

The Effect of Empowerment and Self Efficacy As Well Person Organization Fit To Performance with Work Satisfaction as a Mediation Variable in Employees Department of Education in East Kalimantan Provin

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The Effect of Empowerment and Self Efficacy As Well Person Organization Fit To Performance with Work Satisfaction as a Mediation Variable in Employees Department of Education in East Kalimantan Province

Zainal Abidin, Sri Mintarti, Ardi Paminto, Tetra Hidayati

ABSTRACT: The purpose of this study is to determine the effect of empowerment variables on employee satisfaction. Knowing the effect of self efficacy variables on employee satisfaction. Knowing the influence of the person organization fit variable on employee satisfaction. Knowing the effect of empowerment variables on employee performance. Knowing the effect of self efficacy variables on employee performance. Knowing the effect of the person organization fit on employee performance variables. Knowing the influence of satisfaction variables on the performance of the Education Office employees in East Kalimantan Province.

The design of this study is explanatory research. This type of research is an observational study with a cross sectional research design. This method is used to collect data in this study is the survey method. The population of this study was 420 civil servants. In the study, the sample used slovin formula and the number of samples was 269 employees. This study uses the Structural Equation Modeling Partial Least Square (SEM-PLS) approach to analyze data.

The results of this study can be summarized as follows: Empowerment variables have a significant effect on employee job satisfaction, Variable self efficacy has a significant effect on employee job satisfaction, Variable Person organization fit has no significant effect on employee satisfaction, Empowerment variables have a significant effect on employee performance, Initial self efficacy variable not significant to employee performance, person organization variables have a significant effect on employee performance. Job satisfaction variables have a significant effect on employee performance. Empowerment variables have a significant effect on performance through employee satisfaction. Self-efficacy variables have a significant effect on performance through employee satisfaction. on performance through the satisfaction of staff of the Education Office in East Kalimantan Province.

Keywords: Empowerment, Self Efficacy, Person Organizational Fit, Satisfaction, Performance

I. INTRODUCTION

Employees in the Office of Education in East Kalimantan are the subject for achieving organizational goals in assisting with government tasks. Employees who are expected to be productive and dexterous in carrying out their duties, employees of the Education Office in East Kalimantan must be utilized optimally so that their existence can be felt and beneficial to the organization. The Education Office in East Kalimantan is very dependent on employees in developing skills in terms of developing their knowledge, skills and attitudes. This is needed so that the performance of employees can increase, employees have accuracy in the implementation of tasks, and cooperation between various work units that carry out different activities.

Employees who have good knowledge, expertise and attitude will be able to work optimally, so that the organization can manage human resources to be more effective and efficient. Lau (2014) says that self-confidence will greatly affect employee performance which has an impact on employee job satisfaction which is increasingly high. As a result of the initial observations, information was obtained that the work satisfaction of the Education Office staff in East Kalimantan was low. The low job satisfaction of employees is seen from the work itself, where employees feel unsure of their own abilities in completing each task given then viewed in terms of promotion. In this case the opportunity for employees to occupy higher positions is still very lacking due to the tight competition among fellow employees.

Effect of Empowerment on Satisfaction

In increasing the contribution of employees to organizations, organizations need to implement empowerment programs. Some management experts agree that empowerment will bring benefits and benefits to the organization (Holosko et al., 2001). Empowerment is seen as able to grow and enhance the creativity of employees. While creativity itself is the foundation for the growth and development of innovation. Employees who have creativity will always look for ways or methods of efforts to produce a service and service to the community and organization which is one form of job satisfaction.

Thomas & Velthouse's (1990) study on cognitive elements of empowerment is an interpretive model of intrinsic task motivation, which means that increasing intrinsic task motivation will produce satisfaction. If an organization runs empowerment, among members, the organization will grow the feeling of being a member of a group. Growing feeling of satisfaction in taking responsibility for carrying out their duties. There is a feeling that they have done something valuable and gained pleasure in communicating and cooperating with others.

Thus, empowerment increases self-confidence in doing something, which beforehand has never been believed, is possible. As a result, it will increase job satisfaction, cooperation that is closer to others, work with clear goals, and get achievements if the goals are achieved. Recognition is an award that causes people to work to see new and more appreciative light.

Empowerment is a management technique used by organizations to increase the effectiveness of organizations (Conger & Kanungo, 1989; in Debra, 2006). Kanter (1987; in Debra, 2006) working in empowered conditions has a positive impact on employees, namely increasing feelings of self-confidence and job satisfaction, higher motivation, and low physical / mental fatigue. Structurally empowered work situations will be more likely to have management practices that can increase workers' feelings about trust in the organization and job satisfaction.

Hypothesis I: Empowerment affects employee satisfaction

Effect of Self Efficacy on Satisfaction

Self efficacy is a belief in a person's ability to carry out tasks. People who are confident in their abilities tend to succeed, while people who always feel like a failure tend to fail. Self efficacy is related to job satisfaction where if someone has high self-efficacy, they tend to succeed in their duties so as to increase satisfaction with what they do.

In the Lau (2012) study conducted at universities in the United States using 224 students showed that self-efficacy was positively related to job satisfaction. The higher a person's self-efficacy the higher one's job satisfaction. This proves that the effectiveness of an employee encourages job satisfaction.

Bandura (2006: 124) revealed that individuals who have high self efficacy will achieve a better performance because these individuals have strong motivation, clear goals, stable emotions and their ability to deliver performance on activities or behavior successfully. The good performance of an employee with high self efficacy shows that the level of work experienced by these employees is also high.

Different individuals with low self efficacy will tend to not want to try or prefer cooperation in difficult situations and high levels of task complexity (Lee & Babko, 1994). The results of Bandura's research (2006: 131) when receiving negative feedback, individuals who have high self-efficacy will respond by increasing effort and motivation while individuals with low self-efficacy will tend to be inferior and cause a decrease in the performance of the individual. Then from the opinion in advance can be concluded that individuals with high self efficacy will experience high job satisfaction, while individuals with low self efficacy will experience a low level of job satisfaction.

Hypothesis II: Self efficacy influences employee satisfaction

Effect of Person-Organization Fit on Satisfaction

The literature on the consequences of person organization fit has shown significant relationships with important variables such as job satisfaction, organizational commitment, organizational citizenship behavior, and performance. (Farooqui & Nagreda, 2014: 123). Researches on Person-Organization Fit (P-O fit) have also provided in-depth understanding of increasing suitability between employees and companies, retaining employees in the long term by increasing employee commitment to the company, and improving individual outcomes that have implications for sustainable strategic growth.

Farooqui & Nagreda (2014: 127), testing individual congruency and organizational performance of employees, they found that Person-Organization Fit (P-O fit) was positively and strongly related to job satisfaction and performance. Spector in Robbins & Judge (2008: 105) suggests that satisfaction with the quality of work life is the main determinant of an employee's citizenship behavior (OCB). However, research conducted by Autry and Daugherty (2003) which examined the relationship of Person-Organization Fit (P-O Fit) with job satisfaction found insignificant results between the two, especially for the dimensions of fit (fit) with coworkers.

Many sources from previous studies have provided theoretical assessments and empirical evidence that prove that Person-Organization Fit (P-O Fit) has a positive influence on job satisfaction (Kristoff, 1996; Netemeyer et al., 1997; Chatman, 1991). According to Chatman (1991) in his research on public accountants concluded that there is a positive influence between Person-Organization Fit (P-O Fit) and job satisfaction. According to him, individuals who are in accordance with the organization are satisfied with their work.

Some previous studies indicate that P-O fit is associated with reactions to work (Kristoff, 1996; Netemeyer et al., 1997). When the values of individuals and organizations are the same, then this will increase job satisfaction and performance and will reduce employee work stress (Mount & Muchinsky, 1978 on O'Reilly et al., 1991). O'Reilly (1991) tested the congruency of individuals and organizations with performance. He found that P-O fit was positively related to job satisfaction and performance. The same thing was stated by (Barrett, 1995; Tziner, 1987 on Sekiguchi, 2004). Bowen et. al (1991) argues that choosing people whose personality is the same as the value of the organization will create a flexible employee attitude. In fit review, Kristof (1996) empirically proves that P-O Fit is a strong predictor of broad job satisfaction and organizational commitment (Odum & Dunn, 1991; Chatman, 1991; O'Reilly, Caldwell, 1991).

Autry & Daugherty (2003) in his study linking PO Fit with job satisfaction, using a sample of 667 employees in the warehouse section in England and Spain, and the analytical method used was SEM (Structural Equation Modeling) with LISREL software concluded that there was a strong influence between dimensions PO Fit dimensions (such as conformity with organizational goals, and conformity with supervisors) with job satisfaction.

Hypothesis III: Person organization influences employee satisfaction

Effect of Empowerment on Performance

Employees with internal and organizational factors that support empowerment (in cognitive, affective and conative perspectives) will provide outcomes for both individuals and organizations as a whole. Perception of empowerment can increase the value of work individually. Increased job satisfaction and contributes to performance. These results (especially cognitive ones) have been demonstrated by Eylon & AU (1996) Fulford & Enz (1995) Spreitzer in Nugroho (2004).

Corsun & Enz (1989) Nugroho (2004) and Spreitzer (1995) examined the effect of support based relationships on empowerment. Performance measures as an impact of the empowerment process will involve personal influence constructs, self efficacy and meaningfulness. Empowerment will improve the performance of organizations and individuals who develop their talents in full. The department or team becomes more enthusiastic, active and successful. Employees master new understandings and skills and by giving them opportunities to see things differently, reflecting what they see and developing new skills.

Hypothesis IV: Empowerment affects employee performance

Effect of Self Efficacy on Performance

Trust in self-ability, confidence in the success that is always achieved makes a person work harder and always produce the best. Thus it can be said that self efficacy can improve individual performance. The meta-analysis conducted by Judge & Bono (2001) found there was a positive relationship between self efficacy and individual performance. Research conducted by Judge (2001) also states there is a positive and significant relationship between self efficacy and individual performance.

Several previous studies showed different results regarding the influence between variables, such as Rimper & Kawet (2014), Indrawati (2014) found that self efficacy had a positive and significant effect on employee performance, while Kaseger (2013) argued that self efficacy had a negative and insignificant effect on employee performance.

Hypothesis V: Self efficacy influences employee performance

Effect of Person Organizational Fit on Performance

Some studies suggest that there is a positive relationship between Person Organization Fit and performance that is employee outcomes (Tepeci, 2001; Miller, 2001; Bishop, 2000; Wayne et al., 1997) Scheinader (1988) suggesting that individuals are interested and feel comfortable in organization due to the similarity of characteristics between the two. Meglino, (1989) suggests that individuals who have the same values as an organization, they will easily interact efficiently with the organization's value system, reduce uncertainty, and conflict and increase satisfaction and commitment and improve performance. The results of several studies using congruency with organizational culture that were felt very clearly indicated that the perceived similarity was positively related to affective outcomes such as satisfaction, commitment and involvement (Cable & Judge, 1996; Chaw et al., 1994).

Research Kristof (1996) empirically proves the existence of a positive influence of Person Organization Fit with organizational commitment, while Sheridan (1992) concluded that Person-Organization Fit (P-O Fit)

will improve coordination, communication and sense of belonging. Chaw et al., (2000) hypothesized that the higher the suitability between individuals and Person Organization Fit (P-O Fit) would be the higher the organizational commitment, job satisfaction and the tendency to survive.

Kristof (1996) also presents empirical results that support that there is a positive influence between (P-O Fit) with job satisfaction, organizational commitment, extra role behavior, performance and reduces stress and turnover. This opinion is supported by Chatman (1991) who concluded that Person Organization Fit (P-O Fit) is a good predictor of job satisfaction, organizational commitment and turnover.

Hypothesis VI: Person organization influences employee performance

Effect of Satisfaction on Performance

Bull (2005) argues that when employees experience success in mentally challenging work allowing them to exercise their skills and abilities, they experience a greater level of job satisfaction. Wood et al. (2012) stated that pleasure is related to emotional feelings about whether someone feels good or bad about work. Job satisfaction, where traditional emphasis in the engagement literature has traditionally been placed, only focuses on the dimension of pleasure. Thus, it does not depend on passion, which can lead to positive or negative feelings. work related to comfort-anxiety may have a more positive impact on union arrangements in two of our three economic outcomes, financial performance and quality.

Tadisina et al. (2001), job satisfaction explains how employees come to work and how they can be enforced to do their jobs. Incentives, awards and recognition of key parameters at this time Motivation programs according to most organizations as a factor of successful engagement with employee performance. Cecelia (2006) Job satisfaction can be understood through three aspects. First, job satisfaction is a form of worker response to the conditions of the work environment. Second, job satisfaction is often determined by work results or performance. Third, job satisfaction is related to other attitudes and is owned by each worker Luthans (1995).

Smith et al. (1996) describe in more detail the various dimensions of job satisfaction which are then developed into measuring instruments of satisfaction with (1) the attractiveness or type of work performed by workers, (2) the amount of compensation received by workers, (3) opportunities for promotion, (4) supervisor's ability to provide technical assistance and behavioral support, and support from co-workers Maryani & Supomo (2001) Khan et al. (2012) in his research stated that aspects of job satisfaction such as salary, promotion, safety and security, working conditions, work autonomy, relationships with colleagues, relations with superiors and the nature of work significantly affect the level of job satisfaction. To improve the performance of employees in autonomous medical institutions, the government must focus on dealing with all job satisfaction and not only on one of these factors (promotion, working conditions, coworkers and the nature of work that have a significant impact on the level of job satisfaction)

Tang et al. (2014) in his research revealed that the mechanisms underlying the process of family work worked with evidence that supporting work was an introduction. Job satisfaction is the result of working with family in the Chinese context, in line with Western social exchange theory and Chinese social trust in reciprocity. states that work motivation and job satisfaction are very positively correlated. Callaghan & Coldwel (2014) argue that relative job dissatisfaction may be an important indicator, or a precursor to, potential, or near, loss of institutional capital, and that such losses may have a significant impact on the university's contribution to community stakeholders. Pushpakumari (2008) states that the attitude of an employee is important for management, because they determine the behavior of workers in the organization. The general opinion held is that a satisfied worker is a productive worker. While in the research of Callaghan & Coldwel (2014) shows that there is a positive correlation between job satisfaction and employee performance.

Hypothesis VII: Satisfaction affects employee performance

II. METHODOLOGY

Based on the type of research, this research is an explanatory research, namely research to find out and explain the influence between empowerment variable, self efficacy, person organization fit, satisfaction and performance and continued with hypothesis testing, this research is a study that explains causal relationships between variables. This research is also included in descriptive research, because it gives a descriptive explanation of the variables that are to be studied.

The population in this study involved all Employees in the Education Office in East Kalimantan Province which consisted of several regions in East Kalimantan province. The author uses the size of the Slovin formula, because the East Kalimantan Provincial Education Office Employees are in several fields, so the sampling is done using the technique of "proportionate stratified random sampling" (proportional random stratification sampling) with 269 employees as the sample.

Data analysis used by the author is Structural Equation Model - Partial Least Square (SEM-PLS)

No	Variable	Indicators
1	Empowerment	a) Work that is in accordance with individual wishes b) The work done is very important for individuals c) The desire to be able to provide the best for the agency d) Self-confidence in individual abilities e) The desire to reach the target f) Accuracy in the placement of coworkers g) The ability to determine how to do work
2	Self Efficacy	a) Sure you can complete certain tasks The individual is sure that he is able to complete certain tasks b) Sure you can motivate yourself to take the necessary actions in completing the task c) Believe that you are able to try hard, persevere and diligently d) Convinced that self is able to withstand obstacles and difficulties e) Sure you can complete tasks that have a broad or narrow range (specific)
3	Person-Organization Fit	a) Individual personality in accordance with the work environment of the organization b) Expertise possessed by employees in accordance with current work c) The purpose of the employee in accordance with the ideals of the organization is to develop a career and improve the quality of the organization d) Fulfillment of employee wages in accordance with organizational conditions e) Fulfillment of comfort in working in accordance with the employee's work environment f) Fulfillment of security in working in accordance with applicable work standards g) Employee behavior and habits in accordance with organizational norms
4	Satisfaction	a) The work itself b) Work Supervision c) Colleagues d) Working Conditions e) Wages f) Opportunities to develop
5	Performance	a) Quality b) Quantity c) Timeliness d) Effectiveness e) Independence f) Work commitment

III. RESULTS

A. Discriminant Validity

Table: Average Variance Extracted & AVE

	AVE	\sqrt{AVE}	Information
X1	0.441	0.664	Valid
X2	0.510	0.714	Valid
X3	0.489	0.699	Valid
Y1	0.523	0.723	Valid
Y2	0.516	0.718	Valid

Source: Output of SmartPLS

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Based on the above Table it can be seen that the value of validity for the Empowerment, Self Efficacy, Person-Organization Fit, Job Satisfaction and Performance variables have valid values because they are obtained from AVE square roots (\sqrt{AVE}) having values above 0.50 so they can it is known that the questions in this study are correct.

B. Composite Reliability

Table: Composite Reliability

	Composite Reliability
Empowerment	0.847
Self efficacy	0.840
Person organization fit	0.884
Satisfaction	0.838
Performance	0.850

Source: Output of SmartPLS

The output results show all constructs in the empowerment variable, self efficacy, person organization fit, job satisfaction and performance, reliable because the reliability composite value is > 0.70.

C. Pemeriksaan Goodness of Fit Model

Table: R – square

	R – square
Empowerment	
Self efficacy	
Person organization fit	
Satisfaction	0,387
Performmace	0.507

Source: Output of SmartPLS

This means that the model can explain the phenomenon or variation in job satisfaction can be explained by empowerment variables, self efficacy, person organization fit by 38.70 percent (0.387 x 100%) while the rest is explained by variations in other variables outside of the research model at 61.30 percent (100% - 38.70%) The phenomenon or variation in performance can be explained by empowerment variables, self efficacy, person organization fit and job satisfaction by 50.70 percent (0.507 x 100%) while the remainder is explained by variations in other variables outside of the research model of 49.30 percent (100% - 50.70%). Based on the Table above, equation can be made to calculate Q-Square Predictive Relevance, as follows: The calculation results show predictive relevance value of 0.698 or 69.80% so that the feasible model is said to be relevant predictive value. The predictive value of relevance of 69.80% indicates that the diversity of data can be explained by the model, while the remaining 50.20% is explained by other variables (which have not been contained in the model) and errors. This result is said that the SmartPLS model that is formed has been quite good, because it can explain 69.80% of the information as a whole, so it is feasible to be interpreted.

D. t-test Testing

Table: Results For Inner Weights

32 Variabel	Original sample estimate	Mean of subsamples	Standard deviation	T- Statistik	P-Value	Information
Empowerment ->Satisfaction	0,212	0,209	0,073	2,886	0,004	H ₁ = Accepted
Self efficacy ->Satisfaction	0,490	0,498	0,064	7,621	0,000	H ₂ = Accepted
Person organization fit ->Satisfaction	-0,042	-0,035	0,072	0,582	0,561	H ₃ = Rejected
Empowerment ->Performance	0,295	0,297	0,061	4,835	0,000	H ₄ = Accepted
Self efficacy ->Performance	0,005	0,004	0,066	0,077	0,938	H ₅ = Rejected
Person organization fit ->Performance	0,131	0,135	0,051	2,559	0,011	H ₆ = Accepted
Satisfaction ->Performance	0,462	0,462	0,063	7,376	0,000	H ₇ = Accepted

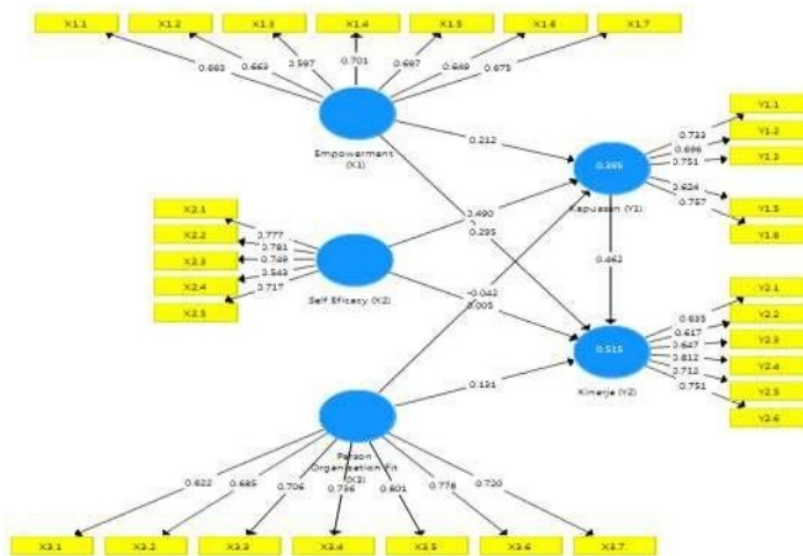
Source: Output of SmartPLS

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Based on the Table above, it can be seen the positive influence and significance level of each variable, if the T-Statistic > 1.96 means that exogenous variables have a significant effect on endogenous variables and if the T-Statistic < 1.96 then the exogenous effect has no significant effect on endogenous variables with explanation as follows:

- 1) Empowerment has a positive influence on job satisfaction with a value of 0.212, it can also be seen that empowerment has a significant effect on job satisfaction because it has a t-statistic (2.886 > 1.96) and a P-Value value smaller than 0.05 (0.004 < 0.05), so the results of this study are in line with the hypothesis that Empowerment has a positive and significant effect on job satisfaction. 4
- 2) Self efficacy has a positive influence on job satisfaction with a value of 0.490, it can also be seen that self efficacy has a significant influence on job satisfaction because it has a t-statistic (7.621 > 1.96) and a P-Value value smaller than 0.05 (0.000 < 0.05), so the results of this study are in line with the hypothesis that self efficacy has a positive and significant effect on job satisfaction.
- 3) Person organization fit gives a negative influence on job satisfaction with a value of -0.042, it can be seen also that the person organization fit has no significant effect on job satisfaction because it has a t-statistic

(0.5882 < 1.96) and a P-Value value greater than 0.05 (0.56 > 0.05), so the results of this study are not in line with the hypothesis that the person organization fit has a positive and significant effect on job satisfaction.

- 4) Empowerment has a positive effect on performance with a value of 0.295, it can also be seen that empowerment has a significant effect on performance because it has a t-statistic (4.835 > 1.96) and a smaller P-Value value compared to 0.05 (0.000 < 0.05), so the results of this study are in line with the hypothesis that Empowerment has a positive and significant effect on performance.
- 5) Self efficacy has a positive influence on performance with a value of 0.005, it can be seen that self efficacy has no significant effect on performance because it has a t-statistic (0.077 < 1.96) and a P-Value value greater than 0.05 (0.938 > 0.05), so the results of this study are not in line with the hypothesis that self-efficacy has a positive and significant effect on performance.
- 6) Person organization fit gives a positive influence on performance with a value of 0.131, it can be seen also that the person organization fit has a significant influence on performance because it has a t-statistic (2.559 > 1.96) and a P-Value value smaller than 0.05 (0.011 < 0.05), so the results of this study are in line with the hypothesis that the person organization fit has a positive and significant effect on performance.
- 7) Job satisfaction has a positive influence on performance with a value of 0.462, it can also be seen that job satisfaction has a significant effect on performance because it has a t-statistic (7.376 > 1.96) and a P-Value value smaller than 0.05 (0.000 < 0.05), so the results of this study are in line with the hypothesis that job satisfaction has a positive and significant effect on performance.



Picture:

Research model with Loading Factors

Based on the picture above, it appears that all loading factors are 0.50 so that the research can be continued to analyze the measurement model or outer model and structural model or inner model.

IV. DISCUSSION

The effect of empowerment on satisfaction

Empowerment has a positive and significant influence on job satisfaction, so the results of this study are in line with the hypothesis that Empowerment has a positive and significant effect on job satisfaction. Based on the results of the study, it can be seen that the increase in empowerment will be able to increase employee job satisfaction and its effect has a real impact so that empowerment is measured through work in accordance with individual desires. The work done is very important for individuals. self on individual abilities, Desire to achieve targets, Accuracy in placement of coworkers and Ability to determine the way to do work can encourage an increase in employee satisfaction optimally as measured by satisfaction with standard promotions, Satisfaction with colleagues, Satisfaction with superiors and Satisfaction with the job own.

Empowerment of the Education Office in East Kalimantan Province, which is carried out through delegation of authority, authorization, has different employee responses, the expected results are employees to

be more flexible, effective, innovative, creative, high work ethic, which ultimately increases employee satisfaction, because the difference in perception caused empowerment to be carried out to provide an uneven output of satisfaction in the Education Office in East Kalimantan Province.

The concept of empowerment is more broadly stated by Thomas & Velthouse (1995) as an increase in intrinsic task motivation that will produce satisfaction. If an organization runs an empowerment, among members, the organization will grow the feeling of being a member of a group. Growing feeling of satisfaction in taking responsibility for carrying out their duties. There is a feeling that they have done something valuable and gained pleasure in communicating and cooperating with others.

Thus, empowerment increases self-confidence in doing something, which at the time never believed before, is possible. As a result, it will increase job satisfaction, cooperation that is closer to others, work with clear goals, and get achievements if the goals are achieved. Recognition is an award that causes people to work to see new and more appreciative light.

Empowerment is a management technique used by organizations to improve organizational effectiveness (Conger & Kanungo, 2006). Kanter (2006), working in empowered conditions has a positive impact on employees, namely increasing feelings of self-confidence and job satisfaction, higher motivation, and low physical / mental fatigue. Structurally empowered work situations will be more likely to have management practices that can increase workers' feelings about trust in the organization and job satisfaction.

In increasing the contribution of employees to the organization, the organization needs to implement an empowerment program. Some management experts agree that empowerment will bring benefits and benefits to the organization (Holosko et al. 2001). Empowerment is seen as able to grow and enhance the creativity of employees. While creativity itself is the foundation for the growth and development of innovation. Employees who have creativity will always look for ways or methods to produce a service and service to the community and organization which is one form of job satisfaction.

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Empowerment is a management technique used by organizations to increase the effectiveness of organizations (Conger & Kanungo, Debra, 2006). Kanter (2006), working in empowered conditions has a positive impact on employees, namely increasing feelings

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Effect of self efficacy on satisfaction

Self efficacy has a significant and significant influence on job satisfaction, so the results of this study are in line with the hypothesis that self efficacy has a positive and significant effect on job satisfaction. Based on the results of the study, it can be seen that the increase in self efficacy will be able to increase employee job satisfaction and have a real impact so that self efficacy measured through feeling able to do work, better ability and pleasure with challenging work has been able to encourage optimal measured employee satisfaction through satisfaction with promotion standards, satisfaction with colleagues, satisfaction with superiors and satisfaction with the work itself.

Self efficacy is a belief in a person's ability to carry out tasks. People who are confident in their abilities tend to succeed, while people who always feel like a failure tend to fail. Self efficacy is related to job satisfaction where if someone has high self-efficacy, they tend to succeed in their duties so as to increase satisfaction with what they do.

In the Lau (2012) study conducted at universities in the United States using 224 students showed that self-efficacy was positively related to job satisfaction. The higher a person's self-efficacy the higher one's job satisfaction. This proves that the self-efficacy possessed by an employee encourages job satisfaction.

Bandura (2009: 124) revealed that individuals who have high self efficacy will achieve a better performance because these individuals have strong motivation, clear goals, stable emotions and their ability to deliver performance on activities or behavior successfully. The good performance of an employee with high self efficacy shows that the level of work experienced by these employees is also high.

Different individuals with low self efficacy will tend to not want to try or prefer cooperation in difficult situations and high levels of task complexity (Lee & Babko, 1994). The results of Bandura (2005) study when receiving negative feedback, individuals who have high self efficacy will respond by increasing effort and

motivation while individuals with low self efficacy will tend to be inferior and cause a decrease in the performance of the individual. Then from the opinion in advance can be concluded that individuals with high self efficacy will experience high job satisfaction, while individuals with low self efficacy will experience a low level of job satisfaction.

Chasanah (2008) conducted a study of Central Java Regional and DIY Regional TBK 55 yors. The results of the study were that empowerment had no effect on job satisfaction or performance, while self efficacy and organizational culture had a significant effect on job satisfaction and employee performance. Kilapong (2013) conducted a study with a population of 300 employees, and the sample used was 75 respondents. The title of the research is Transformational Leadership, Self Efficacy, Self Esteem Effect on Job Satisfaction of PT Tropica Cocoprime Manado. The results show that each variable has a significant effect on work satisfaction.

Effect of person organization fit on satisfaction

Person organization fit gives a negative and 10 t significant influence on satisfaction, so the results of this study are not in line with the hypothesis that the p 57 on organization fit has a positive and significant effect on job satisfaction. Based on the results of the study, it can be seen that the increase in person organization fit has not been able to improve employee job satisfaction and the impact is not real so that the person organization fit is measured through goal congruence, employee need fulfillment and conformity of cultures congruence) optimally measured through satisfaction with promotion standards, satisfaction with colleagues, satisfaction with superiors and satisfaction with the work itself.

Many sources from previous 5 idies have provided theoretical assessments and empiric 1 evidence that prove that Person-Organization Fit (P-O Fit) has a positive influence on job satisfaction (Kristoff, 1996; Netemeyer et al. 1997; Chatn 15 1991). Chatman (1991) in his research on public accountants concluded that there was a positive influence between Person-Organization Fit (P-O Fit) and job satisfaction. According to him, individuals who are in accordance with t 5 organization are satisfied with their work.

Some previous studies indicate that P-O fit is related to reaction to work (Kristoff, 1996; Netemeyer et al. 1997). When the values of individuals and organizations are the same, then this will increase 1 b satisfaction and performance and will reduce the work stress of employees (Mount & Muchinsky, 1978 on O 'Reilly et al. 1991 27 Chadwell & O 'Reilly (1991) tested the congruency of individuals and organizations with performance. t 1 y found that P-O fit was positively related to job satisfaction and performance. The same thing was stated by (Barrett, 1995; Tziner, 1987 on Sekiguchi, 2004). Bowen et al. (1991) argue that choosing people whose personality is the same as the value of 34 e organization will create a flexible employee attitude. In fit review, Kristof (1996 1 empirically proves that P-O Fit is a strong predictor of broad job satisfaction and organizational commitment (Boxx, Odom & Dunn, 1991; Chatman, 1991; O'Reilly, Chatman & Caldwell, 1991).

Autry & Daugherty (2003) in his study linking PO Fit with job satisfaction, using a sample of 667 employees in the warehouse section in England and Spain, and the analytical method used was SEM (Structural Equation Modeling) with LISREL software concluded that there was a strong influence between dimensions PO Fit dimensions (such as conformity with organizational goals, and conformity with supervisors) with job satisfaction. 2

Person-organization fit is defined as conform 2 ity between organizational values and individual values (Kristof, 1996). Practitioners and researchers argue 5 at P-O Fit is the key to maintai 60 g and maintaining employee commitment that is indispensable in a competitive business environment (Bowen et al. 1991; Kristof, 1996). The level of suitability of individuals with organizations is very dependent on how the organization is able to meet the needs of employees (Cable & Judge, 2006). Kristof (2010) fulfilling the needs of employees by organizations, such as compensation, the physical environment of work and opportunities for advancement are needed by employees. Organizations need to provide positive support to employees, called Perceived Organizational Support (POS). POS is the employee's perception of the organization regarding the extent to which the organization provides support to employees for contributions given and cares about the welfare of employees (Rhoades & Eisenberger, 2002). Blau (1964) in Jin (2016) POS can be represented through direct supervisor. Direct supervisor is the closest representative of an organization, which can communicate to subordinates what the organization wants from subordinates. Eisenberger (2002, in Chen et al. 2016) treatment of direct superiors towards employees can influence the way employees perceive their relationship with the organization. The research conducted by Wexley et al. (1980) shows that if employees feel their values are in accordance with their immediate supervisor, employees will feel satisfied with their work and work environment in general. Davis and Newton (2006) 41 ne job satisfaction as a pleasant or unpleasant emotional state when employees view their work. High job satisfaction will create a pleasant working atmosphere and will encourage employees to excel.

The challenge that is often experienced by organizations is to attract, maintain and develop their employees. Where many employees often experience when they have started working within the organization only find out there is a mismatch or incompatibility with the work or group of friends at work. The way to

overcome these challenges is to ensure compatibility between organizational values and employee values. Understanding of Person-Organization Fit (P-O fit) can help organizations to choose employees with values and beliefs that are appropriate to the organization and shape experiences that can strengthen that suitability. Suitability of individuals with organizations is very necessary in the organization because where if an employee does not have the suitability, it will be very fast for employees to think of looking for another job and ultimately out of the organization. The high turnover rate can be seen from how much desire to move possessed by employees of an organization or organization. Some research and literature show that intention to leave or turnover intention refers to the intention of employees to look for other work alternatives and have materialized in real behavior (Pasewark & Strewser, 1996). The desire to move someone is closely related to job satisfaction and person organization fit (P-O fit). One factor that has a direct relationship with turnover intention is job satisfaction. Satisfied or not, it reflects a person's enthusiasm for his work. A person's satisfaction to work is usually indicated by a continuous, goal-oriented activity. So what is called an employee who has job satisfaction is an employee whose behavior directed towards the organization's goals and its activities are not easily disturbed by small disturbances. Job satisfaction is a positive emotional state that is the result of evaluating one's work experience. Job dissatisfaction arises when one's expectations are not met (Mathis & Jackson, 2006: 121). Low levels of satisfaction result in disruption of an individual's activities in achieving their goals, because individual satisfaction is one indicator of the effectiveness of one's performance. Another factor that has a relationship with turnover intention is Person-organization fit (PO Fit). P-O Fit broadly defined as the suitability of organizational values with individual values, Kristof (1996); Netemeyer et al. (1999), Valentine et al. (2002); Verquer et al. (2003). In research on employee selection, P-O Fit can be interpreted as a match or suitability between prospective employee with the attributes of the organization, Judge & Ferris, (1992); Rynes & Gerhart, (1990) in Sekiguchi, (2004). P-O Fit is based on the assumption of individual desires to maintain their conformity with organizational values, Schneider, Goldstein & Smith (1995)

Effect of empowerment on performance

Empowerment has a positive and significant effect on performance, so the results of this study are in line with the hypothesis that Empowerment has a positive and significant effect on performance. Based on the results of the study, it can be seen that an increase in empowerment will be able to improve employee performance and have a real impact so that empowerment is measured through work that is in accordance with individual desires. The work done is very important for individuals. Individual ability, desire to achieve targets, accuracy in the placement of coworkers and the ability to determine how to do work has been able to encourage improvement in employee performance as measured by the quality of work, the quantity of work and the timeliness of completing work.

The ability of the Education Office in East Kalimantan Province to empower employees in the form of encouraging perseverance in work, delegating social authority, managing performance in accordance with the ability of employees, developing organizations (especially the Education Office in East Kalimantan Province), offering cooperation, communicating efficiently, encouraging innovation, Resolving the problems that occurred at the Education Office in East Kalimantan Province resulted in poor performance not in accordance with the expectations and visions of the agency so that the agency's objectives were not optimally achieved.

Employees with internal and organizational factors that support empowerment (in the cognitive, affective and conative perspective) will provide outcomes for both individuals and organizations as a whole. Perception of empowerment can increase the value of work individually. Increased job satisfaction and contributes to performance. These results (especially cognitive ones) have been demonstrated by Eylon and AU (1996) Fulford and Enz (1995) Spreitzer in Marno Nugroho (2004).

Corsun and Enz (1989) in Nugroho (2004) and Spreitzer (1995) examined the effect of support based relationships on empowerment. Performance measures as a result of the empowerment process will involve personal influence constructs, self efficacy and meaningfulness. Wibowo (2007) empowerment will improve the performance of organizations and individuals who can develop their talents in full. The department or team becomes more enthusiastic, active and successful. Employees master new understandings and skills and by giving them opportunities to see things differently, reflecting what they see and developing new skills.

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enthusiastic, active and successful. Employees master new understandings and skills and by giving them opportunities to see things differently, reflecting what they see and developing new skills.

Employees with high empowerment are employees who have the ability to control, manage, and choose ways to complete a job (Sukmawati, Armanu, & Surachman, 2013). Employees with abilities that are good at work and able to control how they work and make decisions in their jobs will produce good performance in their work. The existence of employee freedom in determining the way he works can encourage employees to have motivation in their work and tend to show employee voluntary behavior that exceeds the formal job description provided by the organization (Waileruny, 2014). In line with the research conducted by Sena (2011) which proves that motivation in work possessed by employees will affect the level of performance carried out in the place where he works. In line with the research conducted by Lodjo (2013), results were obtained that employees with high empowerment would have higher work motivation than employees with low empowerment. The existence of a high empowerment and followed by high work motivation and freedom of behavior can lead to more contributions from employees for the organization so that employees can develop positive behaviors, namely performance. Other research by Dewi & Rahyuda (2015) shows that employees who are able to determine and control the way they work will tend to have high work motivation so that employees will have initiatives in helping advance the organization.

Yukl (2002) states "Empowerment means delegating authority for decisions about how to do the work to individuals and teams". Empowerment means delegating authority to make decisions about how to do work for individuals and teams. Furthermore, Mulyadi (1998) stated that empowerment of government apparatus is the duty and responsibility of the leadership to make employees empowered in making decisions on work that is the responsibility of the employees concerned, through the provision of technology to obtain quality information, education and training and support from leadership for employees. Based on the above opinion can be interpreted empowerment is an effort made by superiors to improve the ability and confidence of employees according to their functions and work. This is where the results of observations in the field are based on the importance of empowerment in increasing employee performance degradation

Effect of Self efficacy on performance

Self efficacy has a positive but not significant effect on performance, so the results of this study are not in line with the hypothesis that self efficacy has a positive and significant effect on performance. Based on the results of the study it can be seen that the increase in self efficacy will be able to improve employee performance but not significantly impact so that self efficacy measured through feeling able to do work, better ability and pleasure with challenging work have not been able to encourage employee performance improvement measured through The quality of work, the quantity of work and the timeliness of completing work.

Self-efficacy in this study has not been able to provide an impact in improving performance because this is because many employees who do their jobs are not in accordance with their respective tasks and responsibilities. They carry out their responsibilities more than one responsibility or one job. make employees believe in success and the results of performance that has been achieved whether it is in accordance with the expected or not the Agency

Trust in self-ability, confidence in the success that is always achieved makes a person work harder and always produce the best. Thus it can be said that self efficacy can improve individual performance. The meta-analysis conducted by Judge & Bono (2001) found there was a positive relationship between self efficacy and individual performance. Research conducted by Amir Erez and Timothy & Judge (2001) also states that there is a positive and significant relationship between self efficacy and individual performance.

Krauss (2005) with the Multi Source Perspective research title of Self Esteem, Performance Ratings, and Source Aggregation. The results of the study on 143 samples obtained a positive but not significant effect between self esteem on employee performance. Engko (2006) with the title Effect of Job Satisfaction on Individual Performance with Self Esteem and Self Efficacy as Intervening Variables. The research results show that each variable has a significant influence on individual performance and the research object used is lecturer. Bintang (2008) conducted a study entitled The Effect of Self Efficacy on Individual Performance. The research object used was an employee of a lucky star wedding organizer in Semarang. The results showed that there was a positive and significant effect of self efficacy on the individual performance of lucky star wedding organizer crew.

Effect of person organization fit on performance

Person organization fit has a positive and significant influence on performance, so the results of this study are in line with the hypothesis that the person organization fit has a positive and significant effect on performance. Based on the results of the study it can be seen that the increase in person organization fit will be able to improve employee performance and have a real impact so that the person organization fit is measured

through goal congruence, employee need fulfillment and conformity of cultures (culture personality congruence) optimally able to encourage improvement in employee performance as measured by the quality of work, the quantity of work and the timeliness of completing work.

Some studies suggest that there is a positive relationship between Person Organization Fit and performance that is employee outcomes (Tepeci, 2001; Miller, 2001; Bishop, 2000; Wayne et al. 1997) Schein (1988) suggesting that individuals are interested and feel comfortable in the organization due to the similarity of characteristics between the two. Meglino, (1989) suggests that individuals who have the same values as an organization, they will easily interact efficiently with the organization's value system, reduce uncertainty, and conflict and increase satisfaction and commitment and improve performance. The results of several studies using congruency with organizational culture that are felt very clearly indicate that the perceived similarity is positively related to affective outcomes such as satisfaction, commitment and involvement (Cable & Judge, 1996; Chaw et al. 1994).

Research Kristof (1996) empirically proves the existence of a positive influence of Person Organization Fit with organizational commitment, while Sherman (1992) concluded that Person-Organization Fit (P-O Fit) will improve coordination, communication and sense of belonging. Chavaz et al. (2000) hypothesize that the higher the suitability between individuals and Person Organization Fit (P-O Fit), the higher organizational commitment, job satisfaction and the tendency to persevere.

Kristof (1996) also presents empirical results that support that there is a positive influence between (P-O Fit) with job satisfaction, organizational commitment, extra role behavior, performance and reduced stress and turnover. This opinion is supported by Chatman (1991) who concluded that Person Organization Fit (P-O Fit) is a good predictor of job satisfaction, organizational commitment and turnover.

Can be seen in the Table research gaps that there are inconsistent research results about the effect of person-organization fit on employee performance. The research conducted by Winfred et al. (2006) suggested adding individual outcomes (work attitudes) as variables that mediate the P-O Fit relationship with employee performance. An employee usually has a good performance because he has a high commitment to the organization. Employees will contribute all their efforts to make the organization achieve its goals. In addition to employee commitment, employee behavior in the organization is also indicated to be important in determining how the employee performs. An employee who has a high citizenship behavior will want to do an extra role in the organization, where this ultimately helps the organization. Previous research conducted by Seyed et al (2014) states that P-O fit significantly influences organizational commitment. Research conducted by Westerman & Cyr (2004) states that value congruence directly and positively influences organizational commitment. Previous studies including those carried out by Hamm et al. (2010) stated that P-O Fit had a positive effect on OCB. Muhammad Jawad et al. (2013) also stated that P-O Fit has a positive and significant effect on OCB. Guntur Mahardika (2006) has tested the relationship between the suitability of individuals and organizations and performance, the results obtained state that P-O Fit is positively and strongly related to employee performance. The high level of appropriateness between employees and organizations influences their high performance. The same thing was stated by (Sekiguchi, 2004).

Effect of satisfaction on performance

Job satisfaction provides a positive and significant influence on performance, so the results of this study are in line with the hypothesis that job satisfaction has a positive and significant effect on performance. Based on the results of the study it can be seen that the increase in job satisfaction has not been able to improve employee performance and not have a real impact so that job satisfaction is measured through satisfaction with promotion standards, satisfaction with colleagues, satisfaction with superiors and satisfaction with the work itself has not been able to encourage employee performance improvement which is measured through the quality of work, the quantity of work and the timeliness of completing work.

Based on the results of researcher observations, the indications that resulted in significant job satisfaction can be made possible from individual factors and psychology. This is quite reasonable because the material satisfaction factor can be considered to be quite good considering all the respondents in this study were civil servants. Individual factors that include abilities and skills, background and demographics influence performance. The recruitment system of civil servants (PNS) that still needs to be improved means that the human resource capabilities that are recruited are sometimes less than the specified qualifications. The skills and abilities of employees who are not much different from private employees can make service users feel that the performance given is mediocre. It was also revealed that psychological factors which included perception, attitude, personality, learning and motivation affected performance. The psychological burden of civil servants (PNS) in carrying out work is generally different from private employees who are always demanded prime because they do not have security guarantees in the future of work.

Job satisfaction (job satisfaction) is a pleasant or unpleasant emotional where employees see their work. Robbins (2003: 295) Job satisfaction is a way of looking at someone both positive and negative about

their work. From this understanding means that job satisfaction reflects a person's feelings for his work (Robbins & Judge, 2006: 23)

The level of performance is very closely related to job satisfaction, a person is said to be satisfied working in an organization can be seen from daily activities in completing work, for example employees are enthusiastic in working, and the most important thing is their work will not be neglected, and vice versa if Employees in working are not satisfied, it is possible to move from the job as long as it is possible, work is not motivated, tired and tired quickly, emotions are unstable, often absent, work as they are and will eventually harm the organization (Robbins & Judge, 2006: 29)

The level of performance of a person will appear automatically if the desires in their hearts can be fulfilled, and this must be realized by the organization or agency. Organizations must think of employees who are not productive and employees who are productive, and must find a way out of how to overcome employee saturation so that employees can return to work with enthusiasm and have high loyalty to the organization (Robbins & Judge, 2006: 29) ⁶

Bull (2005) argues that when employees experience success in mentally challenging work allowing them to exercise their skills and abilities, they experience a greater level of job satisfaction. Wood et al. (2012) stated that pleasure is related to emotional feelings about whether someone feels good or bad about work. Job satisfaction, where traditional emphasis in the engagement literature has traditionally been placed, only focuses on the dimension of pleasure. Thus, it does not depend on passion, which can lead to positive or negative feelings. work related to comfort-anxiety may have a more positive impact on union arrangements in two of our three economic outcomes, financial performance and quality.

Tadisina et al. (2001), job satisfaction explains how employees are floating to come to work and how they can be enforced to do their jobs. Incentives, awards and recognition of key parameters at this time Motivation programs according to most organizations as a factor of successful engagement with employee performance. Cecelia (2006) Job satisfaction can be understood through three aspects. First, job satisfaction is a form of worker response to the conditions of the work environment. Second, job satisfaction is often determined by work results or performance. Third, job satisfaction is related to other attitudes and is owned by each worker Luthans (1995).

Smith et al. (1996) describe in more detail the various dimensions of job satisfaction which are then developed into measuring instruments of satisfaction with (1) the attractiveness or type of work performed by workers, (2) the amount of compensation received by workers, (3) opportunities for promotion, (4) supervisor's ability to provide technical assistance and behavioral support, and support of co-workers Maryani and Supomo (2001) Khan et al. (2012) in his research stated that aspects of job satisfaction such as salary, promotion, safety and security, working conditions, work autonomy, relationships with colleagues, relations with superiors and the nature of work significantly affect the level of job satisfaction. To improve the performance of employees in autonomous medical institutions, the government must focus on dealing with all job satisfaction and not only on one of these factors (promotion, working conditions, coworkers and the nature of work that have a significant impact on the level of job satisfaction) ²⁸

Tang et al. (2014) in his research revealed that the mechanisms underlying the process of family work worked with evidence that supporting work was an introduction. Job satisfaction is the result of working with family in the Chinese context, in line with Western social exchange theory and Chinese social trust in reciprocity. states that work motivation and job satisfaction are very positively correlated. Callaghan & Coldwel (2014) argue that relative job dissatisfaction may be an important indicator, or a precursor to, potential, or near, loss of institutional capital, and that such losses may have a significant impact on the university's contribution to community stakeholders. Pushpakumari (2008) states that the attitude of an employee is important for management, because they determine the behavior of workers in the organization. The general opinion held is that a satisfied worker is a productive worker. While in his research shows that there is a positive correlation between job satisfaction and employee performance.

⁶¹

V. KESIMPULAN

- 1) Empowerment has a significant effect on the job satisfaction of the Education Office employees in East Kalimantan Province.
- 2) Self efficacy has a significant effect on job satisfaction of the Education Office employees in East Kalimantan Province.
- 3) Person organization fit has no significant effect on the satisfaction of the Education Office employees in East Kalimantan Province.
- 4) Empowerment has a significant effect on the performance of the Education Office employees in East Kalimantan Province.
- 5) Self efficacy has no significant effect on the performance of employees of the Education Office in East Kalimantan Province.

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- 6) Person organization has a significant effect on the performance of the Education Office staff in East Kalimantan Province.
 - 7) Job satisfaction has a significant effect on the performance of Education Office employees in East Kalimantan Province.
 - 8) Empowerment has a significant effect on performance through the satisfaction of employees of the Education Office in East Kalimantan Province.
 - 9) Self efficacy has a significant effect on performance through the satisfaction of employees of the Education Office in East Kalimantan Province.
 - 10) Person organization has a significant effect on performance through the satisfaction of employees of the Education Office in East Kalimantan Province.

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