Determinants of Job Satisfaction: A Review on Self Efficacy, Self Esteem and Work Environment

Amandy Novalinda Saputri

Department of Management, Faculty of Economics and Social Sciences, Universitas Islam Negeri Sultan Syarif Kasim Riau, Indonesia
Email: amandynovalinda@gmail.com,

*Qomariah Lahamid

Department of Management, Faculty of Economics and Social Sciences, Universitas Islam Negeri Sultan Syarif Kasim Riau, Indonesia
Email: qomariah.l@uin-suska.ac.id

Nurlasera Nurlasera

Department of Management, Faculty of Economics and Social Sciences, Universitas Islam Negeri Sultan Syarif Kasim Riau, Indonesia
Email: nurlasera@uin-suska.ac.id,

Abstract

Research aims:
This research aims to determine the effect of self-efficacy, self-esteem and work environment on job satisfaction of QRS Company employees in Riau.

Design/Methodology/Approach:
This research was conducted at the Department of Social Capital QRS Company, totaling 40 people. This study uses saturated sampling, that is, the entire population is used as the unit of research analysis. Statistical analysis in this study using multiple linear regression.

Research Findings:
The results of the study identified that self-efficacy had a negative and insignificant effect. In contrast to self-esteem and work environment which shows partially have a significant influence on job satisfaction. However, overall the variables of self efficacy, self esteem and work environment have a significant effect on job satisfaction of employees of the Social Capital Department of QRS Company.

Practical/Policy/Social Implications:
This finding is important for managers so that they can be applied to companies to maximize employee job satisfaction.

Keywords: *self efficacy, self esteem, work environment, job satisfaction*

*Corresponding Author : qomariah.l@uin-suska.ac.id

INTRODUCTION

Human resources in an organization, both top management, middle level and employees in general, are the main thing in organizational sustainability. To achieve organizational goals, every human resource working in the organization tries to achieve work satisfaction. Akinwale & George (2020) said that to maintain and prevent turnover among workers and other workers, company management must pay attention to issues related to job satisfaction. Employee job satisfaction is very important for better work performance, reducing turnover intentions, increasing organizational commitment, and reducing job burnout (Mgaiwa, 2021). To achieve job satisfaction, the work environment is a significant predictor, so it is necessary to redesign the job and make changes to the work environment (Jaskyte et al., 2020). The work environment consisting of federal employees, work groups, and supervisors has a significant influence on job satisfaction among employees (Wang & Brower, 2019).

A good organization needs to provide mutual support to create a healthy working environment. This can encourage work to be effective and efficient. One thing that can encourage job satisfaction is by creating a conducive work environment. Job satisfaction is an important part in achieving high performance. This also applies to PT QRS in Riau. Data on pulp and paper production at PT. QRS Riau experiences fluctuations. Table 1 below presents pulp and paper production data for PT QRS Riau.

Table 1. Total Production PT. QRS Riau 2018-2020

Year	Total Production (tons)	
	Pulp	**Paper**
2018	2.686.595	833.100
2019	2.706.596	1.037.095
2020	2.595.866	1.031.354

Source: PT. QRS Riau 2022

Production PT. RIAU's QRS decreased in 2019 – 2020, this could be caused, among other things, by human resources who felt discomfort at work. This needs to be a concern for companies, such as what factors make employees uncomfortable in

*Corresponding Author : qomariah.l@uin-suska.ac.id

carrying out their work. Discomfort is indicated by employee dissatisfaction at work. The Social Capital Department of PT QRS Riau needs to pay attention to several things. Good performance can be obtained through employee job satisfaction. A sense of satisfaction can be obtained through self-efficacy, namely employee confidence in themselves. Then the self-esteem that employees can show by respecting themselves and a supportive work environment. The key component in social learning practice is part of self-efficacy theory which refers to a person's belief in their ability to carry out their tasks and encourage themselves to achieve the expected individual performance. CEO Self Efficacy mediates the effect of scanning intensity on business performance and innovation (Nag et al., 2020). The higher the self-efficacy belief, the higher the job satisfaction (Demir, 2020). Self-esteem is also an important part in increasing job satisfaction.

The importance of self-efficacy, especially in entrepreneurs' determination and self-motivation, propensity to take risks and ability to anticipate their actions. Explicit knowledge through the mentoring process, and a wealth of tacit knowledge, are very important in preparing and guiding entrepreneurs (Duarte Alonso et al., 2019). Confidence in work and motivation that arises from within oneself can influence performance, and internal motivation becomes an intervening or mediator towards reliable performance (Çetin & Aşkun, 2018). Self-Efficacy significantly influences perceived environmental support on performance (Na-Nan et al., 2019).

An important thing that needs to be the company's focus point for employees is self-esteem. Self-esteem is also an important part of achieving job satisfaction. Professional self-efficacy relates to work design and highlights the importance of social and task characteristics for increasing job satisfaction, contributing to a better understanding of how self-efficacy increases job satisfaction through work design (Bargsted et al., 2019). Referring to the results of interviews conducted with employees of the social capital social department at PT. QRS that it is necessary to have a strong concept of oneself in carrying out their respective duties. Self-concept enables employees to evaluate themselves and try to minimize their shortcomings and focus

*Corresponding Author : qomariah.l@uin-suska.ac.id

more on their strengths in order to achieve the expected performance. With high self-esteem, employees will appear capable of working and will be seen positively by the environment. Fadilah (2018) in her research identified that one thing that influences job satisfaction is self-esteem. Several of the variables mentioned will be tested through this research. The aim of this research is to analyze and identify the influence of self-efficacy (self-confidence), self-esteem (self-respect), and work environment on employee job satisfaction.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

According to Nuraini (2013) job satisfaction can be a feeling of satisfaction from doing work that is appreciated in the form of praise, satisfactory work results, pleasant treatment and a peaceful work environment. An employee will try to achieve company goals by improving performance through efficient and effective task completion. It can also be demonstrated by providing creativity and motivation at work (Vonny et al., 2016). Self-efficacy that employees have with strong values and confidence in their abilities can help the work process and complete their tasks and responsibilities well. According to Anggraita in Bandura (2016), optimal performance from an employee with maximum self-efficacy shows that civil servants experience high job satisfaction. Low job satisfaction can result in poor organizational commitment, unsatisfactory work performance, and absenteeism. Job satisfaction is influenced by demographic factors and work environment characteristics (Kumar, 2021). If an individual feels very low self-esteem, it is often indicated by a state of depression or unhappiness, often feeling excessive anxiety, high aggressiveness, being easily provoked by emotions and holding grudges and always suffering and dissatisfied with the life he lives. This condition is very detrimental for the individual (Reasoner in Soares, 2013).

The work environment is all the things around employees/workers that are able to influence these employees in carrying out the jobs they receive (Danang, 2015). A conclusion can be made that everything that exists in the work environment in both

*Corresponding Author : qomariah.l@uin-suska.ac.id

physical and non-physical form and can influence the output of the work is called the work environment. Putu (2016) concluded that employee job satisfaction can be significantly and positively influenced by self-efficacy in the equipment section of the Klungkung district secretariat. Furthermore, Adisti (2020) strengthens previous findings which stated that self-esteem, empowerment and work teams influence employee job satisfaction. The test results show that there is a positive and significant influence of self-esteem partially and simultaneously on employee job satisfaction at PT. BPR Tish in Gianyar.

Based on the literature review presented, the following framework can be created.
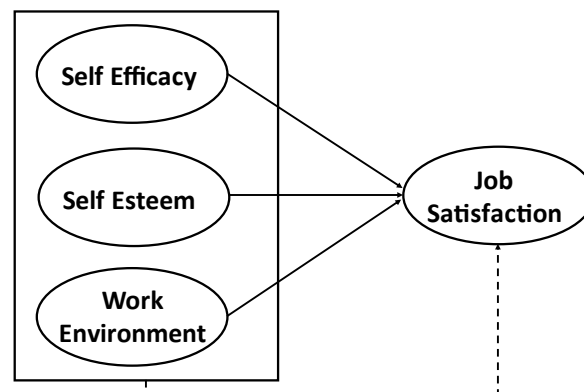
Figure 1. Research Framework

In this research, the following hypothesis can be formulated,

H1: Self Efficacy has an influence on job satisfaction of employees of the Social Capital Department of PT QRS Riau.

H2: Self-Esteem has an influence on job satisfaction of employees of the Social Capital Department of PT QRS Riau.

H3: The work environment has an influence on the job satisfaction of employees of the Social Capital Department of PT QRS Riau.

H4: Self-Efficacy, self-Esteem and the work environment simultaneously influence the job satisfaction of employees of the Social Capital Department of PT. QRS Riau.

*Corresponding Author : qomariah.l@uin-suska.ac.id

METHOD

This research uses primary data sources and secondary data. Primary data was obtained by distributing questionnaires and secondary data was obtained from PT. QRS Riau. According to Sugiyono (2015), primary data is data obtained by data collectors in the field and secondary data is data that does not directly provide data to data collectors, for example through other people or documents (Sugiyono, 2015). Research location at the Social Capital Department at PT. QRS RIAU. Data collection methods include conducting direct interviews, distributing questionnaires, and observation. The population and sample in this research are all employees who work in the Social Capital Department of PT. QRS Riau. Because the population was 40 people, the entire population was used as the research object or also called a saturated sample.

RESULTS AND DISCUSSION

A. Results

According to Gozali (2013) that if a questionnaire is said to be valid if the calculated r ≥ or can be done by comparing the calculated r value with the r table for df = n-2. Analysis can be started by testing if r count is positive, and r count > r table, it is valid, whereas if r count is negative, and r count < r table, it is invalid.

Table 2. Validity Test

Variable	Statement	N	r count	r table	Result
Self-Efficacy	X1.1	40	0.823	0.3120	Valid
	X1.2	40	0.942	0.3120	Valid
	X1.3	40	0.810	0.3120	Valid
	X1.4	40	0.914	0.3120	Valid
	X1.5	40	0.846	0.3120	Valid
	X1.6	40	0.914	0.3120	Valid
Self-Esteem	X2.1	40	0.848	0.3120	Valid
	X2.2	40	0.910	0.3120	Valid
	X2.3	40	0.799	0.3120	Valid
	X2.4	40	0.896	0.3120	Valid
	X2.5	40	0.820	0.3120	Valid

*Corresponding Author : qomariah.l@uin-suska.ac.id

Work Environment	X3.1	40	0.513	0.3120	Valid
	X3.2	40	0.554	0.3120	Valid
	X3.3	40	0.442	0.3120	Valid
	X3.4	40	0.642	0.3120	Valid
	X3.5	40	0.677	0.3120	Valid
	X3.6	40	0.708	0.3120	Valid
	X3.7	40	0.684	0.3120	Valid
Job satisfaction	Y1	40	0.795	0.3120	Valid
	Y2	40	0.694	0.3120	Valid
	Y3	40	0.663	0.3120	Valid
	Y4	40	0.832	0.3120	Valid
	Y5	40	0.703	0.3120	Valid
	Y6	40	0.738	0.3120	Valid
	Y7	40	0.649	0.3120	Valid
	Y8	40	0.607	0.3120	Valid

Source : Processed data (2022)

Based on Table 2, all valid statements are greater than 0.3120, therefore all statement items used are valid (Ghozali, 2013). According to Gozali (2013), reliability is a precise and trustworthy measuring tool. Instruments prepared in the form of a questionnaire are said to be feasible or reliable if Cronbach's alpha is >0.60 and if the Cronbach's alpha value is <0.60, they can be said to be not feasible/reliable.

Table 3. Reliability Test

Variable	Item	Cronbach's Alpha	Value	Result
Self-efficacy (X_1)	6	0.936	0,60	Reliable
Self-esteem (X_2)	5	0.905	0,60	Reliable
Work environmnet (X_3)	7	0.701	0,60	Reliable
Job satisfaction (Y)	8	0.854	0,60	Reliable

Source : Processed data (2022)

Based on Table 3, it appears that the Cronbach's Alpha value for all variables is > 0.60. This means that the measuring instrument used in this research is reliable and suitable for testing (Ghozali, 2013).

*Corresponding Author : qomariah.l@uin-suska.ac.id

Table 4. Multicolinierity Test

Model	Collinearity Statistics		
	B	**Tolerance**	**VIF**
(Constant)	4.506		
X1	-.184	.923	1.083
X2	.707	.860	1.163
X3	.604	.856	1.168

Source : Processed Data (2022)

Table 4 explains that the VIF values obtained in the results of this research are self-efficacy (X1), amounting to 1.083, self-esteem (X2) amounting to 1.163 and Work Environment (X_3) amounting to 1.168. Based on the results of the processed data, it appears that each variable has a value smaller than 10, so it can be concluded that there are no symptoms of multicollinearity in the regression model formed.

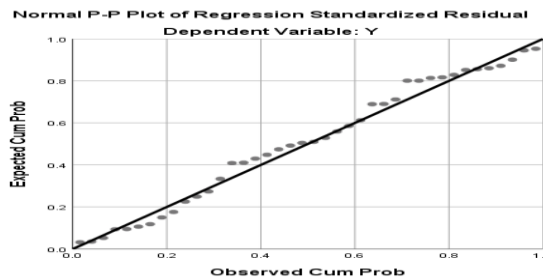**Figure 2.** Heteroscedasticity Test
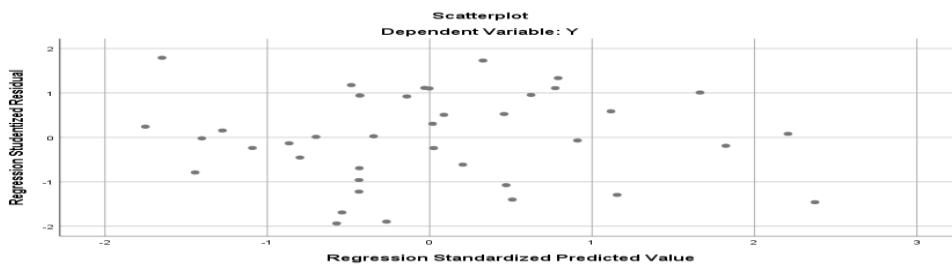
Source: Processed Data (2022)

From Figure 2, the scatter plots appear to be randomly distributed below the zero number on the "Regression Studentized Residual" axis. Based on the results of the heteroscedasticity test in this study, these symptoms did not occur.

Figure 3. Plot of Diagram Normality Test

Source : Processed Data (2022)

Based on the display in Figure 3, it appears that the Normal P-P PlotRegression Standardized image has points scattered in the diagonal line area and follows it. This shows that the data is normally distributed and is worth continuing.

Table 5. Multiple Regression Analysis and T Test

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.506	8.507		.530	.600
	X1	-.184	.143	-.182	-1.281	.208
	X2	.707	.203	.512	3.490	.001
	X3	.604	.208	.428	2.908	.006
a. Dependent Variable: Kepuasan Kerja						

Source : Processed Data (2022)

The multiple linear regression model formed can be displayed as follows based on table 5.

$Y = 4.506 - 0.184\ X_1 + 0.707\ X_2 + 0.60\ X_3 + e$

The model explains that a constant value of 4,506 means that the variables self efficacy, self esteem and work environment which are independent variables have a value of zero (0), then employee job satisfaction (the independent variable) will increase by 4,506 units. The value -0.814 which is the self-efficacy regression

*Corresponding Author : qomariah.l@uin-suska.ac.id

coefficient value means that job satisfaction will increase by -0.814 if self-efficacy increases by 1 unit. Likewise, if self-esteem increases by 1 unit, job satisfaction will also increase by 0.707. Furthermore, the work environment regression coefficient is 0.60, meaning that if the work environment increases by 1 unit, job satisfaction increases by 0.60.

Based on the calculation results in table 5, it is found that the self efficacy variable, T count = -1.281 ≤ T table (df37, 0.05) = 2.026 so Ho is accepted, and Ha is rejected, meaning that there is no significant influence of self efficacy on job satisfaction. Self esteem variable, T count = 3,490 ≥ T table (df37, 0.05) = 2,026, so Ho is rejected, and Ha is accepted, meaning that there is a positive and significant influence of self esteem on job satisfaction. Work environment variable, T count = 2.908 ≥ T table (df37, 0.05) = 2.026, so Ho is rejected, and Ha is accepted which states that there is a positive and significant influence of the work environment on job satisfaction.

Table 6. ANOVA

ANOVAª

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	278.212	3	92.737	5.988	.002ᵇ
	Residual	557.563	36	15.488		
	Total	835.775	39			

a. Dependent Variable: Work satisfaction

b. Predictors: (Constant), *self-efficacy*, *self-esteem,* *a*nd work environment

Source: Processed Data (2022)

Table 6 it is known that F count is (5.988) and is significant 0.002. The statistical F table is 2.86, so Fcount (5.988) > F table (2.86) with a significance value of 0.002 < 0.05. It can be said that overall or together self-efficacy, self-esteem and the work environment have a positive and significant influence on employee job satisfaction.

Table 7. Determinant Coefficients

Model Summary[b]				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1.	.577[a]	.333	.277	3.935

Source : Processed data (2022)

Table 7 explains that the R value is the multiple correlation value between the independent variable and the dependent variable. It can be seen that the R square value is 0.333, which means that 33.3% of the employee job satisfaction variable can be explained by the variables self efficacy, self esteem and work environment, while the remaining 66.7% is explained by other variables not examined in this research.

B. Discussion

The results of this research indicate that self-efficacy partially has a negative and insignificant effect on the job satisfaction of employees in the social capital department at PT. QRS Riau. This negative influence means that excessive self-efficacy (excessive self-confidence) can reduce job satisfaction insignificantly. If self-efficacy is carried out excessively, it can result in not recognizing other people's abilities. Self-efficacy will be good if it is carried out normally while also recognizing other people's abilities.

The self-esteem variable explains that the self-esteem variable can influence employee job satisfaction at PT. QRS Riau. Rewards given by leaders to employees will feel encouraged to work harder, with optimal mental and physical health and encourage better performance due to perceived job satisfaction. This is in line with the results of research by Fadillah (2018) which identified that self-esteem can influence employee job satisfaction.

The results of this research conducted in this study explain that the work environment has a positive and significant influence on the job satisfaction of employees of the Social Capital Department at PT. QRS Riau Pangkalan Kerinci. A conducive and comfortable working environment will make employees feel like they have discovered new innovations and enable employees to complete work optimally and on time. Jaskyte et

Corresponding Author : qomariah.l@uin-suska.ac.id

al. (2020) stated that the work environment is an important predictor in achieving job satisfaction. So it is necessary to change the environment in a better direction so that job satisfaction is achieved. Low job satisfaction can result in poor organizational commitment, unsatisfactory work performance, and absenteeism. Job satisfaction is influenced by demographic factors and work environment characteristics (Kumar, 2021).

CONCLUSION

Based on the results of the data processing and discussions that have been carried out, the following conclusions can be drawn, namely that self-efficacy in this research is not a variable that can increase job satisfaction. If done excessively it can reduce job satisfaction. Self-esteem can significantly influence job satisfaction. So it is necessary to pay attention to the self-esteem variable to increase employee job satisfaction. The work environment is also an important factor in increasing job satisfaction, so it is necessary to always create a work environment that is conducive to work. Overall, the variables self-efficacy, self-esteem and work environment are important predictors in achieving employee job satisfaction.

LIMITATION

This research is a case study, it can only generalize general company conditions with a small number of sample units. Similar research needs to be carried out in a wider area to strengthen the influence of variables on a large scale. Then, if there are variables that have no effect on performance, further research is needed to find out other effects.

*Corresponding Author : qomariah.l@uin-suska.ac.id

REFERENCES

Akinwale, O. E., & George, O. J. (2020). Work environment and job satisfaction among nurses in government tertiary hospitals in Nigeria. *Rajagiri Management Journal*, *14*(1), 71–92. https://doi.org/10.1108/RAMJ-01-2020-0002

Anggraita, M. H. (2016). Analisis Pengaruh *Self Efficacy, Locus Of Control dan Conscientiosness Terhadap ob Statisfaction dengan Goal Commitment* sebagai Variabel Pemediasi. *Riset Manajemen & Akutansii*,

Bargsted, M., Ramírez-Vielma, R., & Yeves, J. (2019). Professional Self-efficacy and Job Satisfaction: The Mediator Role of Work Design. *Revista de Psicología Del Trabajo y de Las Organizaciones*, *35*(3), 157–163. https://doi.org/10.5093/jwop2019a18

Çetin, F., & Aşkun, D. (2018). The effect of occupational self-efficacy on work performance through intrinsic work motivation. *Management Research Review*, *41*(2), 186–201. https://doi.org/10.1108/MRR-03-2017-0062

Demir, S. (2020). The Role of Self-Efficacy in Job Satisfaction, Organizational Commitment, Motivation and Job Involvement. *Eurasian Journal of Educational Research*, *20*(85), 205–224. https://doi.org/10.14689/ejer.2020.85.10

Duarte Alonso, A., Kok, S., Sakellarios, N., & O'Brien, S. (2019). Micro enterprises, self-efficacy and knowledge acquisition: Evidence from Greece and Spain. *Journal of Knowledge Management*, *23*(3), 419–438. https://doi.org/10.1108/JKM-02-2018-0118

Jaskyte, K., Butkevičienė, R., Danusevičienė, L., & Jurkuvienė, R. (2020). Employees' Attitudes and Values toward Creativity, Work Environment, and Job Satisfaction in Human Service Employees. *Creativity Research Journal*, *32*(4), 394–402. https://doi.org/10.1080/10400419.2020.1821160

Kumar, T. K. V. (2021). The Influence of Demographic Factors and Work Environment on Job Satisfaction Among Police Personnel: An Empirical Study. *International*

Corresponding Author : qomariah.l@uin-suska.ac.id

Criminal Justice Review, *31*(1), 59–83.

https://doi.org/10.1177/1057567720944599

Mgaiwa, S. J. (2021). Academics' job satisfaction in Tanzania's higher education: The role of perceived work environment. *Social Sciences & Humanities Open*, *4*(1), 100143. https://doi.org/10.1016/j.ssaho.2021.100143

Nag, R., Neville, F., & Dimotakis, N. (2020). CEO scanning behaviors, self-efficacy, and SME innovation and performance: An examination within a declining industry. *Journal of Small Business Management*, *58*(1), 164–199. https://doi.org/10.1080/00472778.2019.1659676

Na-Nan, K., Saribut, S., & Sanamthong, E. (2019). Mediating effects of perceived environment support and knowledge sharing between self-efficacy and job performance of SME employees. *Industrial and Commercial Training*, *51*(6), 342–359. https://doi.org/10.1108/ICT-01-2019-0009

Wang, T. K., & Brower, R. (2019). Job Satisfaction Among Federal Employees: The Role of Employee Interaction With Work Environment. *Public Personnel Management*, *48*(1), 3–26. https://doi.org/10.1177/0091026018782999

*Corresponding Author : qomariah.l@uin-suska.ac.id