables or predictors present in the model.

**Uji R-Square
(R²)**

	R Square	R Square Adjusted
Self-Efficacy (Y)	0.39 3	0.382
job satisfaction (Z)	0.66 1	0.653

Source: Processed data, 2024

From the data above, the influence of 3 exogenous variables on 2 endogenous variables is moderate based on the R-valuesquare adjusted $0,653 < 0,75$.

2. Uji F- Square (F²)

Test F-Square to determine the magnitude of the influence between endogenous variables and exogenous variables. The magnitude of the influence can be seen from three categories, namely if $0.02 \leq f \leq 0.15$ = small influence, $0.15 \leq f \leq 0.35$ = medium influence, $f \geq 0.35$ = large influence.

Uji F-Square (F²)

	Self-Efficacy (Y)	job satisfaction (Z)
Self-Efficacy (Y)		0.004
job satisfaction (Z)		
compensation (X1)	-0.323	0.358
work environment (X3)	0.499	0.445
reward (X2)	0.473	0.133

Uji F Square (F²) describes the magnitude of the influence of the independent variable on the dependent variable in the structural order. Based on table 4.11 above, the results obtained can be explained as follows:

- a. The self-efficacy variable (Y) on the job satisfaction variable (Z) obtained an F Square value of $0.004 < 0.02$, indicating a small influence (Chin, 1988).
- b. The compensation variable (X1) on the self-efficacy variable (Y) obtained an F Square value of $(-0.323) < 0.02$, indicating a small influence (Chin, 1988).
- c. The compensation variable (X1) on the job satisfaction variable (Z) obtained an F Square value of $0.358 > 0.35$, indicating a large influence (Chin, 1988).

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- d. The reward variable (X2) on the self-efficacy variable (Y) obtained an F Square value of $0.473 > 0.35$ indicating a large influence (Chin, 1988)
- e. The reward variable (X2) on the job satisfaction variable (Z) obtained an F Square value of $0.133 < 0.15$, indicating a small influence (Chin, 1988).
- f. The work environment variable (X3) with the self-efficacy variable (Y) obtained an F Square value of $0.499 > 0.35$, indicating a large relationship (Chin, 1988).
- g. The work environment variable (X3) with the job satisfaction variable (Z) obtained an F Square value of $0.445 > 0.35$, indicating a large relationship (Chin, 1988).

Hypothesis Testing

To test the hypothesis with using an α value of 5% and the t-table value is 1.96 (two-way) With the if criterion t-statistics $>$ t-table 1.96 influential and when p value $<$ 0,05 significant. The results of the hypothesis test can be seen in the following table.

Tabel 4.14
Direct Influence (Direct Effect)

	T Statistics (O/STDEV)	P Values
Self-efficacy (Y) -> job satisfaction (Z)	0.058	0.954
compensation (X1) -> Self-Efficacy (Y)	3.208	0.001
compensation (X1) -> job satisfaction (Z)	3.961	0.000
work environment (X3) -> Self-Efficacy (Y)	5.348	0.000
work environment (X3) -> job satisfaction (Z)	5.957	0.000
reward (X2) -> Self-Efficacy (Y)	5.586	0.000
reward (X2) -> job satisfaction (Z)	1.589	0.112

Source: Data processed 2024

Based on the table above, conclusions can be drawn:

- a. Compensation (X1) has a positive effect on self-efficacy (Y). significant, with t-statistic value $(3.208) >$ t-table (1.96) and P value values $(0.001) <$ α (0.05).
- b. Compensation (X1) has a positive effect on job satisfaction (Z). significant, with t-statistic value $(3.961) >$ t-table (1.96) and P value values $(0.000) >$ α (0.05).
- c. Reward (X2) on self-efficacy (Y), has a positive effect significant, with t-statistic value $(5.586) >$ t-table (1.96) and P value values $(0.000) <$ α (0.05).
- d. Reward (X2) on job satisfaction (Z), has no effect significant, with t-statistic value $(1.589) <$ t-table (1.96) and P value values $(0.112) >$ α (0.05).
- e. The work environment (X3) on self-efficacy (Y) has a significant positive effect with the t-statistic value $(5.348) >$ t-table (1.96) and the P value $(0.000) <$ α (0.05).

- f. The work environment (X3) on job satisfaction (Z) has a significant positive effect with the t-statistic value (5.957) > t-table (1.96) and the P value (0.000) < α (0.05).
- g. Self-efficacy (Y) has no effect on job satisfaction (Z). significant with a t-statistic value (0.058) < t-table (1.96) and a P value (0.954) > α (0.05).

Indirect Influence (Indirect effect)

	T Statistics (O/STDEV)	P Values
Compensation (X1) -> Self-Efficacy (Y) -> Job Satisfaction (Z)	0.055	0.956
	T Statistics (O/STDEV)	P Values
Work Environment (X3) -> Self-Efficacy (Y) -> Job Satisfaction (Z)	0.056	0.955
Reward (X2) -> Self-Efficacy (Y) -> Job Satisfaction (Z)	0.056	0.955

Source: Data processed 2024

Based on the table above, the indirect effect (Indirect effect) can be analyzed as follows:

- a. Compensation (X1) on job satisfaction (Z) through self-efficacy (Y) does not have a significant effect as seen from the t-statistic value (0.055) < t-table (1.96) and the P value values (0.956) > α (0.05).
- b. Reward (X2) on job satisfaction (Z) through self-efficacy (Y) does not have a significant effect as seen from the t-statistic value (0.056) < t-table (1.96) and the P value values (0.955) > α (0.05).
- c. The work environment (X3) on job satisfaction (Z) through self-efficacy (Y) does not have a significant effect, as seen from the t-statistic value (0.056) < t-table (1.96) and P values (0.955) > α (0.05).

Testing Goodness of Fit (GOF)

Goodness of fit testing is to test overall, both for the outer model and inner model, whether there is a match between the observed values and the expected values in the model.

By value:

- 1) Value 0.00 – 0.24 value in the small category
- 2) Value 0.25 – 0.37 value in the medium category
- 3) Value 0.38 – 1 value in the high category

Expressed by the formula:

$$GOF = \sqrt{\text{Installment} - \text{Instalment AVE} \times \text{Installment} - \text{Instalment R Square}}$$

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	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Self-Efficacy (Y)	0.889	0.909	0.500
Job Satisfaction (Z)	0.911	0.925	0,530
Compensation (X1)	0.889	0.912	0.570
Work Environment (X3)	0.867	0.898	0.561
Reward (X2)	0.752	0.843	0.573
			The average value of AVE=0.5468

	R Square	R Square Adjusted
Self-Efficacy (Y)	0.393	0.382
Job Satisfaction (Z)	0.661	0.653
Nilai rata2 R Square	0,527	

$$GOF = \sqrt{0,5468 \times 0,527} = 0,28816$$

GOF = 0.54 (high category)

Discussion

1. First hypothesis (H1)

Compensation (X1) has an influence on self-efficacy (Y). significant, with t-statistic value (3.208) > t-table (1.96) and P value values (0.001) < α (0.05) on job satisfaction (Z).

Generation Z employees will feel appreciated by the existence of an appropriate compensation system which will increase their self-confidence in completing the work assigned by their superiors.

2. Second hypothesis (H2)

Reward (X2) on self-efficacy (Y), has a positive effect significant, with t-statistic value (5.586) > t-table (1.96) and P value values (0.000) < α (0.05) on job satisfaction (Z).

With the system reward, Regarding self-efficacy (Y), generation Z employees will complete their work more effectively and productively. Confident employees tend to be more motivated, more productive, and have a positive view of their work. Therefore, a high level of self-efficacy is very important to increase job satisfaction

3. Third hypothesis (H3)

The work environment (X3) has a positive effect on self-efficacy (Y). significant with t-statistic value (3.364) > t-table (1.96) and P value values (0.001) < α (0.05) on job satisfaction (Z).

A conducive work environment can create employee well-being and satisfaction, thereby producing a positive effect on employee self-efficacy.

4. Fourth hypothesis (H4)

Compensation (X1) has a positive effect on job satisfaction (Z). significant, with t-statistic value (3.961) > t-table (1.96) and P value values (0.000) > α (0.05) on job satisfaction (Z).

A good compensation system will provide job satisfaction for employees. This is in line with research conducted by Dhaniel Whizztyo Saputra (2024) that compensation variables have a significant effect on job satisfaction.

5. Fifth hypothesis (H5)

Reward (X2) on job satisfaction (Z), has no effect significantly, with t-statistic value (1.589) < t-table (1.96) and P value values (0.112) > α (0.05) on job satisfaction (Z).

Companies must assess the system reward provided to meet employee needs and expectations. Rewards that are irrelevant or inappropriate for employees will have an insignificant impact on job satisfaction. Research results from Tri Darmawati, Nurkardina Novalia, Riana Sari (2024), shows where contradictory reward has an influence on job satisfaction among PT employees. Matahari OPI Mall Palembang.

6. Sixth hypothesis (H6)

The work environment (X3) has a positive effect on job satisfaction (Z). significant with t-statistic value (5.348) > t-table (1.96) and P value values (0.000) < α (0.05) on job satisfaction (Z).

A healthy and safe work environment can create employee well-being and satisfaction, resulting in a positive effect on productivity and the company's image. This is in line with the research results of Dhaniel Whizztyo (2004) which states that the work environment has a significant effect on job satisfaction.

7. Seventh hypothesis (H7)

Self-efficacy (Y) has no effect on job satisfaction (Z). significant with t-statistic value (0.058) < t-table (1.96) and P value values (0.954) > α (0.05) on job satisfaction (Z).

Balance between personal and work life is one of the main priorities for Gen Z. They are aware of the importance of mental health and tend to avoid work environments that are too demanding and cause stress.

8. Eighth hypothesis (H8)

Compensation (X1) has no effect on job satisfaction (Z) through self-efficacy (Y). significance can be seen from the t-statistic value $(0.055) < t\text{-table} (1.96)$ and the P value values $(0.956) > \alpha (0.05)$ on job satisfaction (Z).

Providing compensation does not directly have an influence on job satisfaction. When mediated by self-efficacy, this may occur because the compensation given has not been able to effectively provide confidence in completing work to provide job satisfaction. In other words, although compensation is important, the self-efficacy factors it mediates are not strong enough to significantly link compensation to job satisfaction.

9. Ninth hypothesis (H9)

Reward (X2) on job satisfaction (Z) through self-efficacy (Y) does not have a significant effect on job satisfaction (Z) can be seen from the t-statistic value $(0.056) < t\text{-table} (1.96)$ and the P value values $(0.955) > \alpha (0.05)$

Giving reward does not directly influence job satisfaction when mediated by self-efficacy. This might happen because the reward given has not been able to effectively provide a sense of confidence in one's ability to complete the work given to increase job satisfaction. In other words, even though reward importantly, mediated self-efficacy factors were not strong enough to provide a link reward with job satisfaction significantly.

10. Tenth hypothesis (H10)

The work environment (X3) on job satisfaction (Z) through self-efficacy (Y) does not have a significant effect on job satisfaction (Z). can be seen from the t-statistic value $(0.056) < t\text{-table} (1.96)$ and P values $(0.955) > \alpha (0.05)$.

The work environment does not directly increase job satisfaction when mediated by self-efficacy. This may happen because a conducive work environment can directly influence employee job satisfaction and the self-efficacy factor is not strong enough to significantly link the work environment with job satisfaction.

5. Conclusion

This research aims to find out and analyze the determinants of self-efficacy and its implications for Generation Z job satisfaction (study of Generation Z in the South Tangerang area)", based on the results of this research The conclusion obtained was that self-efficacy as a mediating variable did not have a significant influence significant on job satisfaction. This research also provides empirical evidence that the combination of compensation and a supportive and dynamic work environment is able to create conducive job satisfaction for generation Z, so that it can improve organizational performance.

By providing appropriate performance-based compensation, reward with forms of recognition, appreciation and opportunities for development, as well as a dynamic work

environment, supported by technology and digitalization for work efficiency, can increase job satisfaction for generation Z.

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