

# The effect of *Self-efficacy* and *Self-esteem* on *Proactive Work Behavior*

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## ABSTRACT

This study aims to examine whether self-efficacy and self-esteem play an important role in shaping proactive work behavior among employees working in various sectors. Especially for employees who have just entered the world of work. This research method uses a quantitative approach and uses a survey to collect data. Because the population and samples are innumerable or infinite, the authors use the Lameshow8 formula to determine the number of samples to be taken. Measurement of variables based on the relevant literature. Research results, conclusions and implications in this study will be discussed.

**Keywords:** Proactive work behavior, self-efficacy, self-esteem

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## 1. Introduction

The increasing change and uncertainty in the work environment requires employees to behave proactively in the workplace. Because of the rapid development and growth in self-managed teams and autonomous work structures, proactive work behavior is considered an important determinant of success in organizations (Crant, 2000; Griffin, Neal & Parker,). Based on the conceptualization (Parker et al., 2006), defines proactive behavior as an anticipatory action taken by employees to influence themselves and/or their environment. This definition fits the dictionary definition of proactive behavior that "creates or controls situations by taking the initiative or by anticipating events (as opposed to responding to them)" and acting as "to take proactive action; to act beforehand, to anticipate" (Oxford English Dictionary, 1989). This definition distinguishes proactive behavior from the more general motivated behavior and the more reactive passive behavior in two noteworthy ways.

Proactive behavior refers to a goal-driven process consisting of proactive goal generation and proactive goal (Parker, Bindl, & Strauss, 2010). In the workplace, this process can trigger employee innovation (Seibert, Kraimer, & Crant, 2001), improve employee work performance (Bakker, Tims, & Derks, 2012), reveal perceived norms and control behavior (Y. Shin & M. Kim, 2014) which in turn, contributes to the success of the organization. Because proactive behavior has been conceptualized and measured in a variety of ways, employees can engage in proactive activities as part of the behavior in their roles where they meet basic job requirements. According

to social cognitive theory, Fay & Frese (2001) states that individuals are motivated to use their initiative if they believe their own actions are in control. Self-efficacy appears to be one avenue by which individuals can strengthen the cognitive skills necessary for them to overcome fear during action. Xie J, Chu X, Zhang J & Huang J., (2014) assume that self-efficacy is proximally related to proactive behavior (eg, personal initiative).

Various personality variables have been used to predict proactive behavior. One of the most frequently used predictors is self-esteem, which captures an overall self-rated value. Self-esteem is believed to be a general feeling of value and self-confidence (M. Rosenberg, 1965, 1979). Several theoretical perspectives suggest that self-esteem affects success in the work domain. Like academic achievement, the process of self-affirmation and self-verification might explain the effect of self-esteem on work experience (Krauss & Orth, 2021). In summary, evidence suggests that individuals with high self-esteem tend to be more satisfied and successful at work, although the effect is small. Given the importance of the role of employees in the world of work, graduates are required to be able to create or control situations by taking the initiative, which in turn will have an impact on the work environment. Based on existing empirical studies, this study is intended to test whether self-efficacy and self-esteem will affect proactive work behavior in undergraduate graduates who have recently entered the workforce.

## **2. Literature Review and Hypothesis**

### *2.1 Self-efficacy and Proactive Work Behavior*

Self-efficacy can be defined as “a concern about the extent to which people feel capable of performing a variety of proactive interpersonal and integrative tasks beyond predetermined technical requirements” (Parker, 2000). Individuals who define their roles broadly are more motivated to engage in proactive behaviors that help achieve long-term goals than those who define their roles more narrowly (Parker et al., 2006). Thus, employees with high self-efficacy are more confident in their ability to perform well, and will be more likely to take the initiative. Individuals who believe that they are capable of performing a task are more likely to do it efficiently (Barling and Beattie, 1983). Proactive individuals actively seek information and opportunities to improve things; they do not passively wait for information and opportunities to come their way. For example, Frese et al. (1997) describe the concept of personal initiative which involves an active and self-starting approach to work. Taking over is also an example of proactive behavior, referring to active efforts to bring about change in work methods (Morrison & Phelps, 1999). Self-efficacy refers to employees' belief in their ability to engage in proactive, social, and integrative activities outside of their standard duties (Parker, 1998).

Self-Efficacy can inspire each individual to believe that they can perform a wider and more proactive role, which exceeds the technical criteria that are usually determined, so that it will result in Proactive Behavior (Peariasamy et al., 2020). A person who does not have self-confidence or self-efficacy in carrying out certain actions will be less likely to try to perform these actions (Fay & Frese, 2001). Proactive people will have higher self-determination and self-confidence as they seek better opportunities and solutions for their work-related performance. Therefore, when looking for new opportunities or solutions, proactive people will simultaneously trigger positive personality traits such as: self-efficacy (Li et al., 2017). "People's beliefs in their ability to perform certain behaviors are important predictors of how they function in terms of behavior, effort expenditure, thought patterns and emotional reactions" (Lenz & Shortridge-Baggett, 2002). In

short, self-efficacy beliefs will affect how people motivate themselves, think, feel, and act. Empirical studies have shown that Role Breadth Self-Efficacy is not only positively associated with overall proactive behavior (Sonnetag & Spsychala, 2012) but also several pro-activity roles, including team roles, individual tasks, and organizational role proactive behaviors (Griffin et al., 2007). Thus, the researcher proposes the following hypothesis:

H1 = Self-efficacy has a positive effect on proactive work behavior

## *2.2 Self-esteem and Proactive Work Behavior*

General aggression model theory states that "person factors and situational factors lead to late aggressive behavior through influencing current internal personal circumstances (Minsoe & Beehr, 2018). Individuals with low self-esteem are more likely to occurs in children, adolescents, and young adults who have lagging knowledge (Han et al., 2018; Tang et al., 2018).Self-esteem is one of the significant personality variables, affecting emotions, cognition, motivation, and our behavior, has been shown to be negatively correlated with aggressive behavior.Garofalo et al. (2016) found that low self-esteem was associated with physical aggression, verbal aggression, anger, and hostility in a sample of society and abusers.Employees with self-esteem who are high (organization-oriented) tend to have a sense of personal adequacy as members of the organization (Pierce et al., 1989).

Previous studies have suggested n that employees with high self-esteem (organization-oriented) will have good self-evaluations, better perceived self-worth and develop favorable job-related attitudes, organizationally relevant employee behaviors and well-being (Gardner et al., 2014; Minseo Kim & Beehr T, A., 2018). Research on self-esteem (organization-oriented) has illustrated how contextual factors can change the way individuals interpret their self-evaluations and self-worth (Pierce et al., 1989). Studies in the United States and New Zealand have found that adolescents and college students who have low self-esteem are more aggressive (Donnellan et al., 2005). Moreover, low self-esteem is a predictor of total aggressive behavior, physical aggression, verbal aggression, anger, and hostility (Donnellan et al., 2005). Many theoretical perspectives suggest that self-esteem might influence academic achievement, although contrasting views have been expressed (Valentine et al., 2004). Success-oriented individuals who have high self-esteem make them more engaged and persistent in the context of achievement, and more likely to exhibit cognitive and emotional adaptability. High self-esteem has many positive consequences, including better social relationships, improved mental and physical health, making individuals more successful at school and work and allowing individuals to behave less antisocially. Efforts to develop effective interventions to improve cell-esteem are beneficial because these interventions have the potential to provide broad social benefits (Orth U & Robins Richard W, 2022). Thus, the researcher proposes the following hypothesis:

H2 = Self-esteem has a positive effect on proactive work behavior

H3 = Self-efficacy and self-esteem have a positive effect simultaneously on proactive work behavior

## **3. Research Methodology**

### *3.1 Types of Research*

This research uses a quantitative approach and uses a survey research method. The survey method aims to see the situation that is the object of research as it is, by looking at the existing data and information from the sample, without giving special treatment. The object of this research is management, especially human resource management, which is focused on analyzing the effect of self-efficacy and self-esteem on proactive work behavior. The research location is in Purwokerto, Central Java.

### 3.2 Population, Sampling and Sampling Techniques

The population in this study is employees whose number is unknown and can be said to be in the infinite category. And the sample that will be used in this research is employees, using non-probability sampling or also called non-opportunity, is sampling by accident and subjective. The number of samples taken in this study using the Lemeshow formula, this is because the total population is unknown or infinite. Here's the Lemeshow8 formula, that is:

$$n = \frac{Z^2_{1-\alpha/2} P(1-P)}{d^2} \quad (1)$$

Description:

- $n$  : total sample
- $z$  : Score  $z$  at 95% confidence = 1.96
- $p$  : maximum estimate = 0.5
- $d$  : alpha (0,10) or sampling error = 10%

Through the above formula, the total samples taken is as follows:

$$n = \frac{Z^2_{1-\alpha/2} P(1-P)}{d^2} \quad (2)$$

$$n = \frac{1,96^2 \cdot 0,5 (1-0,5)}{0,1^2}$$

$$n = \frac{3,8416 \cdot 0,25}{0,01}$$

$$n = 96,04 = 100$$

So based on this formula, the  $n$  obtained is 96.04 people, so in this study at least the author must take data from a sample of at least 100 people.

### 3.3 Measurement

The researcher selected a measurement scale for self-efficacy, self-esteem and proactive work behavior based on the relevant literature. Construction begins with a scale measured using several items that are rated on a 5-point Likert-type scale ranging from 1 = Strongly disagree to 5 = strongly agree. Self-efficacy was measured using 8 items developed by Chen, Gully and Eden (2001). Self-esteem was measured using 6 items from Rosenberg (1965) which was later adapted by Richardson et. all (2009). Proactive work behavior was measured using 12 items developed by Parker, Williams & Turner (2006).

### 3.4 Data Analysis

The data analysis technique used is multiple linear regression analysis to determine the effect of two or more independent variables together on the dependent variable indicated by regression.

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

- Y = Proactive work behavior
- X1 = Self-efficacy
- X2 = Self-esteem
- a = Constant
- b = Regression coefficient
- e = Residual value

#### 4. Result

##### 4.1 Multiple Regression Analysis

Regression coefficient analysis is basically a test of the degree of significance of the relationship and the magnitude of the influence of the independent variable (independent) on the dependent variable (dependent). This test is carried out in two ways, first with the F test which is used to determine the magnitude of the regression coefficient or to test the level of significance of the two independent variables on the dependent variable, while the second way is to look at the partial regression coefficient which can be used to determine the level of influence of each variable independent of the dependent variable. From the results of calculations using SPSS 23.0, it can be obtained the following regression equation:

Tabel 1. Multiple Linear Regression Test Results

| Coefficients <sup>a</sup> |               |                             |            |                           |       |      |
|---------------------------|---------------|-----------------------------|------------|---------------------------|-------|------|
| Model                     |               | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|                           |               | B                           | Std. Error | Beta                      |       |      |
| 1                         | (Constant)    | 16.146                      | 4.125      |                           | 3.914 | .000 |
|                           | SELF-EFFICACY | .516                        | .147       | .322                      | 3.507 | .001 |
|                           | SELF-ESTEEM   | .747                        | .187       | .366                      | 3.997 | .000 |

a. Dependent Variable: PROACTIVE WORK BEHAVIOR

- R = 0,596
- RSquare = 0,355
- AdjustedRSquare = 0,342
- F hitung = 28,063
- F table = 3,08
- Sig. F = 0,000
- $\alpha$  = 0,05

Description: - The amount of data : 105  
 - Value of t table : 1,656  
 - Dependent variable : Proactive work behavior

Source: Processed data

From table 1, the regression equation is obtained, namely:

$$Y = 16,146 + 0,516 X_1 + 0,747 X_2$$

Based on the results of these equations, it can be explained that Constant (a) = 16,146 indicates the magnitude of proactive work behavior, if self-efficacy and self-esteem are zero, then the magnitude of proactive work behavior is 16,146. The self-efficacy regression coefficient (b1) is 0.516, indicating the magnitude of the effect of self-efficacy on proactive work behavior, the positive regression coefficient indicates that self-efficacy has a direct effect on proactive work behavior, which means that any increase in self-efficacy will lead to an increase in proactive work behavior. The regression coefficient of self-esteem (b2) is 0.747, indicating the magnitude of the effect of self-esteem on proactive work behavior, the regression coefficient is positive indicating that self-esteem has a direct effect on proactive work behavior, which means that any increase in self-esteem will lead to an increase in proactive work behavior.

The correlation coefficient (R) is 0.596; shows that there is a strong relationship between self-efficacy and self-esteem with proactive work behavior of 59.6%. This relationship can be categorized as strong, as it is known that a relationship is said to be perfect if the correlation coefficient reaches 100% or 1 (either with positive or negative numbers). The results of the multiple linear regression analysis above, it can be seen that the value of the coefficient of determination (*adjusted Rsquare*) is 0.342. This figure shows that the self-efficacy and self-esteem variables can explain variations or are able to contribute to the proactive work behavior variable by 34.2%, while the remaining 65.8% is caused by other variables not included in the study.

## 4.2 Hypothesis Testing

### 4.2.1 Test hypothesis 1

To test hypothesis 1 which states that self-efficacy (X1) has an effect on proactive work behavior (Y) using the t test. The results of the t test analysis showed that the significance value of t self-efficacy was 0.001 which was smaller than = 0.5 (0.000 < 0.05), so it was proven that the self-efficacy variable (X1) had a positif and significant effect on proactive work behavior (Y). Thus the first hypothesis is statistically accepted.

### 4.2.2 Test hypothesis 2

To test hypothesis 2 which states that self-esteem (X2) has an effect on proactive work behavior (Y) using the t test. The results of the t test analysis showed that the self-esteem t significance value of 0.000 was smaller than = 0.5 (0.002 < 0.05), so it was proven that the self-esteem variable (X2) had a positif and significant effect on proactive work behavior (Y). Thus the second hypothesis is statistically accepted.

### 4.2.3 Test hypothesis 3

To test hypothesis 3 which states that self-efficacy (X1) and self-esteem (X2) have a simultaneous effect on proactive work behavior (Y) using the F test. The results of the F test obtained a significance value of 0.000 more smaller than = 0.05 (0.000 < 0.05), so self-efficacy and self-esteem simultaneously have a positif and significant effect on proactive work behavior, so the third hypothesis is statistically accepted.

## 5. Discussion

The purpose of this study was to examine the effect of self-efficacy and self-esteem on proactive work behavior. This finding found that self-efficacy has a significant effect on proactive work behavior. In other words, Employees who believe they will succeed in overcoming many challenges in their work will always try to think of ways to do their work effectively and when employees face a difficult task, or something goes wrong on the job, the employee will tend to immediately look for solutions to deal with it. Employees who have greater self-efficacy than other employees are more likely to engage in proactive work behavior. This finding is in line with (Li et al., 2017), personality traits such as self-efficacy will trigger individuals to seek new opportunities or more effective solutions to improve their work and show proactive behavior with self-support (for example, self-determination). higher and self-confidence). And self-efficacy can inspire individuals to have a broad role to behave proactively in their work and go beyond specified technical criteria (Peariasamy et al., 2020).

In addition, these findings also found that individuals who value their existence and value their abilities will have good self-evaluations, and develop favorable work-related attitudes. Employees who feel able to do their jobs like what others can do, will feel proud if their work can be done well. Companies that make long-term investments in employees may find that one dividend they receive in return is a high level of self-esteem in their employees, which in turn improves their work and earns rewarding returns. This finding is also in line with (Minseo Kim & Beehr T, A., 2018), showing that self-evaluation (self-esteem) in the workplace is an important source of leadership empowerment related to employee behavioral outcomes.

## **6. Conclusions and Implications**

### *6.1 Conclusions*

The results of this study found that it is possible for employees to adapt effectively to their work, employees who are able to face every challenge and find solutions to complete their work and are able to control themselves enable them to show proactive behavior and adherence to their work. This is supported by research results that show a positive and significant relationship between self-efficacy and self-esteem on proactive work behavior. Based on the results of this study, proactive behavior shown by employees can include: using time well as a form of employee compliance with their work, implementing ideas as a form of proactive behavior in the workplace, and trying to solve problems effectively.

### *6.2 Implications*

*The* findings of this study indicate that a person's self-confidence behavior is related to a person's level of proactivity. As an active concept of performance, employees today are expected to assume more primary responsibility and ownership over their performance. Employees can continue to push themselves to increase self-efficacy and higher self-esteem. Because with high self-efficacy and self-esteem, in the end individuals will show proactive work behavior. Employees must pay attention to their self-efficacy and self-esteem, because self-efficacy and self-esteem cannot be ignored at work. By having high self-efficacy and high self-esteem, it is expected that employees will have high self-confidence and an attitude of respect for themselves in completing work effectively and efficiently. Managers and supervisors should not only encourage their employees to take a proactive work role, but also consistently strengthen employee motivation.

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