

# The effect analysis of mediation variable of task productivity on the self-efficacy and employees' performance

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## ABSTRACT

This research was conducted for analyzing the effect of mediating variable that is individual task proactivity as one of the proactivities of behavior towards the relationship between self-efficacy and the employees' performance in the logistics companies of shipping the goods. It uses convenience sampling, which is a non-probability sampling method for getting the sample of 52 employees. They were divided into two divisions, namely infrastructure and quality assurance. The questionnaire consists of two parts, in which some were assessed by themselves and others that were assessed by the supervisor. They were analyzed using path analysis using analytical tools developed by Hayes, Preacher-Hayes with the simple mediation models. It was found that employees have self-efficacy, individual task proactivity, and relatively high performance, in which individual task proactivity can be a mediating variable on the effect self-efficacy on performance.

## ABSTRAK

Penelitian ini dilakukan dengan tujuan untuk menganalisis pengaruh variabel mediasi individual task proactivity yang merupakan salah satu proaktivitas dari perilaku, terhadap hubungan antara self-efficacy dan kinerja karyawan pada perusahaan logistik pengiriman barang. Metode pengambilan sampel yang digunakan adalah convenience sampling yang merupakan metode non-probability sampling. Penelitian ini mengambil sampel sebanyak 52 karyawan, yang terbagi dalam 2 divisi, yaitu infrastruktur dan quality assurance. Kuesioner terdiri dari 2 bagian, untuk yang dinilai oleh diri sendiri dan yang dinilai oleh atasan. Metode analisis data yang digunakan dalam penelitian ini adalah analisis jalur dengan menggunakan alat analisis yang dikembangkan oleh Hayes, Preacher-Hayes the simple mediation model. Dari temuan penelitian menunjukkan bahwa karyawan mempunyai self-efficacy, individual task proactivity dan kinerja yang relatif tinggi, individual task proactivity dapat menjadi variabel mediasi pada pengaruh self-efficacy terhadap kinerja.

## 1. INTRODUCTION

Human beings are the individuals and resources that play an important role in a company to achieve its goals, both in long-term goal and short-term ones, so as to create the company's competitive advantage. The company's future is not determined by financial capital, machinery, technology, and capital fixed but the capital is determined by intangible capital, which is a human resource competence. McLean (in Ruky 2006), argued that a company that lost all its equipment but still has all the skills and their employees' knowledge can still get back to the business at any time. On the contrary, a

company that loses their entire people can never get back into business. Some experts and proponents have popularized the term of human capital. It means human capital with the goal is to emphasize the fact that human resources are an asset (capital) for business organizations. These assets precisely determine the success or failure of an organization to realize its vision and strategy (Ruky 2006).

In a business organizational context, human capital can be described as a combination of the following elements: (1) characteristics brought by a person in a job that includes intelligence, energy, positive attitude, being reliable, and commitment,

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(2) the ability to learn that includes talent, imagination, creativity, and are often referred to as the ability to achieve results through others, (3) motivation for sharing information and knowledge that nothing but the spirit of the group (team spirit) and the achievement of the target.

In today's information age, the workers with their dominant role adept to searching, selecting the right data, processing them into information accurately, and transforming it into knowledge beneficial to the company as well as the demand by consumers or market. The knowledge that is supported by a technology advancement and data processing enable the workers group to provide added value to the products/ services produced by the company. Drucker (1999) calls the group as knowledge workers whose existence is predicted to shift the blue-collar workers and white-collar workers into low level. Stewart (in Kismono 1999) predicted that the group would be a group of knowledge workers (star employees) who want a lot of entrepreneurs in the era of competition.

In the very tight competition, the condition has forced the business organizations to look for new ways to survive. Business organizations must be efficient and consumer-oriented. As a consequence, many business organizations do layoffs to make them smaller organizations. However, the smaller size does not make the activities of business organizations to be reduced. Business organizations need to introduce new ways to finish the job. These ways are such as self-help groups, semi-autonomous work teams, a new way of completing the work (Kismono 1999).

The organizational implications of environmental changes can be the type or source of competitiveness. Sooner or later the traditional forms of competitiveness, namely cost, technology, distribution, manufacturing systems, and product features; can be easily imitated. In the new economy, a victory can stem from organizational capabilities such as speed, responsiveness, learning capacity, and the employees' competence. A successful organization is an organization that is able to quickly translate strategies into functional strategy and action, not to mention the HR function. Environmental and organizational changes have driven the need for a strategic approach to HR functions, namely the application of the concepts in the strategy of human resource management, so as not to lose direction, in spite of its long-term strategic needs (Kismono 1999).

A business organization in this regard is the Human Resource Management (HRM), which is

required to play and manage human resources in business organizations. In other words, making employees work in accordance with what is expected and to the strategic objectives should be set by the company.

HR strategic planning, in principle, should be in line with the strategic objectives of the organization (Snell & Bohlander 2013). Strategic human resource planning will determine the competencies as required by the company in the past ten to twenty years. Strategic planning should also define the knowledge workers that the company would be required later. Thus, it must be quickly developed from now (Ruky 2006). As interpreted by Snell & Bohlander (2013), HRM is the process of managing human talent to achieve organizational goals. This management should improve the quality in the job since the employees in the stage of recruitment, selection, training, and development, performance management, compensation, and career development stage.

Some efforts should be done to improve the quality of human resources. This needs to be carried out continuously because the quality of human resources in principle is the level of knowledge, ability, and willingness that can be shown by the SDM. Competence is defined as a combination of knowledge, expertise/skills, and talents, interests, attitudes, and value systems demanded by the type of job/position that exist within an organization. The individual's competence is determined by the characteristics/traits inherent with the individual. Every individual must have different characteristics. In the context of the work, an individual/employee is now required to be proactive in the work. Individuals who have effective and efficient performance can increase the company's performance. Thus, they can help achieve the company's goals. In this case, the company should implement a good performance management system in order they can gain an advantage.

The above implies that the company should also understand the employees need. The company must be aware that the performance of business organizations will only be achieved if the employee contributes to the creation of the performance. Thus, the demands of individual employees is the necessity to initiate and take part in the activities of business organizations. Individuals who are proactive can control the environment, especially when the business environment is uncertain. Bateman and Crant (1993), define the individual with basic forms of proactive personality as someone relatively easily forced by the force due to the situation,

and can affect environmental change. Proactive personality is described as stable placement on proactive behavior. Social scientists believe that personality trait directs people to behave consistently over time in different situations. Behavior is the result of individual characteristics (i.e. knowledge, skills, abilities, and personality) and the environmental situation (Greenberg & Baron 2000).

Basically, most people want to demonstrate knowledge, skill, and ability to perform the task. In other words, they want to know how to perform the task (i.e. knowledge), possess the capacity to perform the task (i.e. abilities), and develops the capacity to perform the task well. Reviews those (i.e. skills). Environmental situation, in this case is the job that requires several demands such as the employees are demanded too much, but given a little. Under such a condition, the relationship between the employee and the organization tend to be transactional. Employees tend to give the time, but not a contribution. The situation potentially causes failure of the organization. The organization will be difficult to utilize employees, unless they are involved (fused with the organization) in full, namely feeling committed to and they contribute to the organization (Kismono 2006). Here, the role of individual proactive behavior is required, because the employees are individuals that are not easily influenced by the situation that is the job demands.

Proactive individuals tend to perform/ carry out the tasks assigned to them. People believe that they have the ability to do a good job/ to succeed. Individual employees who have such beliefs can be said to have the characteristics of high personality, known as self-efficacy. For example, a person believes that he has the capacity to carry out the actions necessary to realize a specific performance/ perform specific tasks with success (Greenberg & Baron 2000 ). According to Salgado (in Nilawati & Ben. 2010), some research indicates that personality can be a predictor of performance. Ivancevich (2007) also states that there are three personalities that are relevant to the performance became an interest for the company. These three personalities are: locus of control, self-efficacy, and creativity.

In some studied, Judge, Shaw, Jackson, Scot & Rich (2007), stated that self-efficacy in is associated with personality, and it has even been associated with work-related performance (i.e. Job and Task Performance). In addition, self-efficacy according to Bandura (in Judge et al. 2007) is defined as individuals' beliefs about reviews on their capabilities to produce designated levels of performance. Therefore, self-efficacy has been identified as critical an-

tecedents of proactive behavior for individuals who are confident in their ability to assess the actions to be more likely successful (Morrison & Phelps, in the Griffin et al. 2007). Proactive behavior directs an individual to identify the opportunities, show initiative, action, and make them persisted until the occurrence of a significant change (Robbins & Judge 2013).

Other proponents such as Griffin, Neal & Parker (2007) also have the same opinion that the role of self-efficacy is a powerful predictor of the proactivity compared with proficiency or adaptivity at various levels. Meanwhile, individual proactive task is one indicator of proactive behavior. The new model of the work role performance has been developed by Griffin, Neal & Parker (2007). The model leads to the fusion of three levels of classification of behavior that contribute to the effectiveness (i.e. individual, team, and organization), and three different forms of behavior (such as proficiency, adaptivity, and proactivity) in sub dimension of the work role performance.

This study adapted to the model of work role performance developed Griffin, Neal, and Parker (2007), by entering the individual task proactivity as variable that mediate the relationship between the variables of self-efficacy effect on performance. Research by Griffin, Neal, and Parker (2007) shows that self-efficacy is a strong predictor of proactivity rather than proficiency or adaptability for the individuals, team, and organization. The role of performance-oriented work is required for a service company in its efforts to provide better services to consumers. Logistics Company as the company's delivery of goods by rail is now facing various forms of competition. Companies need to support employees to run a good job to get a competitive advantage. The implementation of performance management systems by companies is expected to encourage the achievement of employee performance. Logistics Company needs to see the need to apply a system with better performance, with regard to the current performance management system that is applied. It should be still based on traditional valuation that is on the judgment of superiors. The Company considers also needs to look at the process of working towards achieving employee performance. Aguinis (2013) argued that if the implementation of performance management system were not optimal and consistent, it would get some consequences for the company that is decreasing employees' motivation to work.

The high demand on the logistics industry can allow the company to provide the best services to

consumers by motivating the employees to work better. This will further contribute to the employee's individual performance. When the company recognizes a good performance in the management system, they can increase the employees' performance. Consequently, the company needs to know some of the individual characteristics of employees. The company's knowledge on self-efficacy employees becomes important in relation to the provision, implementation, and completion of tasks by the employees. Individuals who have high self-efficacy consider failure as a lack of effort, so that they feel that their performance is not maximized. Conversely, individuals who have low self-efficacy consider the failure comes from the lack of ability, so that they also feel that their performance cannot tackle the difficulty of the task.

The above argument leads to the sense of being perceived unfair because the employees are not measurable individual performance. So, the individuals who have a good performance feel being treated equal to those have a poor performance. The purpose of this study is to examine the effect of self-efficacy on performance in company with the individual task proactivity as mediator. This research is expected to contribute to (1) Human Resource Department for developing education and training for employees how are already working to increase self-efficacy and proactive personality through development programs, (2) develop a performance management system that could support the implementation of the development of self-efficacy and customs act proactively. (3) to review the performance appraisal system and include an assessment of the ability of employees and also proactive personality assessment. So, it can become a human resource that can provide a competitive advantage and achieve the strategic objectives of the company.

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

As stated by Bandura in Baron and Byrne (1997) that self-efficacy refers to a person's evaluation of his or her ability or competency to perform a task, reach a goal, or overcome an obstacle. According to Pelvin & John (1997), self-efficacy or confidence refers to the evaluation of an individual's ability or competence in performing tasks, goals, or face obstacles. They also said that self-efficacy is an ability possessed by individuals to shape the behavior relevant to the tasks or special situations.

Bandura (1997) stated that a person who has a strong sense of efficacy could help by himself to

complete assignments that are given and to help improve the psychological well-being. A strong sense of efficacy also makes a person consider a difficult task as a challenging job and think it should be controlled. He doesn't think that it an object of fear that should be avoided. Based on such understanding, it can be concluded that self-efficacy is a person's belief in doing the task with optimal results.

According to Bandura (1997), there are several important sources of information that may affect self-efficacy: (a) mastery experience. The experience of success is a source of very influential, because it provides evidence that whether someone will be successful or not, (B) vicarious experience or modeling. It is also seeing others who are similar to individuals succeed with constant effort, showing that they also have the skills to succeed comparable activities, (C) Social or verbal persuasion, and (d) physiological and psychological arousal.

Confidence in the self-ability of self is the confidence in the success can always make someone work harder and always strive to produce the best. Self-efficacy is expected to improve individual performance levels. Research by Judge et al. 2007 gave interesting results; particularly self-efficacy has a strong and positive effect on work-related performance when jobs or tasks are at a low complexity, but not for jobs and tasks with the medium or high complexities. Self-efficacy can predict the task performance but not for job performance. The research result by Judge et al. 2007 specifically gave evidence that self-efficacy can make a small contribution to job performance, but researchers still suspect that self-efficacy affects the performance with no separation between work-performance and job performance. It is based on the findings by judge et al. 2007 that the results of the analysis indicate that the moderation is a very strong self-efficacy associated with work-related performance when the complexity of the work is low.

H1: Self-Efficacy has a significant effect on performance.

Griffin, Neal & Parker (2007) developed a model of work role performance as it is shown in Figure 1. The model leads to the fusion of three classification levels and it can contribute to the effectiveness of behavior (i.e. individual, team, and organization), and three different forms of behavior (such as proficiency, adaptivity, and proactivity) in subdimension of work role performance.

### Individual Task Proactivity

When the work environment has a high degree of

**Table 1**  
**Model of Positive Work Role Behavior**

Individual Work Role Behaviors	Proficiency Fulfills the prescribed or predictable requirement of the role	Adaptivity Copes with, responds to, and support change	Proactivity Initiates change is self-starting and future directed
Individual Task Behaviors	Individual Task Proficiency e.g. ensures core task are completed properly	Individual Task Adaptivity e.g. adjust to new equipment, processes, or procedures in core tasks	Individual Task Proactivity e.g. initiates better way of doing core tasks
Team Member Behaviors	Team Member Proficiency e.g. coordinates work with team members	Team Member Adaptivity e.g. responds constructively to team changes (e.g., new members)	Team Member Proactivity e.g. develops new methods to help the team perform better
Organization Member Behaviors	Organization Member Proficiency e.g. talks about the organization in positive ways	Organization Member Adaptivity e.g. copes with changes in the way the organization operates	Organization Member Proactivity e.g. make suggestion to improve the overall efficiency of the organization

Source: Griffin, Neal & Parker (2007).

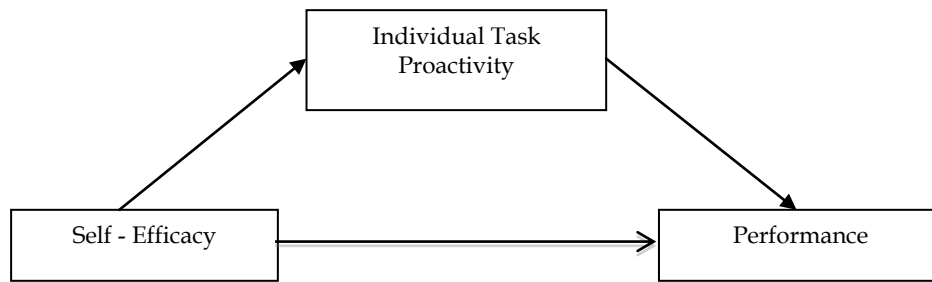
uncertainty, individuals, teams, and organizations should not only react and adapt to changes, but also anticipate and act on the external environment in ways that are directed to achieve effective results. Individuals who have a self-efficacy tend to behavior-oriented to the future to change the work situation, job roles, and their own. For example, a staff that has job to receive a package order or shipment of goods, may create another safe ways to administer order or may be able to observe the environment to identify opportunities to provide better service, given the uncertainty of the environment in the airfreight industry.

According to Wall, Cordery & Clegg 2001 as in Griffin, Neal & Parker (2007), in conjunction with the work role performance, the uncertainty in the organizational context occurs when the input, process, and output of work systems become unpredictable. The factors that create uncertainties include new competition, technological change, and customer demand or consumers. Delivery of goods by rail is currently facing many competitors, such as shipping by air, land, and sea. Competitor companies must use information technology and better transportation. For that reason, uncertainties in the organizational context encourage companies to assess the individuals' behavior to work. When uncertainty is high, external control becomes less appropriate because such control is not possible to anticipate all circumstances, and external control becomes more difficult to design task requirements. Therefore, the roles must work dynamically to respond to changing conditions and demand. Finally, the need for flexibility role becomes greater re-

quirements when organizational become more uncertain.

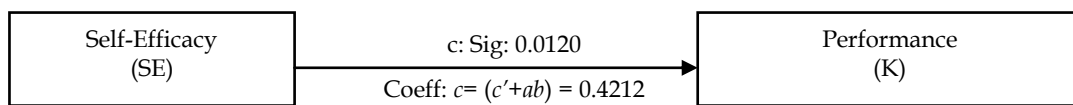
Three Subdimensions of work role performance are as follow: (1) proficiency, illustrates the level of the individual's ability to meet the requirements of the role that can be formed. This makes it possible to assess the proficiency when the requirements of job roles are prepared according to the standard clear, (2) the dimensions of adaptivity, illustrates the level of the individual's ability to adapt to changes in the system of work or employment roles, and (3) dimensions proactivity, describes the level of the individual's ability to direct himself in the act to anticipate or initiate a change in the system or job roles. Adaptivity and proactivity becomes important when a job-related uncertainties. What is important for the company and individual employees is when uncertainty is high; the individual employee can complete a specific aspect of their job roles that can be predicted (see Table 1).

Self-efficacy has been identified as critical antecedents of proactive behavior because individuals who are confident in their ability are more likely to judge that their actions be successful. Several studies have reported that self-efficacy is a significant predictor of high performance in the areas of organizational and psychological situations (Griffin, Neal & Parker 2007). People with high level of self-efficacy consider that they are competent and think they can affect the work and the working environment in any meaningful way. Employees are more proactive in anticipating problems and they also can act independently. They even tend to act active-



**Figure 1**  
**Research Model for the Individual Task Proactivity as Mediating Variable towards the Effect of Self-Efficacy on Performance**

Source: Adapted from Griffin, Neal & Parker (2007); Judge, Shaw, Jackson, Scott & Rich (2007).



**Figure 2**  
**Results of Preacher-Hayes Test The Effect of Total Self-Efficacy on Employees' Performance**

Source: Preacher & Hayes 2013.

ly in creating something new and challenging. Employees' are not hindered by the technical aspects and binding rules on their job. For that reason, they should be encouraged to behave more proactive (Yoon 2001). Research Griffin, Neal, and Parker (2007) found that self-efficacy positively affects individual task proactivity.

H2: Self-Efficacy has a significant effect on individual task proactivity

### Individual Task Proactivity and Performance

The proactive people are still influenced by external stimuli, whether physical, social or psychological (Covey 1989). The role of work has been described as a total set of responsibilities associated with the performance of the work (Griffin, Neal & Parker 2007). Proactivity is more than just an initiative, meaning that each individual is responsible for their own lives. Individual behavior is a function of the individual's choice, not of condition (Covey 1989). In this case, individual task proactivity is defined as the extent to which individuals starting their own to engage in behavior that is oriented to the future in an effort to change the employment situation, job roles, or change themselves. This proactive necessity is caused by the pressure to make improvements on an ongoing basis, the importance of innovation, and increased decentralization (Griffin, Neal & Parker 2007).

Aguinis (2013) argued that the definition of performance includes not only the result of individual behavior, but also the behavior itself. Per-

formance is related to the behavior or action to be done by employees, not just about what the employee resulting from his work. In relation to this matter, it suggests the performance as a result of a person's overall during a certain period in executing tasks, such as work standards, targets or goals or the criteria have been set in advance and have been agreed. According Luthans (2011), the performance is the quantity or quality of something produced or services rendered by a person who does the work.

Based on the above arguments, it can be reiterated that performance can be interpreted as a goal, ability to work, and a feat to be achieved. The results of the work will be adjusted to the level of achievement of the target that has been set. Therefore, employees with very high performance are needed by companies in order to compete with other companies, as well as achieve the objectives expected by the company.

Based on the research model developed by the researchers, proactivity emerged as a role that is flexible rather than static. Research by Griffin, Neal, and Parker (2007) has contributed to the practical issues in performance management, such as considering the proactivity and the description of some roles as emergency or immediate and flexible rather than static. The model of work role performance provides a flexible way to link the behavior of the organization into the performance evaluation process. Individual task proactivity is one-dimensional and role-performance work that is

supposed to influence the performance

H3: Individual task proactivity has significant effect on performance.

This study attempts to determine the effect of self-efficacy on performance and individual task proactivity as a mediating variable. To further facilitate and understand the effect of the variables in this study, the researchers present a simple model of research in accordance with the theoretical framework and previous studies as described in the earlier sections.

H4: Self-Efficacy has a significant effect on performance with individual task proactivity as the mediating variable.

### **3. RESEARCH METHOD**

#### **Sampling Procedure**

The sample taken in this study consists of several members selected from a population (Sekaran 2003). The population of this research is all employees with the total of 56 people from the infrastructure and quality assurance division. To determine the number of the sample, the researchers used the Slovin formula (Sarwono & Martadiredja 2008). The calculations show the number of samples taken in this study were 50 respondents. To anticipate a shortage of data, the researchers added two questionnaires, and finally the researchers got 52 respondents as the sample. This was taken by means of convenience sampling, the techniques included in the non-probability sampling method. In the non-probability sampling, elements contained in the population do not have the same probability of the sample that will be made as the subject (Sekaran 2003).

#### **Operational Definition and Variable Measurement**

Self-efficacy, as understood, is the belief held by each individual to become their ability to organize a series of actions to overcome the obstacles in their work. In this study, self-efficacy measurement was done using 4 items in questions developed from that by Jones in Fuad Mas'ud (2007), such as "I feel that I am very capable of doing the job I am doing, and I feel confident that my skills and abilities is equal or exceed more than my co-workers." The response to the indicators is in the form of a Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Individual task proactivity is the extent to which individuals start their own to engage in behavior that is oriented towards the future (Griffin, Neal & Parker 2007). Therefore, the researchers

used the measurement developed by Bateman and Crant (1993), which consists of 17 items of proactive behavior that describes the tendency of individual behavior to identify opportunities to change things in the workplace and to act according to their wishes (Crant 2000). It was also measured using a Likert scale from 1 (strongly disagree) to 5 (strongly agree). Proactive behavioral indicators include such as, wherever I am, I always become a force or a strong incentive for constructive change, and I enjoy when facing and overcoming barriers in my ideas (jobs).

The next is about performance, in which, it is the result of the quality and quantity of work that can be achieved by employees in carrying out the work in accordance with the duties and responsibilities given to them. Performance measurement is in use in this study using a questionnaire developed by Tsui, Pearce and Porter (1997), which consists of 11 questions, with answers response Likert scale from 1 (strongly disagree) to 5 (strongly agree).

#### **Results of Validity and Reliability Test**

Validity test is done used to determine whether measurement instruments or a questionnaire is valid or not, so that the data obtained has a high degree of accuracy. Items in the questionnaire are considered valid if the  $p\text{-value} < \alpha = 0.05$  (Stanislaus Uyanto 2009). The validity test can also be seen by comparing the value of R-calculated (corrected item total correlation) with r-table. R-table value obtained by looking at the error level (alpha) of 0.05 with the degree of freedom (df) by 52, i.e. by 0237. The decision is when the R-calculated > R-table, then the statement item is valid, or the other way around (Ghozali 2009).

According to Sugiono in Suharto (2009), reliability is a series of measurements that have consistency when measurement used by the measuring instrument can be done repeatedly. Reliability test is the measurement of the accuracy (consistency) of an instrument so that it approved to be reliable, consistent, and stable. The reliability test in this study was done using Cronbach's Coefficient Alpha, the reliability coefficient shows how an item was positively related to other items. The reliable question items are items that have a Cronbach's alpha coefficient higher than or equal to 0.7 (Uyanto 2009). Table 2 shows that overall the question items used are valid. Reliability test results show that the three variables are reliable because each has  $\alpha > 0.7$ , i.e. self-efficacy has  $\alpha = 0.763$ , individual task proactivity has  $\alpha = 0.961$ , and the performance has  $\alpha = 0.939$ .

**Table 2**  
**Results of Validity Test**

Items	r- Values
Self-efficacy1	0.628
Self-efficacy2	0.577
Self-efficacy3	0.559
Self-efficacy4	0.522
Individual task proactivity1	0.711
Individual task proactivity2	0.881
Individual task proactivity3	0.604
Individual task proactivity4	0.702
Individual task proactivity5	0.731
Individual task proactivity6	0.727
Individual task proactivity7	0.762
Individual task proactivity8	0.844
Individual task proactivity9	0.849
Individual task proactivity10	0.862
Individual task proactivity11	0.689
Individual task proactivity12	0.763
Individual task proactivity13	0.601
Individual task proactivity14	0.754
Individual task proactivity15	0.761
Individual task proactivity16	0.863
Individual task proactivity17	0.747
Performance 1	0.754
Performance 2	0.667
Performance 3	0.856
Performance 4	0.657
Performance 5	0.805
Performance 6	0.712
Performance 7	0.824
Performance 8	0.706
Performance 9	0.753
Performance 10	0.749
Performance 11	0.681

#### 4. DATA ANALYSIS AND DISCUSSION

The number of questionnaires returned is 52, with the characteristics of the respondents of 57.7% men and 42.3% of women, most of which 44.2% were aged between 26-35 years, with the level of education of Sarjana S-1 (undergraduate) are respondent or 71.2%, working experience is less than two years of 51.9%, and 2-4 years working experience of 30.8%. The result of normality test with One-Sample Kolmogorov-Smirnov Test, shows that the data is normally distributed, in part Asymp. Sig. (2-tailed) or p-value = 0.078 Self-Efficacy, proactive behavior or individual task proactivity = 0.820, and performance = 0.833 >  $\alpha = 0.05$ .

The test of the mediating variable was done by a mediator that was developed by the Preacher-Hayes (2008). This test was done to measure the direct effect of the independent variable on the dependent variable, the indirect effect of the independent variable on the dependent variable through the mediating variable. It also measures the total

effect of the independent variable on the dependent variable.

Preacher and Hayes (2008) showed that there is a causal steps used to identify whether a variable meets the criteria of mediation, the three causal are, (1) the existence of significant effect between independent variables with mediating variable which is unexpected, (2) significant effect of mediating variable which is unpredictable variable bound, and (3) significant effect of independent variable on the dependent variable through mediating variable in a model. The causal approach maintains to meet the mediation in order to show a causal relationship, by analyzing the effects between a and b that should be significant, whereas c 'is not significant. In the mediator, it is in fact the mechanism of the relationship between a and b, so that the absence of mediating variable will weaken the relationship and that is insignificant (Hayes, 2013)

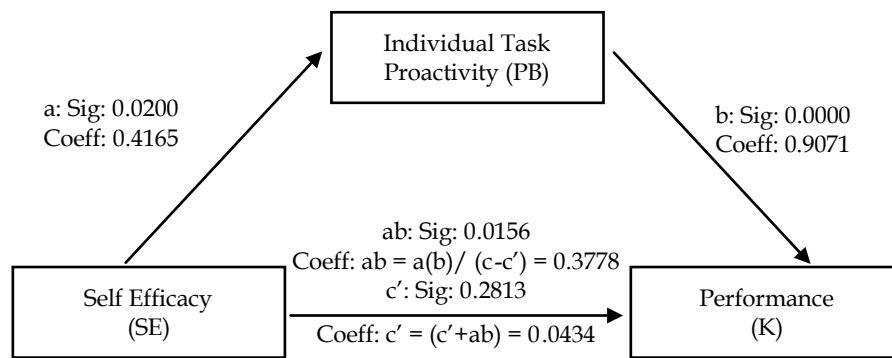
Table 3 shows path a on the independent variable, namely Self-Efficacy (SE) against unexpected mediating variable, namely the Individual Task proactivity included in Proactive Behavior, and it has  $\beta = 0.4165$  and p-value =  $0.0200 < \alpha = 0.05$ . This it means that self-efficacy significantly affects the performance, so that the second hypothesis is accepted.

Direct Effect on Dependent Variable mediators (b path), Table 3 shows the relationship between the mediating variables incidental, individual task proactivity (PB) on the dependent variable, performance (K), with  $\beta = 0.9071$  and p-value =  $0.0000 < \alpha = 0.05$ . This means that there is a significant direct effect on the performance of individual task proactivity, third hypothesis is accepted.

The next is the overall effect of the independent variables on the dependent variable (path c). Table 3 shows the total impact the independent variable on the dependent variable in this study (the total effect of self-efficacy on performance) through the mediating variables that is individual task proactivity. The total effect is the sum total of the impact resulting directly or direct effect (c ') and the indirect effect mediated indirect effect of unpredictable variables (ab), shows the p-value =  $0.0120 < \alpha = 0.05$ . It means there a significant total effect on self-efficacy on the performance both directly and through the mediating effect of individual task proactivity.

In direct relation of independent variable towards the dependent variable, in this case is the total effect (c). In Figure 2, it shows that the self-efficacy affect the performance. This study adapted the development of positive organizational beha-





**Figure 3**  
**Results of Preacher-Hayes Test Simple Mediation Model for the Effect of Self-Efficacy on Performance with Individual Task Proactivity as Mediator**

Source: Hayes 2013

rior research model, using one of its dimensions, namely individual task proactivity as a mediating variable, as shown in Figure 3. The direct effect of the independent variable on the dependent variable is in path c. It has  $\beta = 0.0434$  and  $p\text{-value} = 0.2813 > \alpha = 0.05$ . Thus, it means there is no significant direct effect of self-efficacy on performance, so that Hypothesis 1 is rejected.

When there was no direct effect in this model, the researchers then inserted a mediator variable. The indirect effect of the independent variable on the dependent variable is through the proposed mediator (path  $ab$ ). Table 3 shows the effect of indirect variable of self-efficacy on performance through variable individual task proactivity as mediation. It has  $\beta = 0.3778$  and  $p\text{-value} = 0.0156 < \alpha = 0.05$ . This means that there is a significant indirect effect on self-efficacy on performance through the mediating variables individual task proactivity.

The result of simple mediation models with Preacher-Hayes is in Table 3. For details, it can be seen in Figures 2 and 3. The effect of Self-Efficacy on Individual Task proactivity (a) has a significant and positive effect with a significance level of  $p < \alpha = 0.05$ , that is equal to 0.0200. As a mediator variable, Individual Task proactivity has a significant effect on performance (b) with a significance level of  $p < \alpha = 0.05$  that is equal to 0.0000. The net effect of both the direct and the indirect effect ( $c = c' + ab$ ) also has a significant effect with a significance level of  $p < \alpha = 0.05$  that is equal to 0.0120. Yet, the direct effect ( $c'$ ) of self-efficacy on the performance of the test did not have significant effect as it has  $p > \alpha = 0.05$  with a value of 0.2813.

From the above calculation, it can be seen that the indirect effect of the effect of Self-Efficacy on performance through Individual Task proactivity

( $ab$ ) has a significant effect with  $p < \alpha = 0.05$  at 0.0156. The value of indirect effect ( $ab = a (.4165) \times b (0.9071) = 0.3778$ ) is higher than the direct effect ( $c' = c (0.4212) - ab (0.3778) = 0.0434$ ). This indicates that the indirect effect of Self-Efficacy on the performance through Individual Task proactivity is higher than the direct effect on the Performance.. Individual Task proactivity can be concluded as a mediating variable for the effect of self efficacy on the Performance. For that reason hypothesis 4 is accepted.

The value of adjusted R Square of 0.9512 indicates that self-efficacy with mediating variable individual task proactivity can explain the variable of performance of 95.12%. The rest may be explained by other factors outside the research model. Hypothesis 1 shows that there is no significant effect of self-efficacy as the independent variable and the performance as the dependent variable. It does not support some of the findings claiming that self-efficacy is one factor driving the increase in performance. One of which, it was the result of the previous research by Judge et al. (2007), showing a positive relationship between self-efficacy and performance.

In this study, the role of self-efficacy is an independent variable that is different from that in Judge et al. (2007), because the role of self-efficacy in the previous research was a mediating variable in the relationship of general mental ability and personality towards performance. If self-efficacy is high, people will be more confident in their ability to be successful (Robbins, 2013). The possibility of self-efficacy can have more influence on the success of the individual rather than performance.

For future studies, it needs to look at the relationship between self-efficacy and variable of individuals' success. The results in this study may dif-

**Table 3**  
**Results of Preacher-Hayes Test for the Simple Mediation Model**

Dependent, independent, and proposed mediator variables: DV = K; IV = SE; MEDS = PB; sample size 52					
IV to Mediators (a paths)					
	Coeff	se	t	p	
PB	0.4165	0.1733	2.4027	0.0200	
Direct Effects of Mediators on DV (b paths)					
	Coeff	se	t	p	
PB	0.9071	0.0307	29.5086	0.0000	
Total Effect of IV on DV (c path)					
	Coeff	se	t	p	
SE	0.4212	0.1616	2.6061	0.0120	
Direct Effect of IV on DV (c' path)					
	Coeff	se	t	p	
SE	0.0434	0.0398	1.0895	0.2813	
Model Summary for DV Model					
	R-sq	Adj R-sq	F	df1	df2
	0.9531	0.9512	497.8463	2.0000	49.0000
					p
					0.0000
NORMAL THEORY TESTS FOR INDIRECT EFFECTS					
Indirect Effects of IV on DV through Proposed Mediators (ab paths)					
	Effect	se	Z	p	
TOTAL	0.3778	0.1562	2.4188	0.0156	
PB	0.3778	0.1562	2.4188	0.0156	
BOOTSTRAP RESULTS FOR INDIRECT EFFECTS					
Indirect Effects of IV on DV through Proposed Mediators (ab paths)					
	Data	Boot	Bias	SE	
TOTAL	0.3778	0.3773	-0.0005	0.1589	
PB	0.3778	0.3773	-0.0005	0.1589	
Bias Corrected Confidence Intervals					
	Lower	Upper			
TOTAL	0.0265	0.6613			
PB	0.0265	0.6613			
Level of Confidence for Confidence Intervals: 95					
Number of Bootstrap Resample: 1000					

fer from that of Judge et al. (2007), because of differences in the sample characteristics, different numbers of sample, and also the answers given by the respondents. Thus, the data are also different. However, this can strengthen the causal approach by the Preacher-Hayes who said that data should meet the mediation in order to have a causal relationship, the analysis of the effect of c, a, and b should also be significant, but for c 'might not be significant.

Hypothesis 2 stated that there is a significant effect between independent variables of self-efficacy by mediating variables unexpected individual task proactivity. In this study, the confidence to trigger and to be one factor for an employee to behave proactively. They always want to try to do something new, to help co-workers. This hypothesis is in accordance with one of the studies

done previously by Griffin et al. (2007), that self-efficacy is a powerful predictor of the proactivity in the level-sharing (self, team, or organization).

Hypothesis 3 stated that there is a significant effect between the mediating variable of unexpected individual task proactivity and the dependent variable, performance. This is supported by research conducted by Griffin et al. (2007), that performance becomes one predictor of positive behavior in the workplace, or anything related to the job.

The next hypothesis is the significant effect of independent variables (self-efficacy) on the dependent variable (performance) through mediation or intervening variables (individual task proactivity) in a single model. In this study, individual task proactivity meet the first criterion and the second in the causal approach that is significantly influenced by independent variable and it also has a significant effect on the dependent variable. Hypothesis 4 states that the individual task proactivity as a mediating variable for the effect of self-efficacy on performance is accepted. It has have implications for the company and the respondents as well.

The result for self-efficacy variable was suspected of having relationship with the employee's performance. It shows no significant relationship between self-efficacy significantly and the performance is in fact not significant but the individual task proactivity and self-efficacy have a significant effect on performance, with task proactivity as mediation. It is necessary to have efforts by the company and employees in order to improve self-efficacy and individual task proactivity. They have to increase in both of them in order to increase their performance as well. Training and development is an important stage for the company to manage and improve self-efficacy and individual task proactivity.

They have to do some efforts to increase sources of self-efficacy as an experience of personal success, the experience of others, social and verbal persuasion, and physiological state. By doing so, they can increase self-efficacy. Experience of success and experience of others can be a source of

greatest improvement because it can motivate employees to work better than the previous ones. They can always try not to disappoint others. Thus, some efforts have to be done by the employees to improve their individual task proactivity, getting involved in the activities that take place within the company. Companies can also encourage employees to discuss or simulate them to solve the problem. In that condition, the people can move behavior to behave proactively and apply the training experience in their job.

For further research, it is necessary to study the different objects in a variety of industries and increase the number of respondents reflecting the real situation. These are intended to facilitate the research and can answer the problems that exist. They also have to see if the solution of the problem can be applied to industries or other companies. For example, a study can be done on self-efficacy, individual task proactivity, and the performance of the salespeople. A salesperson must have a personal or behavioral resilience. The given the salesperson deals directly with the customer that requires a salesperson to convince himself that a challenging job is very interesting to do and believe that she can do the job.

## **5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS**

It can be concluded as the following: (1) there is no significant effect of self-efficacy on employee performance, (2) there is a significant effect on self-efficacy on individual task proactivity of employees, (3) there is a significant effect of the individual task proactivity on employee performance, and (4) individual task proactivity can be said as a mediating or intervening variable in the effect of self-efficacy on employee performance.

As self-efficacy variable is suspected of having relationship with the employee's performance, it implies that there is no significant association. However, companies should recognize that self-efficacy significantly can affect their employees' task proactivity. It can also significantly affect the staff's task proactivity as mediation. Therefore, it is necessary for the companies to have some to improve self-efficacy and individual task proactivity especially the logistics company employees. By having the increase in both variables, they can also increase their performance as well. Training and development is an important stage for the company to manage and improve self-efficacy and individual task proactivity.

Other efforts to be done are by increasing self-

efficacy resources as well as experience of the personal success, the experience of others, social and verbal persuasion, and physiological state. All these factors can increase self-efficacy. Experience success and experience of others can be a source of the greatest improvement because it can motivate employees to work better than the previous stages.

The companies should also try not to disappoint the people. As employees, they personally want to be successful if they see themselves among the whole employees successful. Efforts to be made by employees to improve their individual task proactivity by getting more involved in the activities that take place within the company. Companies can also encourage them to discuss or simulate to solve the problem, so that they can change their behavior to behave proactively and apply their experience in their job.

With the performance appraisal system, it can provide good impact on the employees especially if the appraisal is not running optimally with the individuals. The negative impact of having less performance is usually due to the assessment is not fair. When there is no clear measurement for the employees' performance, the employees tend to perform less. Thus, individuals who perform well because they feel they are treated fairly among them in the company.

Every each variable has a mean score smallest value, and should be increased on those variables. In the self-efficacy for example, the mean score is the smallest, indicating that employees do not fully believe in themselves that they can do the work more challenging than the work that is being carried on the present time. In individual task proactivity also has the smallest value. Employees must be encouraged to have them change. The latter is a variable performance. The supervisors or managers must often provide feedback to employees so that employees can develop themselves. That is the value that indicates their ability makes them unfavorable.

Due to limitations of the study, the researchers suggested that the questionnaire code is replaced with the notation or abbreviations, in order to avoid bias that can occur when respondents view the code contained in the questionnaire. It is also essential for further research to examine the different objects in various settings. Researchers can also increase the number of respondents that can reflect the real situation.

In order to facilitate research and can answer the problems that exist, researcher can also see if the solution of the problem can be applied to indus-

tries or other companies. For example, research on self-efficacy, individual task proactivity, and performance against sales. The sales person must have personal or behavioral resilience, considering the sales dealing directly with customers who require a sales person that is very interesting challenge to do and believe that he can the job favorably.

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