The Role of Perceived Supervisor Support for enhancing Self Efficacy in The Disruption Era (Industry 4.0): Research on Rural Bank BKK Mandiraja Banjarnegara

Gilang Ade Irawan [1*], Dwita Darmawati [2], Ade Irma Anggraeni [3]

[1] Faculty of Economics and Business, Jenderal Soedirman University
[2] Faculty of Economics and Business, Jenderal Soedirman University
[3] Faculty of Economics and Business, Jenderal Soedirman University

Abstract. Regarding the Industrial Revolution 4.0. Growth and role of technology can't be avoided and the industry is increasing rapidly. Therefore, companies need to support employees in improving performance in the company's business changes. Based on these considerations, Perceived Supervisor Support is a real supporting demand for employees to develop themselves. Self-Efficacy of employees is the main factor in self-development in company changes as an entity of Organizational Citizenship Behavior (OCB) toward the era of the industrial revolution (Industry 4.0). This paper analyzes the role of perceived supervisor support in enhancing Self-Efficacy to develop-himself (OCB) in the context of Rural Banks. This research was conducted on BPR BKK Mandiraja as the empowerment of small-and-medium enterprises in Central Java, Indonesia.

Keywords: Industry 4.0, Perceived Supervisor Support, Self Development, Organizational Citizenship Behaviour, and Self Efficacy.

1. INTRODUCTION

Towards Revolution Industry 4.0. innovation and application of information technology cannot be stopped and the industry experiences adjustments in the form of increasing effectiveness and efficiency. Therefore, the company must be sensitive and conduct self-inspection so that it can improve the ability of its employees to master their position amid the development of science and technology.

As a guide to self-introspection, McKinsey & Company describes it in a report entitled An Incumbent's Guide to Digital Disruption which formulates four stages of a company's position in the middle of a disruptive era of technology. Over the next few years, industry 4.0 is believed to be fundamentally changing the concept of the corporation and all business sectors. Are business supervisors ready to face challenges in the future and able to increase employee confidence to deal with change effectively?

Indonesia is preparing itself seriously to welcome industry 4.0, one of which is through a government program called "Making Indonesia 4.0" as an initial step to support the MSME sector. At the same time, more and more new start-up companies are emerging. The toughest challenges are in the employee's confidence in facing changes where they usually feel superior but now must be ready to face change and must be ready to develop themselves and feel disruptive attacks are only aimed at minor competitors whose performance is not good. Therefore, the role of company leaders/supervisors needs to continue to encourage employees to develop themselves in the changing business environment in facing the era of the fourth-generation industrial revolution (Industry 4.0).

One that is needed to face this era is to strengthen human resources (HR). This aspect of human resources is important because one of the determinants of the success of the performance of a business organization is human resource management and human behavior that will carry out

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* Email Address: gilangadeirawan@gmail.com

various other aspects of management. The results of the study by Taormina and Lao (2007) state that the success of a business is determined by individual characteristics.

Individual characteristics are inherent in individuals who can be volatile or stable over time. The characteristics of individuals who can change are formed because of certain situations or certain experiences. An example is self-efficacy and self-esteem that are formed because of the factors of experience and learning. Banking has also changed. The more innovative and aggressive environment of financial services, as well as deregulation, has made more competition and what seems to be an endless variety of products. The power of this change leads supervisors to support employees to develop themselves.

On the other hand, stable individual characteristics are formed because they are inherent in the individual. Hisrich, et al (2005) state that some individual characteristics such as self-efficacy, self-esteem, and locus of control have an important role in the success of performance. Green, et al (1996) states that individual characteristics such as personality, motivation, self-efficacy, locus of control and risk-taking can determine employee success.

Based on the background and formulation problems, this study is as follows:

1. To analyze how the role of perceived supervisor supports in increasing self-development for employees in PD. BPR BKK Mandiraja

2. To analyze how the role of perceived supervisor support in increasing self-efficacy in employees in PD. BPR BKK Mandiraja

2. LITERATURE REVIEW
2.1 *Perceived Supervisor Support* (PSS)

Perceived supervisor support (PSS) s an employee's belief regarding the supervisor and the approval of his contribution to the company's success. The consequences of PSS increase organizational commitment, job satisfaction, increase tasks, and move to improve with the organization (Peelle, 2007).

PSS reflects the quality of employee-organizational relationships by measuring which increases their supervisor believes support them and care about their welfare. Employees develop PSS through their work decisions, supervisor awards, received support from supervisors, and procedural justice (Liu, 2009).
Furthermore, PSS stipulates as a global agreement about which employees regulate their welfare (Wang, et al, 2014). PSS in reality, that is approved by the organization in the form of socio-emotional individual needs, support, commitment and loyalty (Jain, Giga, and Cooper, 2013).

2.2 *Self-Efficacy*

Self-efficacy is a person's belief in his ability to do something or specific work that is his responsibility (Bandura and Bailey, 1990 in Greenberg and Baron, 2003). For employees, self-efficacy means related to the process of carrying out work such as the ability to understand the business, skill to solve various kinds of work problems, and the ability to carry out responsibilities in work activities.

Self-efficacy is formed by two main factors: direct experience and vicarious experience. Direct experience is related to the reciprocal experience of repeated work. Vicarious experience is related to evaluating the performance of others in the implementation and completion of certain tasks (Greenberg and Baron, 2003). Self-efficacy plays an important role in behavior in an organization. Individuals with high self-efficacy tend to be happy in their work and life in general. Also, these individuals innovate more frequently in their work. In the context of human resources, employees

with high self-efficacy will tend to feel happy and enjoy the work they do. These employees will be easier and more confident in solving various problems in the work they face.

2.3 *Self-Development* (OCB)

Organ, Podsakoff, and MacKenzie (2006) suggested the following list, which contains the most common dimensions seen among OCB researchers.

1. Helping
2. Sportsmanship
3. Organizational loyalty
4. Organizational compliance
5. Individual initiative
6. Civic virtue
7. Self-development

Among these seven OCB dimensions, past studies have considered self-development to be a type of OCB. George and Brief (1992) and George and Jones (1997) referred to it as "developing oneself," while Podsakoff, MacKenzie, Paine, and Bachrach (2000) defined it as "self-development."
This dimension based on the work of Katz (1964), George and Brief (1992) identified developing oneself as a key dimension of citizenship behavior. Self-development includes voluntary behaviors employees engage in to improve their knowledge, skills, and abilities. According to George and Brief (1992: 155), this might include "seeking out and taking advantage of advanced training courses, keeping abreast of the latest developments in one's field and area, or even learning a new set of skills so as to expand the range of one's contributions to an organization. self-development is defined as discretionary learning to improve one's skill or ability, it is obvious that these activities are not passive behaviors under the orders of a supervisor or organization. George and Brief (1992) said "whatever the developmental activity, it is distinguished by being beyond the call of duty and by its potential benefit to the organization"
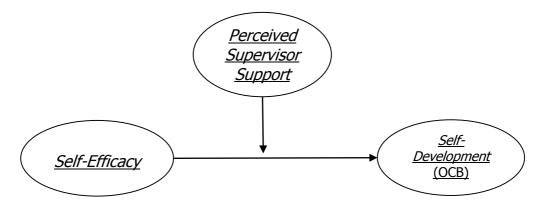

Image 1. Research Model Design

Proposition 1: Employees have more self-efficacy toward self-development(OCB) when they have perceived supervisor support.
Proposition 2: Does perceived supervisor support affect the relationship between self-efficacy and self-development (OCB).

3. DISCUSSION

Self-efficacy to Self-development (OCB)

High self-efficacy is thought to contribute to improved performance in a range of situations due to its association with effective behavioural strategies. Self-efficacy theory posits that individuals judge their ability to cope successfully with challenges when faced with environmental demands and that based on this judgment, individuals initiate and persist with behavioural strategies to manage challenges effectively and attain desired outcomes (Bandura, 1997). These behavioural strategies consist of self-regulatory techniques such as goal setting, development of rules for influencing the environment and monitoring the self (Maddux, 1995). Support for these propositions has been found in Raghuram et al.'s (2003) study of telecommuters, wherein self-efficacy related to the telecommuting context predicted both adjustments to telecommuting and employees' efforts to proactively plan and organize their workday, with those higher in self-efficacy reporting better adjustment and greater use of structuring behaviours.

The contextual skills and knowledge which Motowidlo et al. (1997) conceive as predictors of OCB are likely to be influenced by an individual's degree of self-efficacy.

As individuals high in self-efficacy make greater use of adaptive behavioural strategies (Maddux and Lewis, 1995; Raghuram et al., 2003), these individuals are apt to have knowledge of both what citizenship behaviours are appropriate in a particular workplace situation and how to plan for and conduct these behaviours effectively. For instance, an individual high in self-efficacy may be more likely to volunteer to help co-workers with work-related problems, or to attend voluntary meetings, because s/he is better able to proactively plan for these activities and organize the workday to accommodate them. Empirical support for this proposition is provided by Speier and Frese (1997) and Morrison and Phelps (1999), who found that generalized self-efficacy predicted personal initiative and "taking charge" behaviour. It is therefore hypothesized that employees high in general self-efficacy will report greater performance of organizational citizenship behaviour.

Perceived Supervisor Support to Self-development (OCB)

The paper follows a social exchange perspective to investigate the perceived supervisor support – self-development OCB relationship. (Aryee et al., 2002; DeConinck, 2010), present the results imply that the employee-organization the social exchange appears impossible to be totally separated from the employee-supervisor social exchange. The findings of this study indicate that social support from the supervisor can also result in employees' attitudes (e.g., organizational commitment) and behaviours (e.g., OCB) that are regarded to be directed toward the organization.

Although this paper did not include POS and other supervisor-directed attitudes and behaviours, the present findings, together with those reported previously(e.g., Masterson et al., 2000), suggest that in addition to distinguishing the employee-organization and employee-supervisor exchanges, perhaps it is more important to identify how they interact to influence employee outcomes. This might be particularly useful in triggering employees' OCB.

The findings also reveal that organizational commitment needs to be considered for a more thorough understanding of the PSS–OCB association. Stepping beyond previous studies focusing on a set of organization based variables(e.g., Liu, 2009), this study mixed the supervisor- (i.e., PSS) and organization-focused variables (i.e., organizational commitment and OCB) to offer a more complex perspective

4. CONCLUSION AND IMPLICATIONS

Many organizations today are seeking to incorporate methods that will help develop themselves and gain the advantage in a competitive and constantly changing environment. Studies measuring how various types of support can be beneficial to increase the ability of organizations to understand how to leverage this information in fostering positive workplace outcomes. Given those perceptions of organizational and supervisor support have been shown to lead to positive workplace outcomes,

further exploration of how PSS distinctly contribute to predicting these outcomes can increase understanding of the relative impact the organization and its supervisors have on employee behaviors and attitudes. Specifically, with the recent interest in the benefits of employee self-efficacy, research directed toward understanding how PSS affects employee engagement at work will allow companies to incorporate and encourage factors that are likely to result in more develop themselves.

The results of this study can be used towards contributing to the theoretical knowledge of PSS, and help organizations gain a better understanding of how to encourage self-efficacy by providing employees organizational and supervisor support.

Employee organizational behavior can be determined by self-efficacy or known as a person's self-confidence in carrying out a job. That is employees who have confidence that they are capable of running a particular business or are confident that their abilities can be used to solve problems that will be faced in the company and of course have a sense for developing himself to increase knowledge, skills, and ability to meet the disruptive era.

Based on the results of self-efficacy research shows that success in work is determined by the personality and self-efficacy of the employees, which was considered by (Purnomo and Lestari, 2010) explaining employee performance is also determined by self-efficacy or known as one's self-confidence in carrying out a job. That is, employees who have confidence that they are capable of carrying out certain jobs or are confident that their abilities can be used to carry out work will tend to be able to achieve success in the work they are carrying out. The self-confidence of the employees themselves is determined by their personalities and uses for them organization, of course, is a suggestion for future research for companies and practitioners related to the measurement of big five personality, we suggest that future research measures five dimensions of personality to improve employee performance, alluding to its usefulness for organizations, Self-esteem is also a variable that can improve performance by increasing the level of strong organizational commitment (Indrayanto, 2012). For the supervisor, improving self-esteem will be easier to do by encouraging employees to reflect on how the work and organization where the employee works have a positive impact on the company's performance, especially for PD.BPR BKK Mandiraja as a provider of funds for small and medium enterprises.

Small and medium enterprises, such as micro banking, can gain excellence in building innovative commitments and rich behavior by giving employees wider opportunities to develop new ideas and facilitate self-development in the form of training for the implementation of innovative ideas as a form of appreciation for contributions employee. (Yuniawan, Djastuti, and Anggraeni, 2018) also, explain that organizations can facilitate the process of building teamwork so that employees have a larger media to play a role in helping their colleagues in organizational development. On a broader scale, this collaboration can be a social capital for the organization and knowledge of company practitioners.

This article dealt with self-development as a dimension of OCB, the following limitations remain. First, we confess that all of the variables used in this study have a common problem in lacking a close relationship with items from other OCB studies. This study revealed similar effects of job characteristics and job attitude on self-development to the effects they have on other dimensions of OCB, this approach gives an only small insight into the effectiveness of addressing self-development as a dimension of OCB. Even if this article found that the antecedents of self-development were similar to those of other OCB dimensions, it does not mean that the self-development we measured is necessarily reflective of an OCB dimension. For example, even if task unpredictability positively influences self-development, it might also mean that employees seek to remove themselves from a busy task by gaining new skills and changing jobs.

However, despite these limitations, this article is effective in showing that self-development might have similar relationships with factors that have been found to affect other OCB dimensions. We hope this article helps bring further attention to self-development as an aspect of OCB.

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