

DETERMINANTS OF SELF-EFFICACY TO GENERATION Z JOB SATISFACTION

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Abstract

This study aimed to examine the factors that influence job satisfaction in Z Generation in the DKI Jakarta area using career interests, career choice, and self-efficacy as variables. A quantitative approach and questionnaires were used to collect data. The sample population of 150 respondents consisted of Generation Z, aged between 15 to 24 years. They were selected using the proportional random sampling technique. The collected data was then analyzed using SEM modeling with WarpPLS 7.0 application. The results showed that career interest significantly affects job satisfaction while career selection has a considerable impact on job satisfaction. Furthermore, self-efficacy significantly affects job satisfaction. Interest has a substantial effect on job satisfaction through self-efficacy as a moderating variable. Career choice has no significant effect on job satisfaction through self-efficacy.

Keywords: distribution centre, enterprise, SME.

INTRODUCTION

According to Robbins and Judge (2015: 46), job satisfaction has for a long time been associated with various psychosocial matters, including job design and leadership. It is the level of positive or pleasant feelings about employment and the workplace environment. Tampubolon and Hutagaol (2015) stated that job satisfaction involves what a person enjoys while performing individual tasks within their role and other measures, such as the level of supervision, task importance, and concentration levels needed for the job.

Mila Badriyah (2015:227) established that two groups of factors influence employee job satisfaction. Intrinsic factors include skill development, self-directiveness, and responsibility associated with doing the job, while extrinsic are outside the employee, such as the physical condition of the work environment, interactions with other

employees, and the remuneration system. According to Edison, Anwar & Komariyah (2016: 216), satisfaction can be measured through the work itself, wages, promotion opportunities, supervisors, and coworkers. Different ages in an organization influence job satisfaction individually (Olivia and Fakhri, 2020). In general, millennials want a relaxed environment full of fun and flexible enough to allow them to apply creativity. Furthermore, millennials are techno-minded individuals who interact more through social media, even with office mates (Suryadi, 2015). In contrast, generation X feels happy when given authority in their workplace, yearns for a calm and comfortable work environment and feels elevated when the company provides self-development arrangements in the form of seminars or training (Oktariani, Hubeis & Sukandar, 2017).

Kupperschmidt's (2000) stated that a generation comprises individuals with a distinct identity based on age, year of birth, location, and events that significantly influence their growth phase. According to the Alvara Research Center report entitled Indonesia Gen Z and Millennials Report 2020 and The Battle of Our Generation (2020), the current generation is divided into four categories. First, Baby Boomers (born around 1944-1964), Generation X (born around 1965-1980), Generation Y (born around 1981-1997), and Generation Z (born about 1998-2010). Notably, the total Indonesian population is comprised of 29.23% of Gen Z. This number is close to the Millennial generation, whose population is 33% of the total population.

A career has a significant role in a person's life, identity, lifestyle and determines an adult's well-being (Ratri, 2016). Many considerations come into play when making a career choice. Some people choose career paths according to interests and talents, while others are guided by their parents on the best careers to take. Either way, the preferred career is undoubtedly expected to provide a promising future (Dananjaya and Rasmini, 2019).

Kaplan & Saccuzzo (2013) reveals that attitudes and abilities determine the success of employees in their workplace. However, a person derives more satisfaction if the work done forms part of what they are interested in doing. But, in reality, many of the Generation Z individuals (in this case represented by Vocational High School students) have no idea of what they would like to become in the future. Quite a number of them do not consider their abilities, interests, and personalities as a guide towards choosing future careers. Instead, many students choose their majors based on the wishes of parents, friends, or following current job trends (Handayani, Kuncoro, and Rohmatun, 2019).

According to the research conducted by Kartika and Luthan (2015), interest determines the career choice. Career selection is done continually until a person finds the match between choice and interests. This match is crucial for one to enjoy career progression and

attain self-actualization. The research that captures the career selection of Generation Z is relatively low. Scholars are now seeking to understand the trends this generation uses to choose careers.

Self-efficacy refers to the way people judge their capabilities to organize and execute certain actions to achieve designated performance. People get job satisfaction when they feel competent to execute tasks concerning their work or attain work objectives. Self-efficacy individuals have robust beliefs in their ability to perform given tasks successfully, persist longer, invest more, and undertake more challenging endeavors as opposed to the low self-efficacy counterparts. A highly efficacious individual is expected to generate and make good use of resources (Ardiani and Mulyana, 2018). Based on the above background, this article explores the influence of career interest and career selection on job satisfaction with self-efficacy as a moderating variable in Generation Z in the DKI Jakarta region.

Theoretical Review

Human Resource Management

Sutrisno (2019:3) stated that the resources required for a company to run successfully are not independent but part of the synergy. In this case, the role of human resources is decisive. Originally, human resource (HR) was a translation of human resources, where some experts equated it to the workforce needs. However, human resources are defined as tools needed to achieve set goals or the ability to take advantage of current opportunities. Human resources do not refer to an object or substance but an operational function set to achieve specific goals. Furthermore, resources are an abstraction that reflects human appraisal and relates to a function or operation. Whoever manages an organization needs to process various resources to achieve the organization's purposes (Yusuf and Al-Arif, 2015: 24).

The emergence of logistic centers arose from the needs of the market economy and its principles to co-operate with foreign countries.

Currently, international co-operation is associated with economic integration and can reach a global dimension. Economic integration is particularly noticeable in the European Union countries and the rules and regulations of the community greatly contribute to the integration both in industry and geography. The effect of this expansion, up to a global level, will reduce the number of suppliers and freight forwarders and bring logistics companies closer with the companies (clients) (Kościelny, 1999).

Career Interest

According to Kartika (2014), career interest is associated with career assessment, where people get to know where their skills lie and what they like to do. Syah (2010: 133) established that it as a great desire for something. Telvisia and Suyasa (2008:82), following one's career interests implies that one is pursuing a career that makes use of the talents and aligns with their preferences and values. Simply put, a person is trying to find out what they enjoy doing regularly. Interest in work is an expressive act that reflects motivation, knowledge, personality, and individual abilities. Through a proper understanding of the work that suits an individual, it is easier to unleash the full potential of an individual. Sumiwi (2016) established that interest is a continuous feeling towards their work, reflecting individual motivation, knowledge, and abilities.

Career Selection

Everyone has their own career choice according to their interests and talents. When choosing a career, there are many considerations, including anticipating a promising future (Dananjaya and Rasmini, 2019). Among all factors, a career choice based on personal abilities and talents can produce maximum job satisfaction compared to the choice made by parents and other considerations such as environment and personal values. The environment is a factor that has always been dominant in career choice but does not produce more satisfaction as unique traits and values would. Parental guidance on career choice has an influence but

does not affect the level of job satisfaction (Zaidi and Iqbal, 2011).

Job satisfaction

Job satisfaction is described as the attitude of a person towards work as the difference between the amount of reward received by the worker and the actual amount that should have been received (Abadiyah et al., 2016). According to Yusuf and Al-Arif (2015: 279), job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects people's feelings towards their job, and this is evident from the positive attitude of employees towards work and everything they face in their work environment. Satisfaction is a multifaceted concept (many dimensions) Robbins and Judge (2015:78). A comprehensive conclusion about satisfaction may hide subjective judgments from employees regarding their satisfaction in salary, job safety, supervision, interpersonal relationships in working on future opportunities, and the work itself.

Self-Efficacy

Self-efficacy is a strong belief in self-ability to complete a given task regardless of the challenge the task may pose. Calculation of self-efficacy involves a cognitive assessment of the interaction between one's abilities, situational opportunities, and constraints. Self-efficacy theory is known as social cognitive theory or social learning theory (Kreitner & Kinicki, 2013:126). According to Ardiani and Mulyana (2018), employees with high self-efficacy tend to have high job satisfaction since they believe in their abilities to do and complete work better than employees with low self-efficacy. Mishra et al. (2016) stated that increasing self-efficacy raises confidence in individuals because they want to complete the burden of responsibility assigned without fail.

Framework of Thinking

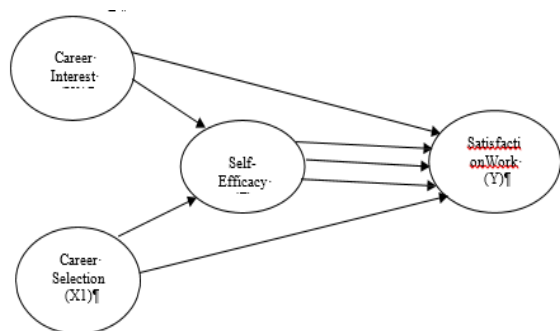


Figure 1. *Thinking Framework*

The sketch in the framework above explains that there is a full line connecting the career interest variable (X1), career choice (X2) to job satisfaction (Y), and the self-efficacy variable (Z) in this research.

Hypotheses

Based on the description above, the following hypothesis were formulated:

- Career interest affects job satisfaction.
- Career choice affects job satisfaction.
- Self-efficacy affects job satisfaction.
- Career interest has an effect on job satisfaction with self-efficacy as a moderating variable.
- Career choice has an effect on job satisfaction with self-efficacy as a moderating variable.

Research Method

This research used a quantitative approach to test the established hypothesis (Sugiyono, 2016:8). Its objective was to examine the relationship between the hypothesized variables. The researchers used associative research methods to answer the problems of the phenomenon under study, discussed, and analyzed the predetermined variables. The quantitative research design used was survey design which involves a quantitative description of several tendencies, behaviors, or opinions of a population by examining the sample of a population. From this sample, generalizations or claims about the population were made (Creswell, 2016:208).

The Structural Equation Model (SEM) was used as the analytical model with exogenous variables, endogenous variables, and indicators (measured or observed variables). The target population for the research was individuals aged 15-24 years with proportional random sampling as the sampling technique. Questionnaires were used to collect data from the sample size already identified. Furthermore, data analysis was performed using the Structural Equation Model (SEM), using the WarpPLS version 7.0 approach.

Result Analysis and Discussion

Test-Path Coefficients

Table 1. *Path Coefficients (Primary data processed, 2021).*

	Career Interest	Career Selection	Self-Efficacy	Satisfaction Work	ED*PK	ED*MK
Job satisfaction	0.275	0.212	0.380		-0.044	-0.111

The path coefficient test results indicate that the variables of career interest, career selection, and self-efficacy have a positive or direct relationship to job satisfaction. This is reflected in the test scores, which all have a value of more than 0. There is a negative relationship in

moderation because self-efficacy*career choice is worth -0.044, and the self-efficacy*career interest has a value of -0.111.

P-value test

Table 2. *P-value (Primary data processed, 2021).*

	Career Interest	Career Selection	Self-Efficacy	Satisfaction Work	ED*PK	ED*MK
Job satisfaction	<0.001	0.005	<0.001		0.293	0.084

Referring to Sholihin and Ratmono (2013), the P-value must be less than 0.05.

Table 3. *Reference Value P-value (Solimun (2017)).*

No	Referral Value P-value	Category
1	<0.01	Highly Significant
2	< 0.05	Significant
3	< 0.10	Significantly Weak
4	> 0.10	Not significant

However, the above table shows a P-value of 4.19, concluding that the career interest and

self-efficacy variables have a high significance value because they are <0.01. However, the career choice variable is classified as significant because the value is <0.05. Then the moderating relationship of self-efficacy*career interest is significantly weak ($0.084 > 0.10$), and self-efficacy*career choice is not significant because it has a P-value of 0.293.

T-test

The following table presents the results of the t-test calculation.

Table 4. *Results of t-test analysis (Primary data processed, 2021).*

	Career Interest	Career Selection	Self-Efficacy	Job satisfaction	ED*PK	ED*MK
Career Interest						
Career Selection						
Self-Efficacy						
Job satisfaction	3,409	2,625	5,285		-0,546	-1,389
ED*PK						
ED*MK						

The significant level used is 5%, which translates to the confidence level (CL) of 95% or 0.95. Using a two-tailed test, the t-table number is 1.960. From table 4.20 above, it is known that the test results of career interest variables, career selection, and self-efficacy on job satisfaction are 3,409, 2,625, and 5,285, respectively (all of which are greater than the t-table). This means that H_0 is rejected and H_a accepted. From this analysis, it is evident that there is an influence of career interest variables, career selection, and self-efficacy on job satisfaction. However, when tested for the moderating variable, the self-efficacy*career choice result was -0.546, and self-efficacy*career interest -1.389. These calculations have values less than the T table (1.960), showing that H_a is accepted while H_0 is rejected for both moderations. Therefore, the two moderating variables do not affect job satisfaction.

Structural Model Testing

The next step is about analyzing the structural relationships of the model in two stages. The

first stage involves testing the path coefficient of the direct influence, while the second is concerned with testing the path coefficient of the moderating variable influence. The path coefficient diagram with the results of testing the relationship between research variables is as follows:

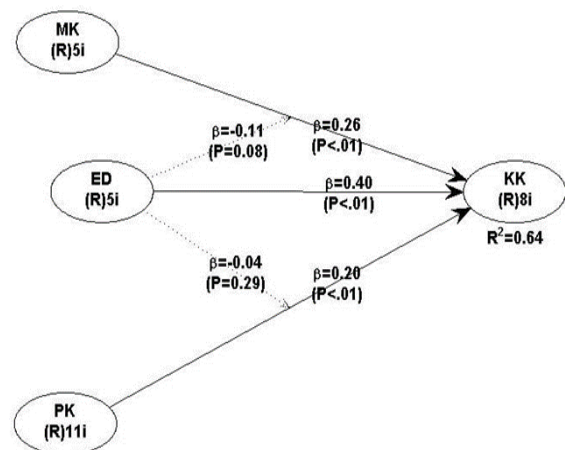


Figure 2. *Path Coefficient Diagram (Primary data processed, 2021).*

The results of testing the influence between variables in this study are presented in table 5.

Table 5. *Path Coefficient of Influence Between Variables and Hypothesis Testing (Primary data processed, 2021).*

Hypothesis	Connection between Variables	Path Coefficient	P-Value	Information
H1	X1 -> Z	0.257	<0.01	High Significant
H2	X2 -> Z	0.212	<0.01	High Significant
H3	Y -> Z	0.380	<0.01	High Significant
H4	X1*Y -> Z	-0.111	0.08	Significantly Weak
H5	X2*Y -> Z	-0.044	0.29	Not significant

Direct and Indirect Influence

Testing the hypothesis and the path coefficient of direct influence between variables in this research was conducted to determine the effect of career interest and career selection regarding job selection. The results of the direct influence test can be seen in the P-value table with the provisions that it will be significant if it is worth 0.05.

H1: Career interest affects job satisfaction.

The path coefficient value of the career interest variable on job satisfaction is 0.257, implying that the more people choose a job they are interested in, the more job satisfaction. furthermore, the results of the study show that the p-value is <0.01, and this means that career interest has a highly significant effect on job satisfaction.

H2: career choice affects job satisfaction.

The path coefficient value of the career choice variable on job satisfaction is 0.212, which shows if one chooses a relevant career, then the level of job satisfaction would be high. Additionally, the results showed that the p-value was <0.01, implying that career choice has a highly significant effect on job satisfaction.

H3: self-efficacy affects job satisfaction.

The path coefficient value of the self-efficacy variable on job satisfaction is 0.380, meaning that the more employees feel confident in their abilities, the more the job satisfaction. The results also indicate that the p-value is <0.01, implying that self-efficacy has a highly significant effect on job satisfaction.

Hypothesis Testing and Path Coefficient of Moderation Effect

Testing the effect of moderation aimed to detect the position of the moderating variable in the model. Tests were carried out to determine the nature of the relationship between variables, as being either pure moderating variables (pure moderation), pseudo moderation (quasi moderation), potential moderation (homologize moderation), or predictors. The moderating effect is said to be significant if the p-value is 0.05.

H4: Career interest has an effect on job satisfaction with self-efficacy as moderating.

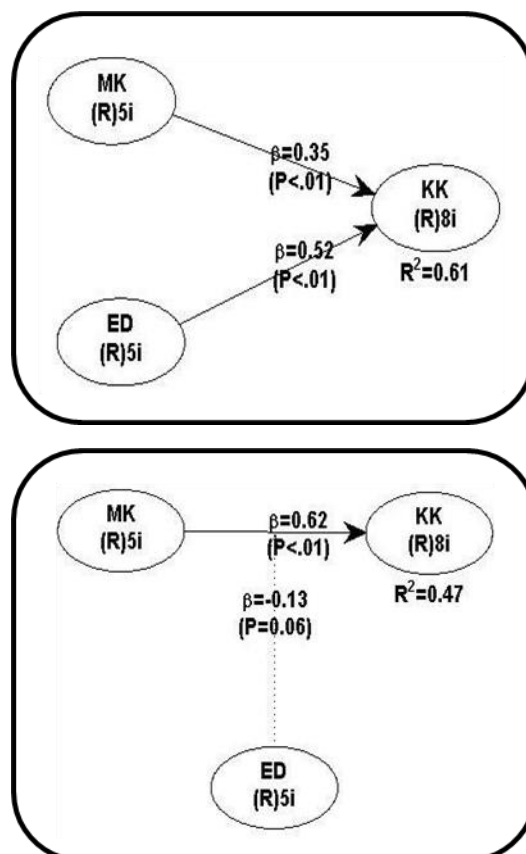


Figure 3. *Test-Path Diagram with Moderating Variables and Without Moderating Variables*

The Effect of Career Interest on Job Satisfaction

The path coefficient value of the career interest variable on job satisfaction with self-efficacy as moderating was found to be -0.111, and this implies that career choice is likely to increase job satisfaction. However, the increase is reduced by the presence of self-efficacy. Furthermore, the results indicate that the p-value is 0.08, which is said to be significantly weakened to mean self-efficacy is a moderating variable. The direct influence of career interest on job satisfaction is significant.

Whether the self-efficacy variable is directly processed or a moderating variable, it has positives and significant results, as shown in Figure 4.4. The existence of the self-efficacy variable doubles as a moderating variable and a predictor (explanatory) variable, hence self-efficacy is a pseudo-moderation.

H5: career choice has an effect on job satisfaction with self-efficacy as moderating.

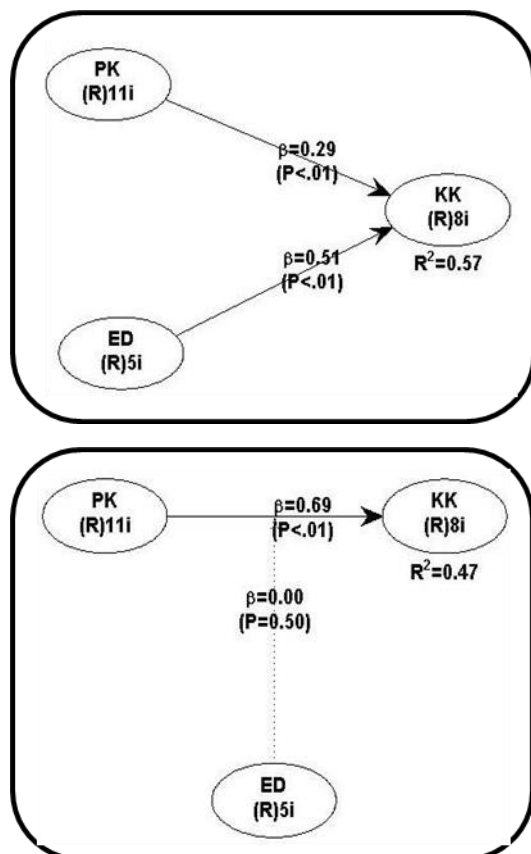


Figure 4. Test-Path Diagram with Moderating Variables and Without Moderating Variables and the Effect of Career Selection on Job Satisfaction

The path coefficient value of the career choice variable on job satisfaction with self-efficacy as moderating is -0.044, meaning that career interest increases job satisfaction. However, this increase is reduced by the presence of self-efficacy. Additionally, the results indicate that the p-value is 0.29 showing that it is insignificant and, therefore, self-efficacy cannot be said to be a moderating variable. The direct influence of career choice on job satisfaction is significant. In Figure 4 above, the results show that self-efficacy, when processed directly, has positive and significant results. When converted into a moderating variable, the results are not significant (p-value = 0.50); thus, the career choice variable is not a moderating variable.

Research variable

The information conveyed in this section is a combination of identifying important indicators based on factor loading values with the empirical conditions of a variable (indicators and dimensions) based on the average score. In this case, the average value of the indicator.

Table 6. Research Variables (Primary data processed, 2021).

No	Variable	Indicator	Loading Factor	Indicator Average
1	Interest Career (X1)	X1.1	0.705	4.14
		X1.2	0.821	4.35
		X1.3	0.817	4.96
		X1.4	0.816	4.47
		X1.5	0.818	4.62
2	Career Selection (X2)	X2.1	0.766	4.25
		X2.2	0.781	4.26
		X2.3	0.774	4.08
		X2.4	0.778	4.3
		X2.5	0.776	4.24
		X2.6	0.600	4.51
		X2.7	0.682	4.44
		X2.8	0.727	3.97
		X2.9	0.507	3.64
		X2.10	0.549	3.6
		X2.12	0.549	3.37
3	Efficacy Self (Y)	Y.1	0.813	4.2
		Y.2	0.777	4.38
		Y.3	0.806	3.81
		Y.4	0.776	3.9
		Y.5	0.672	4.31
		Z.1	0.534	4.2
		Z.2	0.617	4.2
		Z.3	0.573	4.24

4	Job satisfaction (Z)	Z.4	0.721	4.53
		Z.5	0.821	4.61
		Z.6	0.824	4.64
		Z.7	0.772	4.46
		Z.8	0.832	4.53

In factor loading, the greater the value, the stronger the indicator reflects on a variable. The average indicator shows empirical conditions and information about the degree of a good or bad and high or low variable.

In the career interest variable (X1), the most important factor load is X1.2, with an average indicator of 4.35 (very high). In the career selection variable (X2), the most important factor load is X2.2, with an average indicator of 4.26 (very high). While the self-efficacy variable (Y), having the most important factor is Y.1, with an average 4.2 (very high) indicator. Finally, the job satisfaction variable (Z) has the most important factor loading as Z.8, with an average indicator of 4.53 (very high).

Discussion

First Hypothesis (H1)

The first hypothesis was to examine the effect of career interest on job satisfaction. From the analysis, the P-value is <0.001 , implying that career interest has a significant effect on job satisfaction; H_0 is rejected, and H_a is accepted. This is in line with Earl (2014), whose revealed that the relationship between interest suitability and job satisfaction was significant but not as influential as described in popular writings on career development and career-oriented literature. This is also in line with the research by Hoff, et al. (2020), which stated that there is a statistically significant positive relationship between interest match and overall job satisfaction.

Second Hypothesis (H2)

The second hypothesis testing aimed at finding the effect of career choice on job satisfaction. It is known that the P-value is 0.005, which implies that career selection has a high enough significant effect on job satisfaction; H_0 is rejected, and H_a is accepted. This analysis is in line with Zaidi and Iqbal (2012), which established that there is a significant

relationship between career choice and job satisfaction. The results also identified that career selection based on personality traits and values could provide maximum satisfaction. Prasetyo, Pranoto, and Anwar (2016) reported that an increases competence by choosing the right career and keeps improving self-competence by attending seminars or training.

Third Hypothesis (H3)

The third hypothesis was testing the effect of self-efficacy on job satisfaction, where it was found that the p-value is <0.001 . This means that self-efficacy has a very high significant effect on job satisfaction. The H_0 is rejected, and H_a is accepted.

Tampubolon and Hutagaol (2015) put forward that the variables of self-efficacy and job satisfaction have a fairly strong correlation. Ardiani and Mulyana (2018) observed that there is a relationship between self-efficacy and job satisfaction. Furthermore, if the relationship between variables is positive, it means as the self-efficacy of the employees increase, job satisfaction also becomes higher. Syamili and Erita's (2020) attested to these findings and noted that the higher the self-efficacy, the higher the job satisfaction. Conversely, the lower the self-efficacy, the lower the job satisfaction.

Fourth Hypothesis (H4)

The fourth hypothesis testing was about the effect of career interest on job satisfaction with self-efficacy as a moderating variable. The P-value is 0.084, and this means that self-efficacy as a moderating variable between career interest and job satisfaction does not have a significant effect; H_0 is accepted, and H_a is rejected.

The research by Mulyana and Puspitadewi (2015) showed contradictory results. According to them, self-efficacy has an influence on the choice of career interests in Psychology.

Fifth Hypothesis (H5)

The fifth hypothesis was testing the effect of career choice on job satisfaction with self-efficacy as a moderating variable. From the

results, it is known that the P-value is 0.293, and this means that self-efficacy as a moderating variable between career choice and job satisfaction does not have a significant effect. The H_0 is accepted, and H_a is rejected.

Dewi's (2017) results show a positive relationship between self-efficacy and career decision-making in final year students in the Faculty of Psychology, Mercu Buana University, Yogyakarta. The effective contribution of self-efficacy to career decision-making is 12.8%, while 87.2% represents the other factors.

Conclusion, Limitations, and Recommendations

The results from the discussion bring out some conclusions from this research. These include findings that career interest has a very high significant influence on job satisfaction in Generation Z in the DKI Jakarta area. This implies that as Generation Z becomes aware of their career interests, they are more satisfied at work. Second, career selection greatly influences job satisfaction in Generation Z in the DKI Jakarta area. This implies that when Generation Z chooses a career by the field of interest, they will feel more satisfied at work. Third, self-efficacy significantly affects job satisfaction in generation Z in the DKI Jakarta area, implying that most people in Generation Z have confidence and can motivate themselves to complete work assigned. Fourth, career interest has a weak significant effect on job satisfaction with self-efficacy as a moderating variable in Generation Z in the DKI Jakarta area. This shows that the increase in career interest in Generation Z is not significant on job satisfaction with self-efficacy as moderating. Finally, career selection has no significant effect on job satisfaction with self-efficacy as a moderating variable in Generation Z in the DKI Jakarta area, meaning that the career selection of Generation Z is not unidirectional, nor is it significant on job satisfaction if there is self-efficacy as a moderator.

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