

FACTORS INFLUENCING EMPLOYEE JOB PERFORMANCE IN PRIVATE BANK EMPLOYEES IN WEST JAKARTA

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ABSTRACT

Several companies regard employees as crucial assets due to their role in the company's success. Therefore, it's imperative for companies to retain employees to prevent turnover. Employees perform optimally and are more productive when supported by a positive, conducive work environment. Companies must strive to recruit talented employees who meet qualifications and offer attractive compensation and benefits to motivate them, ensuring they feel valued and recognized. This study aims to examine the positive influence of perceived self-efficacy on knowledge sharing, the positive impact of perceived self-efficacy on perceived environmental support, the positive effect of perceived environmental support on knowledge sharing, and to analyze the role of perceived environmental support as a mediating variable between knowledge sharing and employee job performance in private banks in West Jakarta. The study utilizes a quantitative approach, employing non-probability sampling and convenience sampling methods. Data collection involves distributing online questionnaires to 81 employees in private banks in West Jakarta, with data analysis conducted using SmartPLS3. Results revealed that perceived self-efficacy positively affects knowledge sharing. However, perceived self-efficacy did not significantly impact employee job performance. Knowledge sharing was found to have a positive influence on employee job performance, but this relationship was not statistically significant. Perceived environmental support was found to positively influence both knowledge sharing and employee job performance, consistent with existing literature. However, knowledge sharing did not mediate the relationships between perceived self-efficacy or perceived environmental support and employee job performance, indicating the presence of complex factors influencing these dynamics.

Keywords: Perceived self-efficacy, perceived environmental support, knowledge sharing, employee job performance

1. INTRODUCTION

One of the crucial aspects within any organization is its human resources, as they are fundamental to achieving the company's objectives. Employees working within a company are valuable assets that must be effectively managed to ensure the company operates smoothly and maximizes its contributions (Koesmono, 2016). Human resource skills are the capacities required by companies to carry out various tasks, developed through training and experience (Dunnette, 2020). Employee job satisfaction is a key consideration for companies; employees feel valued and appreciated when their contributions are recognized (Spector, 1997). However, it is not easy for companies to ensure that human resources and organizational goals align seamlessly. Strategies need to be devised to implement plans and goals effectively, enhancing the company's overall quality (researchgate.net, 2014).

Human capital is a crucial factor and a key competitive advantage within a company (repository.ut.ac.id, 2020). Competitive advantage is closely associated with the concept of "value-added" for companies, as it enhances the company's chances of survival (Zemsky, 2006). Effective management of human resources is essential for companies to stay ahead in the competitive market, aligning employees' knowledge, skills, and attitudes with the company's vision and mission (sis.binus.ac.id, 2020). After acquiring knowledge, skills, and

attitudes, the next step involves setting key performance indicators to ensure employees contribute effectively to the company's objectives (Yaqin, 2019). Competence, as highlighted by McGraw (2014), significantly enhances employee performance and organizational effectiveness through effective individual career management processes.

Moreover, employee job performance is influenced by various organizational support factors, such as management support, peer encouragement, resource provision, motivation, and individual abilities (Swanson, 2007). Enhancing job quality enables individuals to function effectively, leading to improved job performance (Oldham, 1980). A conducive work environment, promoting teamwork and encouraging employees to explore their capabilities, is essential for productive job performance (Wood and DeMenezes, 1998). Additionally, besides possessing self-efficacy, organizational support is crucial for enhancing employee performance. Employees feel valued when organizations support them through various means such as salary increases, additional benefits, promotions, and adequate workplace facilities or welfare. If employees aim to enhance their performance within the company, they should share knowledge or information with their colleagues, enabling them to acquire new learning materials. Knowledge sharing is considered a vital management process for distributing implicit and explicit knowledge from specific individuals to other members of the workforce, also known as Knowledge sharing (Seba et al., 2012). Employee job performance identifies three dimensions of employee job performance: quality, quantity, and time (Na-Nan, 2017).

According to the research by Clercq, Haq, & Azeem (2018), self-efficacy reflects employees' perceptions of their ability to perform their job tasks, contributing positively to employee performance. Moreover, high levels of self-efficacy can lead to increased performance, boosting employees' confidence and motivation to work harder (Hobfoll, 2001 in Clercq, Haq, & Azeem, 2018). Self-efficacy refers to confidence, supporting individuals in successfully executing necessary behaviors to produce desired outcomes, motivating employees to perform tasks in line with personal goals (LiLin & Shiqian, 2007). Additionally, self-efficacy, as described by Wiedenbeck (2005) in Alshahrani (2018), is the belief or confidence existing within individuals that can influence various psychological processes, enhancing performance in achieving personal goals. According to Chou et al. (2014), self-efficacy can motivate employees to share knowledge with colleagues, with high confidence in their abilities to complete specific tasks. Self-efficacy, as stated by Brooke, Rasdi, & Samah (2017), is employees' successful belief and assessment of their ability to share knowledge to achieve optimal outcomes. Furthermore, according to Lin (2007) in Rahman, Mannan, Hossain, Zaman, & Hassan (2018), individuals' self-efficacy can drive their intention to share knowledge, as they are more willing to do so, believing their contributions may be valuable to others. According to sleekr.co (2019), employees can improve their abilities by motivating their colleagues to work together, participating in training programs to enhance their existing skills, thus helping colleagues who face difficulties in completing their tasks. Communication interactions within an organization serve as a means of providing emotional expression and fulfilling social needs (Robbins & Judge, 2019). According to the research by Nobeoka (2000) in Islam, Jasimuddin, & Hasan (2015), knowledge sharing is seen as a process of how organization members exchange their knowledge to create new knowledge within the organization, thus improving employee performance. Additionally, according to Ravindran (2009) in Masa'deh, Obeidat & Tarhini (2016), knowledge sharing is considered essential within organizations, as it can enhance innovation in knowledge development and provide many benefits in improving employee performance. Basil, Basil, Lavack, & Deshpande (2019) state that self-efficacy is an individual's perception that they have the ability to perform recommended behaviors, with

environmental factors being crucial in driving behavioral change. Caprara (2006) in Aumeboonsuke (2017) describes self-efficacy as individuals' belief in their capacity to perform something that can affect their lives, such as the support provided by companies through motivation and emotional well-being. Additionally, according to Islam & Ahmed (2018), self-efficacy is individuals' ability to perceive themselves as capable of performing certain tasks, with the importance of the work environment being critical for employees to perform well, such as peer support, learning culture, job design, job autonomy, and rewards.

Maxwell et al. (2007) in Durst (2016) state that an essential element in generating, achieving, and maintaining a sustainable company is environmental support in the workplace, such as knowledge sharing that can be used to process and create an environment with much information, considering the long-term benefits of knowledge sharing. According to Peruta (2011), the impact of environmental support will be an effective change for the evolution of organizational knowledge, one of which is through knowledge sharing through training programs. Leidner (2001) explains that organizational culture is one of the key success factors within a company because culture influences learning, acquisition, and knowledge sharing. Chervany's (1981) in Ferdousi, Baird, Munir, & Su (2019) state that the influence of certain organizational factors on desired organizational outcomes will be influenced by the effectiveness of organizational processes, particularly the performance of quality. Furthermore, according to Ramos, Figueiredo, & Guizzo (2018), one of the supportive factors is creativity and innovation because they are crucial in developing skills within the organization, thus encouraging companies to be creative to develop employee performance. According to Branzei et al (2002) in Stanovcic, Pekovic, & Bouziri (2015), the support provided.

According to Mao (2019), perceived self-efficacy indicates successful outcomes, fostering self-confidence. In simpler terms, individuals who are self-assured are more likely to perform well and exceed expectations. Similarly, Pradhan (2019) defines self-efficacy as an individual's belief in performing specific behaviors to achieve desired outcomes. Bakker and Derks (2017) suggest that employees' perceived self-efficacy in balancing job demands enhances their confidence. Bandura (1997) as cited in Tresi & Mihelič (2018) views perceived self-efficacy as individuals' belief in controlling events, contributing to confidence in managing tasks. Additionally, Van Beek, Taris, & Schreurs (2011) emphasize self-efficacy as a motivational quality that energizes employees, directing their efforts and influencing job engagement, essentially comprising strength, dedication, and absorption. Coeurderoy et al. (2014) suggest that self-efficacy reflects employees' perceptions of their abilities to perform job tasks. Salanova (2016) suggests that high levels of self-efficacy activated during the initial stages can lead to job engagement. Moreover, Salanova & L. (2012) argue that self-efficacy plays a role in shaping perceptions of situational opportunities and threats, indicating that employees who meet job requirements rely on their self-efficacy rather than environmental factors.

Minnotte (2017) emphasizes environmental support as the need for organizational backing to meet employees' basic needs and facilitate smooth work operations. Chervany's (1981) as cited in Ferdousi, Baird, Munir, & Su (2019) suggests that specific organizational factors influence desired organizational outcomes, particularly in terms of quality performance. Na-Nan (2017) categorizes perceived environmental support into organizational care, supervisory assistance, peer support, and adequate resource support, all contributing to a supportive work environment.

Concerning knowledge sharing, Kang (2008) highlights its importance in disseminating knowledge within workplaces or organizations, stating that the distribution of knowledge and information is crucial for effective job performance. Seba et al. (2012) view knowledge sharing as a vital management process for distributing both implicit and explicit knowledge among the workforce. Reyhav & Weisberg (2010) note that knowledge sharing refers to individuals' willingness to share their knowledge with others. Moreover, Wang-Cowham (2011) suggests that knowledge sharing fosters learning and career development, leading to competency development. Shao, Wang & Feng (2015) classify knowledge into explicit and tacit types, emphasizing the symbolic recognition of individual competence through knowledge sharing behaviors.

Hsu et al. (2018) assert that employee job performance as an effective performance promotes workplace behaviors and encourages colleagues to achieve their goals. Van Beurden et al. (2018) consider individual job performance as a critical factor influencing organizational performance and competitiveness. Weisberg (2018) propose that employee job performance is enhanced by perceived environmental support and knowledge sharing. LiLin & Shiqian (2007) define employee job performance as meeting company expectations in both quality and quantity, essential for measuring organizational success. Ranupandoyo & Husnan (2000) as cited in LiLin & Shiqian (2007) suggest that job performance can be measured by factors such as job quality and quantity, reflecting organizational effectiveness.

Based on the above, the formulated hypothesis for this research, namely:

- H₁ : Perceived self-efficacy influences positively knowledge sharing among employees of private banks in West Jakarta.
- H₂ : Perceived self-efficacy influences positively employee job performance among employees of private banks in West Jakarta.
- H₃ : Knowledge sharing influences positively employee job performance among employees of private banks in West Jakarta.
- H₄ : Perceived environmental support influences positively knowledge sharing among employees of private banks in West Jakarta.
- H₅ : Perceived environmental support influences positively employee job performance among employees of private banks in West Jakarta.
- H₆ : Knowledge sharing mediates perceived self-efficacy with employee job performance among employees of private banks in West Jakarta.
- H₇ : Knowledge sharing mediates perceived environmental support with employee job performance among employees of private banks in West Jakarta.

Research model has been developed as follow,

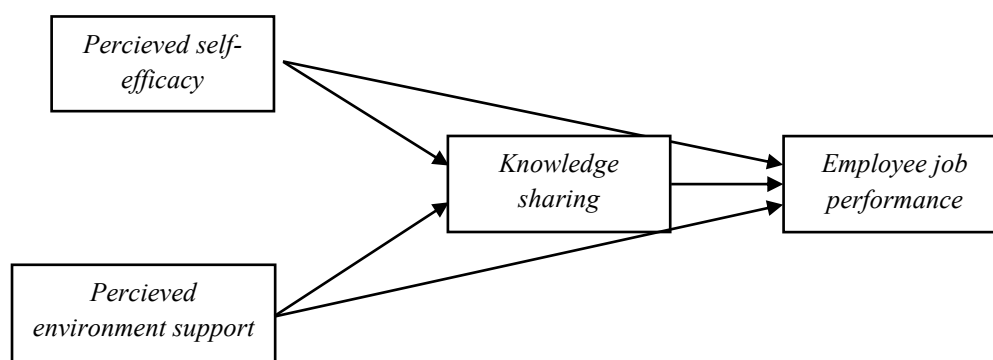


Figure 1. Research Model

2. RESEARCH METHOD

The population in this study comprises all employees of private banks operating in West Jakarta. The sampling technique employed is nonprobability sampling, specifically convenience sampling, with a total of 81 respondents. Data collection is conducted through a questionnaire distributed digitally to respondents who meet pre-established criteria.

In this research, the collected respondent data is analyzed using Partial Least Square (PLS), a method of data analysis employing Structural Equation Modeling (SEM). PLS-SEM involves two separate assessment steps: evaluation of the measurement model (outer model) and the structural model (inner model). The first step involves specifying the measurement model as formative or reflective. If the measurement model test is adequate, the second step involves further analysis of the structural model to examine the relationships between variables. The outer model is assessed for validity through convergent validity (AVE) and discriminant validity (cross-loading) tests, while reliability is tested through internal consistency (composite reliability) and indicator reliability (loading factor) assessments.

For the structural model test, coefficients of determination (R^2) and predictive relevance (Q^2) are examined. Hypothesis testing is conducted through path analysis (path coefficients), effect size (f^2), and significance tests (t-test and p-value).

3. RESULTS AND DISCUSSION

In this study, 81 respondents completed all statements provided by the researcher, all of whom are employees of private banks in Jakarta. The outer model is analyzed using structural equation modeling (SEM), encompassing validity and reliability analyses. The validity analysis includes convergent and discriminant validity assessments. Discriminant validity, assessed through average variance extracted (AVE), indicates that the variables meet the required criteria, while the loading factor approach shows that all indicators meet the criteria, with values above 0.7 (>0.7). Employee job performance, knowledge sharing, perceived environment support, and perceived self-efficacy have AVE values of 0.613, 0.705, 0.635, and 0.726, respectively.

Reliability analysis employs composite reliability analysis, showing that all variables used in the study are reliable and dependable. Inner model testing includes multicollinearity analysis, which indicates no multicollinearity among the independent variables used in the study.

Data analysis using the coefficient of determination (R^2) yields a small result of 0.587 for employee job performance, indicating that 58.7% of the variance can be explained by perceived environment support, perceived self-efficacy, and knowledge sharing. The remaining 41.3% is explained by other variables not included in the study. Furthermore, effect size (f^2) analysis reveals varying results, with knowledge sharing having a small effect (f^2 of 0.008), perceived environment support significantly impacting employee job performance (f^2 of 0.509) but having a small effect on knowledge sharing (f^2 of 0.174), and perceived self-efficacy having a small effect on both employee job performance and knowledge sharing (f^2 of 0.043 and 0.099, respectively).

All variables in this study measured by adapted indicators, such as, for perceived environment support, measured by operations concern, welfare concern, skill development support, and fair treatment (Ferdousi, et al., 2019). Perceived self efficacy were measured by

professional communication and adaptability (Mao, 2019). Knowledge sharing measured by, sharing willingness and learning methods (Kang, 2008). Job performance measured by work performance perception, compliance with set standards perception, equipment adequacy perception, and quality standards assessment perception. (Van Beurdenetal, 2018).

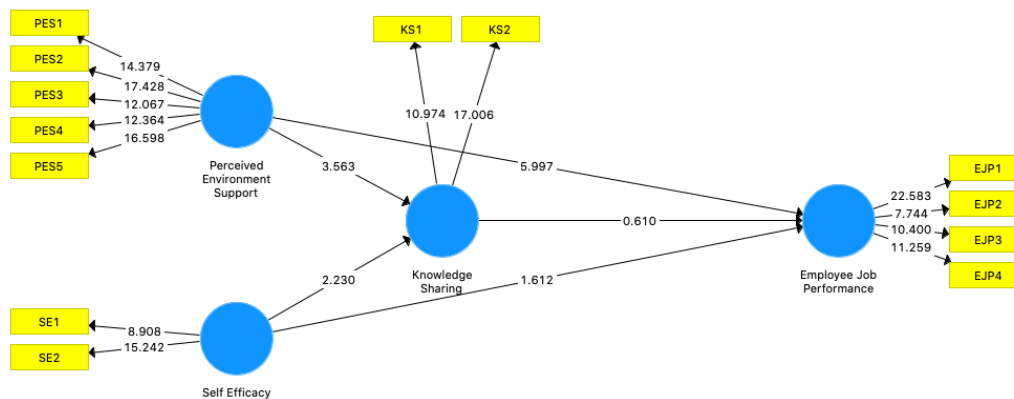


Figure 2. Bootstrapping Result

Table 1. Hypothesis Testing Result

	Original Sample	T Statistics	P Values
Knowledge Sharing -> Employee Job Performance	0.072	0.610	0.542
Perceived Environment Support -> Employee Job Performance	0.608	5.997	0.000
Perceived Environment Support -> Knowledge Sharing	0.399	3.563	0.000
Self-Efficacy -> Employee Job Performance	0.171	1.612	0.108
Self-Efficacy -> Knowledge Sharing	0.301	2.230	0.026
Perceived Environment Support -> Knowledge Sharing -> Employee Job Performance	0.029	0.542	0.588
Self Efficacy -> Knowledge Sharing -> Employee Job Performance	0.022	0.602	0.547

Based on the significance testing of the first hypothesis, it was found that perceived self-efficacy has a positive influence with a path coefficient value of 0.301, indicating a positive effect on knowledge sharing among private bank employees in West Jakarta. Perceived self-efficacy has a significant influence, as indicated by a p-value of 0.026, which is above the maximum threshold of 0.05 (<0.05). The f-square value of 0.099 suggests a small effect on knowledge sharing among these employees. Therefore, it can be concluded that H1 is supported by this study. This finding aligns with research conducted by Brooke et al. (2015), which both concluded that self-efficacy affects knowledge sharing by motivating employees to share knowledge with others, believing their contributions may be valuable.

Given the significance of perceived self-efficacy in promoting knowledge sharing among employees, organizations may benefit from implementing strategies aimed at enhancing employees' confidence in their abilities. This could involve providing opportunities for skill development, offering mentorship programs, and fostering a supportive work culture where individuals feel valued and empowered. Additionally, creating platforms and channels for sharing insights and best practices can further encourage knowledge exchange among team members. By prioritizing efforts to boost perceived self-efficacy and facilitate knowledge sharing, organizations can cultivate a collaborative environment conducive to continuous learning and innovation.

Furthermore, the testing of the second hypothesis indicates that perceived self-efficacy has a positive influence with a path coefficient of 0.171 on employee job performance among private bank employees in West Jakarta. However, perceived self-efficacy does not have a significant influence, with a p-value of 0.108, which is above the threshold of 0.05 (<0.05). Additionally, the f-square value of 0.043 suggests a small effect on employee job performance. Thus, it can be concluded that H2 is not supported by this study. This finding contradicts research by Alshahrani (2018) whom concluded that self-efficacy influences employee performance positively.

The implications of these findings suggest that while perceived self-efficacy may have some positive influence on employee job performance among private bank employees in West Jakarta, this relationship is not statistically significant. This indicates that other factors beyond self-efficacy may play a more dominant role in determining job performance. Therefore, organizations should consider a holistic approach to improving employee performance that includes addressing various factors such as training, resources, and organizational culture, rather than solely focusing on enhancing self-efficacy. Additionally, the discrepancy between this study's findings and previous research underscores the importance of context-specific investigations and the need for further exploration of the factors influencing employee performance in different organizational settings.

In the testing of the third hypothesis, knowledge sharing has a positive influence with a path coefficient of 0.072 on employee job performance among bank employees in Jakarta. However, knowledge sharing does not have a significant influence, with a p-value of 0.542, which is above the threshold of 0.05 (<0.05). The f-square value of 0.008 suggests a small effect on employee job performance. Therefore, it can be concluded that H3 is not supported by this study. This finding contradicts research by Masa'deh, et al. (2016) concluded that knowledge sharing influences employee performance positively.

This third finding indicates that other factors beyond knowledge sharing may play a more dominant role in determining job performance within this context. Organizations should consider exploring additional factors that may contribute to employee performance and prioritize strategies that address these factors comprehensively. Additionally, the discrepancy between this study's findings and previous research highlights the importance of conducting context-specific investigations and the need for further exploration of the factors influencing employee performance in the banking sector in Jakarta.

Regarding the fourth hypothesis, perceived environmental support has a positive influence with a path coefficient of 0.399 on knowledge sharing among private bank employees in West Jakarta. Perceived environmental support also has a significant influence, with a p-value of 0.000, below the threshold of 0.05 (<0.05). Furthermore, the f-square value of 0.174 suggests a moderate effect on knowledge sharing. Thus, it can be concluded that H4 is supported by this study. This finding aligns with research by Ramos et al. (2018), whom concluded that environmental support influences knowledge sharing positively.

The findings suggest when employees perceive their work environment as supportive of knowledge sharing activities, they are more likely to engage in sharing knowledge with their colleagues. Organizations should prioritize creating a conducive work environment that fosters collaboration, open communication, and mutual support among employees to enhance knowledge sharing practices. By doing so, they can leverage the collective expertise and insights of their workforce, ultimately leading to improved organizational performance and

innovation. Additionally, the alignment of this finding with previous research underscores the importance of environmental support as a facilitator of knowledge sharing across different organizational contexts.

Similarly, the testing of the fifth hypothesis concludes that perceived environmental support has a positive influence with a path coefficient of 0.608 on employee job performance among private bank employees in West Jakarta. Perceived environmental support also has a significant influence, with a p-value of 0.000, below the threshold of 0.05 (<0.05). Furthermore, the f-square value of 0.509 suggests a large effect on employee job performance.

This fifth testing indicates that when employees perceive their work environment as supportive, conducive, and empowering, they are more likely to exhibit higher levels of job performance. Organizations should prioritize creating a positive work environment that fosters trust, collaboration, and employee well-being to facilitate improved job performance. By providing adequate support and resources, such as training, recognition, and opportunities for growth, organizations can empower employees to perform at their best and contribute effectively to organizational success. Additionally, the substantial effect size suggests that environmental support plays a critical role in driving employee job performance, highlighting its importance as a key factor for organizational effectiveness and competitiveness.

However, the testing of the sixth and seventh hypotheses indicates that knowledge sharing does not mediate the relationship between perceived self-efficacy and employee job performance, nor between perceived environmental support and employee job performance, as both have p-values above the threshold of 0.05 (<0.05). Thus, H6 and H7 are not supported by this study. These findings suggest that while knowledge sharing has the potential to facilitate positive effects of self-efficacy and environmental support on employee performance, it often cannot directly mediate the relationship between these variables due to various complex factors influencing their interaction.

The findings reveals that despite the potential for knowledge sharing to enhance the effects of self-efficacy and environmental support on job performance, the results indicate that it does not play a significant mediating role in these relationships. This suggests that other factors may be at play, such as individual differences, organizational culture, or external influences, which may influence the interaction between self-efficacy, environmental support, and job performance. Organizations should consider these complex factors when designing strategies to enhance employee performance, recognizing that knowledge sharing alone may not be sufficient to fully mediate the effects of self-efficacy and environmental support on job performance. Instead, a multifaceted approach that addresses various aspects of the work environment and individual capabilities may be necessary to optimize employee performance effectively.

In summary, while knowledge sharing may act as a mediator between self-efficacy, environmental support, and employee job performance, the relationships between these variables are often complex and can be influenced by contextual and individual factors. Therefore, to enhance employee performance through knowledge sharing practices, organizations need to consider not only self-efficacy and environmental support but also other factors that may affect the interaction between these variables.

4. CONCLUSIONS AND SUGGESTIONS

The study investigated the influence of perceived self-efficacy and perceived environmental support on knowledge sharing and employee job performance among private bank employees in West Jakarta. Results revealed that perceived self-efficacy positively affects knowledge sharing, aligning with previous research findings. However, perceived self-efficacy did not significantly impact employee job performance, contrary to expectations and prior studies. Similarly, knowledge sharing was found to have a positive influence on employee job performance, but this relationship was not statistically significant. Perceived environmental support was found to positively influence both knowledge sharing and employee job performance, consistent with existing literature. However, knowledge sharing did not mediate the relationships between perceived self-efficacy or perceived environmental support and employee job performance, indicating the presence of complex factors influencing these dynamics.

The implications of the study are as follows, (1) Organizations should recognize the importance of perceived self-efficacy in promoting knowledge sharing among employees, as it can foster a culture of collaboration and information exchange. (2) Despite the lack of direct impact on job performance, enhancing perceived self-efficacy can still contribute to overall organizational effectiveness by encouraging knowledge sharing behaviors. (3) Efforts to improve knowledge sharing practices should focus not only on individual factors like self-efficacy but also on organizational support structures, as perceived environmental support was found to significantly influence both knowledge sharing and job performance. (4) Organizations need to consider various contextual and individual factors that may affect the effectiveness of knowledge sharing initiatives, ensuring that they align with organizational culture and goals. (5) While knowledge sharing has the potential to enhance employee job performance, its effectiveness may vary depending on the interplay of factors such as organizational culture, communication channels, and individual motivations., and (6) Future research could explore additional variables that may influence the relationship between self-efficacy, environmental support, knowledge sharing, and job performance, providing further insights into effective knowledge management practices in organizational settings.

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