

## THE MODERATING ROLE OF SELF EFFICACY TOWARD MULTIPLE ROLE CONFLICT AND JOB PERFORMANCE

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**Abstract :** *The focus of this study is to provide empirical evidence of the moderating effect of self efficacy on the relation of multiple role conflict on employee performance. In addition, this study also examines the effect of multiple role conflict and self-efficacy on job performance. One hundred female employees from four commercial/government banks were sampled in this study. Sampling using purposive sampling technique with the criteria have been working for more than one year, married and already have children. Data were collected through questionnaires and processed using Moderated Regression Analysis (MRA). The results showed that multiple role conflicts have a significant negative effect on job performance, self-efficacy has a significant positive effect on job performance. Meanwhile, self-efficacy is not able to weaken or strengthen the influence of multiple role conflicts on job performance, in other words, self-efficacy fails to become a moderating variable in this study.*

**Keywords:** *Employee performance, Multiple role conflict, Moderated Regression Analysis, Self efficacy*

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### INTRODUCTION

Human resource management is an important thing to apply for a company since the basic steps such as planning, selection, recruitment, development, maintenance, and use human resources that aim for the progress of individual and company goals. Employee performance is the thing that can determine the success of the company. Performance is the answer or results of employee's success in carrying out the task as a whole during a certain period compared to all the possibilities of criteria or targets that have been jointly agreed upon accordance with Rivai & Basri (2005). In addition, employee performance itself refers to work performance and measured based on criteria or standards agreed within the company (Fadzilah, 2006).

Bandura (1997) stated that self-efficacy is intended as the faith that a person has regarding the capability or incapability to indicate a certain behaviour or series of actions. In addition, self-efficacy concept is related to what extent a person understands their potential in overcoming conditions

may be faced in the future. Self-efficacy is required to develop employee performances since having self-efficacy in a person will create more confidence in their capability to complete the tasks on time

Role conflict according to Gibson et al. (2003) is a problem that arises when a person executes a role but there is a clash while carrying out certain roles in a company. Consequently role conflict will affect individual performance. However, with the presence of self-efficacy, role conflicts can be minimized. With the existence of self-efficacy according to (Muallifah & Astuty, 2016), a person will still take actions or decisions of their own accord, even though initially someone does not know where to go to make a decision. According to Greenhaus and Beutell (1985) in Ansari (2011) regarding the problem of dual role conflict, it is emphasized that the gender who will get a higher experience of multiple role conflicts are women in terms of responsibility to their families and mostly allocate the time to their families compared to men. Since the higher the role

conflict an individual feels, it will have a negative effect on their performance.

Based on Central Statistics Agency (BPS) data stated that Indonesia experienced an increase in the number of the labour force, February 2019 it increased rapidly by 2.24 million of people, but when it compared to the previous year in February 2018 it became 136.18 million of people. According to (Ministry of Manpower and Transmigration, 2019) in Indonesia, significant growth in the working age population continues, where the female labour is 30% of 136.18 million people. The result of these data show that currently women are actively involved in the world of work with the aim of supporting family wealth and pursuing personal careers. This condition also shows an increase in the number of dual career women. They are responsible wives and mothers in their families and independent career women in the workplace. This conflict makes it difficult regarding to divide time between family and job demands, particularly women workers on the sector of banking. Judging from the current situation of business competition in the world of banking is quite sharp. In order to develop and survive, management should to prepare satisfactory services to the customer, in a way to understand customer perceptions and applying them accordance with customers want regarding bank services. Based on the description of background above, this study takes the subject of career women with the object of state owned banks in Semarang, Central Java. This study aims to: 1) Evaluating the effect of multiple role conflicts on employee performance, 2) Evaluating the effect of self-efficacy on employee performance, 3) Evaluating the variable self-efficacy moderates the effect of multiple role conflict on employee performance.

### **Multiple Role Conflict**

Robbins defined about role conflict is a condition when workers are faced with the expectancy of different roles. The existence

of role conflict in the company will have an impact on the employee's performance. As a result, the higher of role conflict that an individual feels will have negative effects on their performance. Role conflicts can direct to clashes and misunderstandings between members in the company. If the individual himself is unable to control the role conflict within them-selves, it will bother the individual's stability of emotional.

### **Self Efficacy**

Self-efficacy according to Goleman in Luthans (2006) is optimism or a basic construct for EI. To be precise, the process of self-efficacy starts before a person picks options and starts their work. Goleman in Luthans (2006) stated that first, individuals tend to consider, evaluate, and integrate information about perceived abilities. Self-efficacy can affect motivation, behavior selection, endurance, resistance to stress and facilitative thinking patterns (Goleman in Luthans, 2006). According to Bandura in Luthans (2006) the sources of self-efficacy are performance achievement or mastery experience, social persuasion, personal experience and psychology.

The existence of role conflicts will lead to misunderstandings among members of the organization. As a result, role conflict greatly influence on employee performance. When individuals experiencing high role conflict, they tend to decline for their performance. However, with the presence of self-efficacy, role conflicts can be minimized. Individuals who have higher self-efficacy will capable to minimize role conflicts in the company, whether that occurs between individuals or even groups. Employees who have higher self-efficacy will capable to fulfill their duty on time and professional.

### **Employee Performance**

Performance leads to the level of success of employees in running the tasks in the company as well the capability to attain progress and the objectives that have been

set. Donnelly, Gibson and Ivancevich in Rivai (2005) explain what factors affect performance, namely: 1) Rewards expectations 2) Spirit 3) Capabilities 4) job perceptions 5) Rewards from internal and external 6) Perceptions of reward levels and job satisfaction.

As explained by Umam (2010), the performance impacts are: 1) Obtaining targets 2) Fidelity 3) Promotion 4) Training and development 5) Good behavior 6) improvement of the organization.

### **Multiple Role Conflict and Employee Performance**

According to (Fahmi, 2011) stated that there are various kinds of problems in the working environment that can create conflicts, from small, medium to large conflicts. Luthans (2006) explains that conflict can occur in interpersonal, individuals, groups, and organizations. One of examples of role conflict experienced by employees is conflict between family and work. The various roles of humans cause role conflict in life, means the differences in these many roles can create issues in them. Multiple role conflict, according to Greenhaus (1985), is a conflict of differences in roles among work and family, role conflict means where the demands of work and family duty cannot be in harmony with one another. The types of multiple role conflicts according to Lee & Hong (2005), there are two types namely work conflicts affecting the family and family-affecting-work issues. Work-to-family issues occur when duty in the workplace bother with family roles; besides family-to-work issues occur when family roles bother with duty in the workplace. This study refers to work-to-family issues where conflicts that occur among work and family roles that can create stress and bring down performance.

To analyze the above conflicts, Netemeyer, Boles, & McMurrian (1996) stated there are several studies that attempted to specify the valid effects and provide empirical support for these conflicts on job performance,

although they are still limited in number. Research from Patel, Govender, Paruk, & Ramgoon (2006) rejects the relationship among multiple role conflicts and job performance. Besides that, research from Ashfaq, Mahmood, & Ahmad (2013) explains that job performance is influenced by multiple role conflicts in the sector banking. Therefore in this study, based on previous research, the first hypothesis is:

**H1: Multiple role conflict has a negative effect on employee performance**

### **Self Efficacy and Employee Performance**

Self-efficacy is believed to be a specific domain that is suggested to motivate better performance in several ways, namely 1) self-efficacy affects feelings of competence and confidence in a person to achieve the desired goals, 2) self-efficacy increases one's sense of control to regulate self, environment, and using strategies and experiences to achieve better performance, 3) self-efficacy is related to the perception of oneself that business will result in success, which is able to increase the individual's ability to continue to survive in achieving goals (Carter W. R., 2018). Employees with high self-efficacy tend to show persistence in achieving goals (Bandura, 2006). Self-efficacy acts as a mechanism that encourages a person to mobilize effort, cognitive action, resources and other actions needed to achieve better performance (Potosky, 2002). In other words, self-efficacy refers to the individual's intention in allocating efforts to achieve the targeted performance level. Employees with high self-efficacy will focus on opportunities and challenges rather than obstacles, they generally think in a more optimistic way, improve themselves, set higher goals for themselves, maintain motivation and are less prone to stress and depression (Miraglia, 2017). As a result, employees with high self-efficacy are likely to get higher performance and achieve success.

The more people believe they will be able to effectively manage the work environment and be proactive, the more

effective they will form their performance (Bakker, 2012) (Tims, 2014). An employee with self-efficacy has the confidence to operate effectively and overcome the problems or challenges faced, so that they can fulfil the agreed target tasks. Carter (2016) and (De Clercq, 2018) found that self-efficacy has a significant positive effect on employee performance at both the individual and organizational levels because employees with high self-efficacy have self-confidence and motivation to perform well. People with self-efficacy are considered to have effective ways of working with the confidence they use to complete their tasks (Lai, 2012). Some empirical evidence that supports the positive effect of self-efficacy on performance is (Carter, 2016; (De Clercq, 2018) (Lai, 2012) (Rhee, 2017). Based on this description, the second hypothesis is

**H2: Self Efficacy has a positive effect on employee performance**

### **Multiple Role Conflict, Self Efficacy and Employee Performance**

Bandura (1997) stated that self-efficacy refers to the faith that efforts will create successful results that can increase a person's ability to maintain effort when pursuing goals. Bandura also stated that individuals who have self-efficacy are more tend to indicate intensity and persistence towards their duty and seek to more challenging objectives. In this research, researchers seek to explore whether characteristics personality can make individuals more resilient to the impacts of existing work-family conflicts. Based on research conducted previously by Glaser & Hecht (2013), choosing self-efficacy is due to several reasons. There are three reasons, first, this is the main belief that someone has about themselves, regarding their perceived capability to be able to face different conditions (Bandura, 1986). Second reason, the theory of self-efficacy assumes that a person with higher self-efficacy tend to assure they can cope with depression and tend to not see conditions as a threat in order to increase job

performance stated by Lazarus (1993). Research by Grandey & Cropanzano (1999) stated that someone who has high self-esteem would be less affected by work family problems. Lastly, several previous studies by Greenglass and Burke (2002) have taken self-efficacy as the center of the stress process and there is evidence that it is negatively related to emotional exhaustion that can improve employee performance.

Research from Glaser & Hecht (2013) suggests that people who have lower self-efficacy will have a threat since the issues among work and family increases. An issue is more dangerous when a person lacks confidence in their capability to cope the condition. A person who lacks confidence is tend to be anxious because there are insufficient resources to handle demands and if people can't handle the situation it will bring down their performance. Individuals who have higher self-efficacy will capable to minimize role conflicts in the company. Individuals who have higher self-efficacy will have the capability to fulfill their duties on time and professional. Hence, from the two researches above found the evidence and espouse regarding the relationship among self efficacy as moderation between multiple role conflicts and job performance, as a result the third hypothesis in this study is:

**H3: Self-efficacy moderates the relations between multiple role conflict and employee performance**

## **RESEARCH METHOD**

### **Population dan Sample**

The population in this study were all employees of four commercial / government banks in the city of Semarang. While the sampling method used purposive sampling with the criteria given, namely 1) permanent female employee who has worked for more than one year, 2) married and has children. The sampling criteria refer to previous research conducted by Patel, Govender, Paruk, & Ramgoon

(2006). Samples taken in this study amounted to 100 female employee.

### Data Collection and Analysis

Data were collected through a questionnaire containing statement items related to the variables studied, namely multiple role conflicts, job performance and self-efficacy. The analysis method used is Moderated Regression Analysis (MRA) with self-efficacy as the moderating variable.

### Measurement

Multiple role conflict is measured using 14 item statements referring to research by Netemeyer, Boles, & McMurrin, (2005)

and Frone, Russell, & Cooper (1992). Statement items submitted are related to how employees experience role conflicts, namely roles in work and family. Furthermore, the self-efficacy variable is measured using eight statement items taken from the “new general self-efficacy scale” (NGSE) by Chen, Gully, & Eden (2001). While the job performance variable is measured using 7 statement items from Williams & Anderson (1991). Measurement of variables using a Likert scale of 1-5, from 1: strongly disagree to 5: strongly agree.

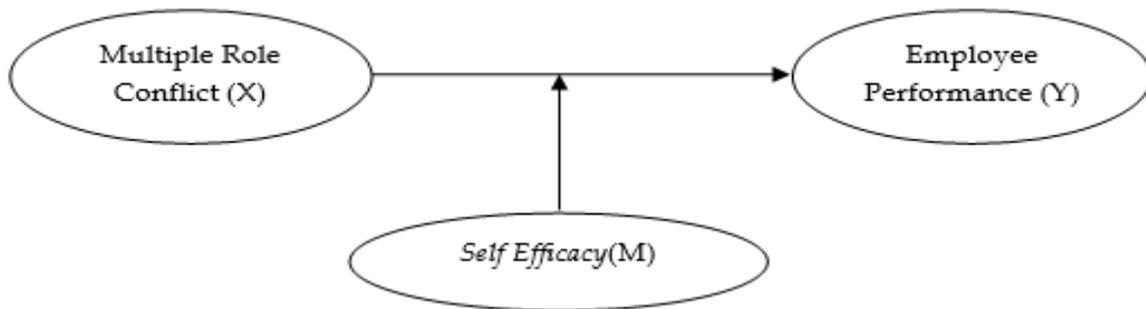


Figure 1. Conceptual Research

## RESULTS AND ANALYSIS

The results of testing the first hypothesis are shown in Table one. Multiple role conflicts have a significant negative effect on employee performance. The negative and significant effect is indicated by the beta value of -0.286 with a significance level of <0.05. Statement items submitted relate to how employees experience role conflicts, namely roles in work and family. From these results it can be concluded that the first hypothesis is accepted. The results of this study are in line with research conducted by Fisher & Gitelson, (1983), Ashfaq, Mahmood, & Ahmad (2013). Role conflict occurs when employees are faced with expectations for different roles, such as when two roles must be performed simultaneously or when performing one role prevents from performing the other.

This can lead to low productivity, achievement and performance (Akgunduz, 2015).

A person who has multiple roles will feel confused because these roles are often conflicting and can ultimately reduce performance (Örtqvist & Wincent, 2006). The impact of role ambiguity on performance is due to lack of information or too much information received by employees so that employees feel confused (Wu, Hu, & Zheng, 2019). Furthermore, this confusion affects an employee's ability to work (Jackson & Schuler, 1985). Conflict triggers employees not to focus on work, and ultimately affects their performance (Warokka, 2015). Bank employees feel a conflict of roles, namely as workers and housewives, this role conflict breaks their concentration at work. Concentration is divided because the

employees think about their duties as housewives and at the same time they also think about their duties as workers. From this, it can be seen that bank employees receive a lot of information related to the dualism of their roles which causes them to

become confused and lose concentration while working which ultimately makes their performance decrease. Worries about things outside of work such as home conditions have the highest value as an indicator of multiple role conflicts.

Table 1: Regression Analysis Result Step 1 (Source: Processed Data, 2020)

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	20.432	1.321		.000
	Multiple Role Conflict	-.117	.036	-.286	.016

a. Dependent Variable: Job Performance

Table 2 shows the testing of the second hypothesis. The second hypothesis which states that self-efficacy has a significant positive effect on employee performance is accepted. This can be seen from the positive beta value of 0.398 with a significance level of <0.05. Employees with high self-efficacy tend not to give up in pursuing their responsibilities (Stajkovic, 2018). Self-efficacy allows employees to survive challenges or obstacles, and they will quickly recover from setbacks and remain involved in achieving their performance targets (Na-Nan, 2019). Self-efficacy plays an important role in employee performance (Gunawan, 2017). Self-efficacy as an employee's feelings or beliefs about his chance to successfully complete a certain

task. This is in line with the opinion of Lunenburg (2011) which states that self-efficacy is a person's belief that he can successfully perform certain tasks. Self-efficacy is defined as the competence a person feels about their ability to successfully fulfil tasks at work (Kappagoda, 2018). If people have faith in their abilities, they will develop self-disciplined behaviour to enhance their performance. Self-efficacy will improve employee performance (bin Md Sabron, 2017). This concept explains the employee's success because of his self-confidence. This clearly shows that self-efficacy plays an important role in employee performance.

Table 2: Regression Analysis Result Step 2 (Source: Processed Data, 2020)

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	13.248	2.110		.000
	Multiple Role Conflict	-.126	.047	-.257	.011
	Self-Efficacy	.301	.073	.398	.000
	R <sup>2</sup>	= 0.468			
	Adjusted R <sup>2</sup>	= 0.312			
	F	= sig. 0.00			

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	Adjusted R <sup>2</sup>	= 0.312			
	F	= sig. 0.00			

a. Dependent Variable: Job Performance

Based on table 2 it can also be concluded that the amount of variation in job performance can be explained by the variable multiple role conflict and self-efficacy of 31.2% and the remaining 68.8% explained by other variables outside the model. The F test shows significant results (sig. <0.01) which means that multiple role conflicts and self-efficacy together have an effect on job performance.

Furthermore, the results of testing the 3rd hypothesis are shown in table three. From this table, it can be seen that self-efficacy fails to become a moderating variable for the effect of multiple role conflicts on job performance. These results are indicated by the MRA significance value which is greater than 0.05. So the third research hypothesis, which says self-efficacy moderates the effect of multiple role conflict on job performance, is rejected. Hence, self-efficacy does not strengthen or weaken the effect of multiple role conflict on job performance. Individuals with low self-efficacy will not strengthen the negative multiple role conflict relationship with their performance, and vice versa, individuals with high self-efficacy will not weaken the negative multiple role conflict relationship with their performance. Likewise, banking employees who have high role conflicts can cause their performance to decline even though they have high self-efficacy in their work. This result is different from the results previous research established by Glaser & Hecht (2013). Glaser and Hecht (2013) stated that person who has low self-confidence would sense more threatened if their role conflict is high. The individual will feel increasingly anxious, confused and lose focus so that the decline in performance will be more manifest.

Table 3: Regression Analysis Result Step 3 (Source: Processed Data, 2020)

Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	Sig.
1	(Constant)	11.680	2.134		.000
	Multiple Role Conflict	-.699	.269	-.545	.041
	Self-Efficacy	.478	.125	.689	.000
	MRC_SE	-.005	.003	-.311	.089

a. Dependent Variable: Job Performance

## CONCLUSION

This study aims to provide empirical evidence of the negative effect of multiple

conflicts on job performance, the positive effect of self-efficacy on job performance and the role of moderating self-efficacy on the effect of multiple conflicts on job performance. Of the three proposed hypotheses, one hypothesis is rejected. The results show that the higher the multiple conflicts experienced by banking employees, the lower the resulting performance. The better the self-efficacy you have, the more performance you have. Furthermore, self-efficacy cannot weaken or strengthen the relationship between multiple role conflicts and job performance. The implication of this research is that because multiple role conflicts affect performance, companies should pay special attention to working women who have multiple roles. Companies can strengthen stress management with prevention systems, companies can build monitoring of the pressure of these roles, conduct regular stress assessments. Companies can also introduce assistance programs for employees to handle multiple role conflicts with counselling, provide education on how to handle multiple role conflicts and so on. Job descriptions, role orientation, goals, job responsibilities, expectations and authority in the job must be clearly defined to avoid role conflict and ambiguity. Companies must also build strong communication between workers in order to reduce unnecessary information on the job. Creating a supportive organizational climate is also needed to respect and acknowledge the needs of workers, encouraging employees to create a work life balance.

This research has several limitations, namely that it is only conducted in the banking industry, with a minimum sample size of 100 people. Variable usage is limited, so the value of adjusted R<sup>2</sup> is small. From these limitations, the suggestion that can be given for future research is that data can be collected not only in one banking industry but can be taken from several industries and even to several regions with a representative sample

size. Further research can consider other variables such as self-esteem, commitment and competence to become moderating variables.

## ACKNOWLEDGEMENTS

The author thanks all participants involved for helping to compile, provide various data and information so that this research can be completed and for the consistent support.

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