

The Effect of Adaptive Work Behavior, Self Efficacy, Employee Competence AMD Job Satisfaction on The Performance of BKPP Banyuwangi

Ikfina Himmati Aliya¹, Riyanto Setiawan², Amalina Maryam Zakiyyah³
^{1,2,3}Muhammadiyah University of Jember, Indonesia



DOI : <https://doi.org/10.61796/icoss.v2i1.176>



Sections Info

Article history:

Submitted: January 31, 2025
Final Revised: February 28, 2025
Accepted: March 15, 2025
Published: March 30, 2025

Keywords:

Adaptive work behavior
Self-efficacy
Employee competency
Job satisfaction
Employee performance

ABSTRACT

Objective: This study aims to analyze the influence of adaptive work behavior, self-efficacy, employee competence, and job satisfaction on the performance of employees of the Banyuwangi Civil Service, Education, and Training Agency (BKPP). In the context of personnel services, BKPP has an important role in managing personnel administration and developing the competence of state civil servants (ASN). However, there are challenges in optimizing the digital service system through the SILAKAN application, especially due to age gaps and generational differences among employees. **Method:** This study uses a quantitative approach with an explanatory research design, where the research sample consisted of 98 respondents taken using a saturated sampling technique. Data were analyzed using multiple linear regression through SPSS 25.0. **Results:** The results showed that all variables, namely adaptive work behavior, self-efficacy, employee competence, and job satisfaction, had a significant effect on the performance of BKPP Banyuwangi employees. **Novelty:** This study offers novelty by integrating four variables simultaneously to provide a more comprehensive understanding of the factors that influence employee performance. In addition, this study also highlights the importance of the influence of technology in the personnel service system, which has not been widely discussed in the related literature. It is hoped that the results of this study can contribute to the development of strategies to improve employee performance through an approach based on organizational behavior and technological innovation.

INTRODUCTION

Public service is a fundamental aspect in local government that aims to meet the needs of the community effectively and efficiently. Local governments have a strategic role in managing public administration to improve community welfare through various policies and service programs. According to Hasibuan, human resource management in the public sector must be oriented towards improving employee competency in order to provide excellent service [1]. In addition, Robbins and Judge emphasized that the effectiveness of public service is greatly influenced by the adaptive work behavior of employees who are able to adapt to technological developments and increasingly complex community demands [2].

In the context of personnel services, the Banyuwangi Personnel, Education, and Training Agency (BKPP) has the responsibility to manage personnel administration and competency development of state civil servants (ASN). Based on research by Elizar and Tanjung, the effectiveness of personnel services is highly dependent on employee competence, training, and a conducive work environment [3]. Noe et al. also emphasized that a good employee management system can improve employee performance and job satisfaction, which ultimately has a positive impact on the quality of services provided to the community [4]. However, in the implementation of personnel services in

Banyuwangi, various problems are still found that hinder the effectiveness of services. The local government has implemented a digital system through the SILAKAN (Personnel Service Information System) application to facilitate employee administration and management. However, there are age gaps and generational differences that cause not all employees to be able to adapt to this system optimally. [5] Hidayat and Galib revealed that employee adaptive behavior plays an important role in the success of implementing digital systems in organizations. In addition, Krisnawati and Bagia highlighted that low employee competence is also a factor inhibiting the effectiveness of digital services [6].

Employee performance is a major factor in determining the success of an organization, including in personnel services at BKPP Banyuwangi. According to Mangkunegara, employee performance is influenced by various factors, such as competence, motivation, job satisfaction, and adaptive work behavior [7]. A study conducted by Riyanto and Anto showed that good employee performance can increase the effectiveness of the organization in achieving its strategic goals [8], [9]. Therefore, a holistic approach is needed to improve employee performance, including through competency development and increasing job satisfaction. Good competence can increase employee efficiency and productivity [10]. High work motivation is also an important factor in improving employee performance Riyanto & Anto. In addition, high job satisfaction can increase employee loyalty and motivation in working [11]. Adaptive work behavior also plays a role in helping employees face changes and challenges in their work [12].

Adaptive work behavior is one of the factors that influences the effectiveness of employee performance, especially in dealing with changes in the work environment and the adoption of new technologies. Based on Pratama's research, employees who have a high level of adaptive work behavior tend to be more productive and are better able to face work challenges [13]. Herdiansyah and Johan [14] also emphasized that adaptive behavior acts as a mediator in the relationship between organizational strategy and employee performance. A study conducted by Purnamasari supports this finding by showing that employee adaptation of information systems has a positive impact on ASN performance [15]. However, research conducted by Sudarman [16] shows that in some cases, changes in digital systems actually hinder productivity due to employee unpreparedness in adapting. Meanwhile, research from Prakoso et al. [17] revealed that although adaptive work behavior has a significant influence on performance, its impact can be reduced if it is not supported by a conducive organizational culture. Conversely, research from Taber and Blankemeyer shows that in some conditions, adaptive behavior actually creates instability in the organization because it demands changes that are too rapid [18].

In addition to adaptive work behavior, self-efficacy is also an important factor that influences employee performance. [19] Bandura explains that high self-efficacy can increase work motivation and an individual's ability to complete tasks effectively. A study conducted by Perera et al. [20] showed that self-efficacy is closely related to job

satisfaction and employee performance, so that employees who are confident in their abilities tend to have better performance. Research conducted by Siamita and Ismail [21] also supports this finding by stating that self-efficacy plays a role in increasing employee productivity. However, research from Aldridge [22] shows that self-efficacy that is too high without organizational support can cause overconfidence and hinder teamwork. Meanwhile, a study from Gati et al. found that the effect of self-efficacy on performance can be reduced if employees do not have strong motivation [23]. Conversely, research from Jannah et al. shows that high self-efficacy can increase job satisfaction, which ultimately has a positive impact on employee performance [24].

Employee competence is also a determining factor in increasing the effectiveness of employee services. Based on research by Alfatha and Yuniawan [25], employees who have high competence are able to complete tasks better and increase work efficiency. Laura Silaban et al. [10] also emphasized that good employee competence can increase productivity and overall organizational performance. Research conducted by Nyoman [26] supports this finding by showing that high work competence contributes significantly to improving employee performance. However, research by Sofyan et al. [27] shows that in some cases, high competence without the support of continuous training can cause stagnation in employee development. Meanwhile, a study by Adam et al. [28] found that although employee competence has a positive impact on performance, its influence can be reduced if not accompanied by adequate motivation. Conversely, research by Sugiyanto and Santoso [29] shows that good competence can increase employee job satisfaction and loyalty to the organization, which ultimately has a positive impact on employee performance.

Finally, job satisfaction is a factor that cannot be ignored in improving employee performance. Marshall [11] stated that high job satisfaction can increase employee loyalty and motivation to work better. A study conducted by Paparang et al. (2021) shows that employees who are satisfied with their jobs tend to be more motivated and contribute more to the organization [30]. A study by Nabawi (2020) also supports this finding by showing that high job satisfaction has a positive effect on employee performance. [31]. However, research from Sudarman shows that in some organizations, high job satisfaction does not always correlate with increased employee productivity [16]. Meanwhile, a study from Pramukti found that although job satisfaction has a significant impact on performance, its impact can be reduced if employees do not have adequate career development opportunities [32]. In contrast, research from Sari et al. [33] shows that high job satisfaction can increase organizational commitment, which ultimately has a positive impact on employee performance.

Organizational behavior is a field of study that discusses how individuals and groups behave in the work environment and its impact on organizational effectiveness. Robbins and Judge suggest that organizational behavior includes various aspects, such as motivation, leadership, communication, organizational culture, and decision making. Effective organizational behavior can improve work efficiency and create a harmonious work environment. Dessler found that the application of good organizational behavior

principles contributed to increased employee engagement and decreased turnover rates [34]. However, Wibowo noted that a lack of understanding of organizational behavior can trigger work conflicts and reduce employee performance [35]. Therefore, a deep understanding of organizational behavior is a crucial factor in supporting organizational effectiveness and productivity.

This study offers novelty in understanding the relationship between adaptive work behavior, self-efficacy, employee competence, and job satisfaction on employee performance at BKPP Banyuwangi. Unlike previous studies that only discussed one or two factors separately, this study integrates four main variables simultaneously to provide a more comprehensive understanding. In addition, this study also highlights the influence of technology implementation in the personnel service system, which is still rarely studied in depth. Thus, the results of this study are expected to provide significant contributions in developing employee performance improvement strategies through an organizational behavior-based approach and technological innovation.

RESEARCH METHOD

This study uses a quantitative approach with an explanatory research type that aims to explain the influence of adaptive work behavior variables, self-efficacy, employee competence, and job satisfaction on employee performance at the Banyuwangi Regency Personnel, Education, and Training Agency (BKPP). This approach is used to identify the causal relationship between the independent variables and the dependent variables that are the focus of the study.

The population in this study were all employees at the BKPP Banyuwangi Regency, totaling 98 people. This study used a saturated sampling technique, where all members of the population were used as research samples [36], so that the total sample studied was 98 people. The selection of the saturated sampling technique was based on the reason that the population was relatively small and could be fully reached by the researcher.

The data used in this study consists of primary data and secondary data. Primary data was obtained by filling out questionnaires given directly to respondents, while secondary data was collected from documents, reports, and literature relevant to the research topic. Other data collection techniques include direct observation of employee work activities and literature studies to support theoretical explanations in the study.

To analyze the data, this study used multiple linear regression statistical methods with the help of SPSS version 25.0 application. This analysis is used to test the research hypothesis and determine the magnitude of the influence of each independent variable (adaptive work behavior, self-efficacy, employee competence, and job satisfaction) on the dependent variable (employee performance) [37]. Validity and reliability tests were also carried out on the research instrument to ensure that the questionnaire used could measure the variables accurately and consistently. In addition, classical assumption tests such as normality, multicollinearity, and heteroscedasticity tests were carried out to meet the eligibility requirements for regression analysis [37].

Through this research method, it is expected to obtain a comprehensive understanding of the relationship between adaptive work behavior, self-efficacy, employee competence, and job satisfaction on employee performance, as well as its implications for the development of human resource quality at BKPP Banyuwangi Regency.

RESULTS AND DISCUSSION

Results

The table below presents the results of multiple linear regression analysis to test the effect of adaptive work behavior (X1), self-efficacy (X2), employee competence (X3), and job satisfaction (X4) on the performance of BKPP Banyuwangi employees. The results of this analysis contain regression coefficients (B), standard errors, beta values (standardized coefficients), t values, significance levels (Sig.), and collinearity (VIF and Tolerance). The explanation of these results will focus on the interpretation of the relationship between independent variables and employee performance as dependent variables.

Table 1. Results of multiple linear regression analysis.

		Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-1.794E-17	.053		.000	1,000		
	Adaptive	.285	.100	.285	2,857	.039	.284	3,524
	Self-efficacy	.292	.110	.292	2,741	.008	.232	4.306
	Competence	.433	.115	.433	3,780	.000	.214	4,667
	Satisfaction	.307	.136	.307	2,529	.013	.153	6,531

Based on the regression coefficients in the table, the multiple linear regression equation can be expressed as follows:

$$Y = 0.285X_1 + 0.292 X_2 + 0.292 X_3 + 0.292 X_4$$

Where:

- Y: Employee Performance
- X₁: Adaptive Work Behavior
- X₂: Self-Efficacy
- X₃: Employee Competence
- X₄: Job Satisfaction

Regression Equation Explanation

1. Adaptive Work Behavior (X1)

The regression coefficient of 0.285 indicates that every one unit increase in adaptive work behavior will increase employee performance by 0.285 units, assuming other

variables remain constant. The significance value (0.039) indicates that this relationship is significant at the 95% confidence level.

2. Self-Efficacy (X2)

The regression coefficient of 0.292 means that every one unit increase in self-efficacy will increase employee performance by 0.292 units. This relationship is also statistically significant with a significance level of 0.008.

3. Employee Competence (X3)

The regression coefficient of 0.433 indicates that employee competence has the greatest influence on performance, where an increase in one unit of employee competence will increase performance by 0.433 units. The significance level of 0.000 indicates a very significant relationship.

4. Job Satisfaction (X4)

The regression coefficient of 0.307 indicates that every one unit increase in job satisfaction will increase employee performance by 0.307 units. The significance value of 0.013 also indicates a significant relationship.

All independent variables (adaptive work behavior, self-efficacy, employee competence, and job satisfaction) have a positive and significant influence on employee performance at BKPP Banyuwangi, with employee competence as the factor that provides the greatest contribution. VIF below 10 indicates that there is no multicollinearity problem in the model.

Discussion

The Influence of Adaptive Work Behavior on Employee Performance

The results of the analysis show that adaptive work behavior (X1) has a positive and significant effect on employee performance, with a coefficient of 0.285 and a significance value of 0.039. This indicates that employees who have the ability to accept change, be flexible in facing challenges, and be proactive in anticipating work dynamics tend to be more productive and able to make greater contributions to the organization. This finding is in line with the important role of adaptability in creating a work environment that is responsive to change, as emphasized by the Regulation of the Minister of PANRB No. 8 of 2021 concerning the Civil Servant Performance Management System.

The indicators of adaptive work behavior used in this study, such as "Accepting change positively" (X1.1) and "Adapting to diverse work environments" (X1.6), are very relevant to the dynamic context of the ASN work environment. The ability to adapt to changes in organizational policies or technological developments provides added value to employee performance, which is reflected in their success in carrying out tasks efficiently and effectively.

Research shows that adaptive ability significantly affects employee performance. Adaptability reflects the ability of employees to deal with the dynamics of the work environment, both in terms of processes and new demands that arise. This is in accordance with the findings of Novitasari et al. [38] who emphasized that high adaptability allows employees to face work challenges more productively. In the context

of indicators, adaptability includes flexibility in completing tasks and openness to new learning. According to Wijaya & Putri, adaptive employees tend to be able to carry out their roles in the team more effectively, producing positive synergy to achieve organizational goals [39]. This supports Tabiu's research, which found that employees with adaptive abilities have better competitiveness in the public sector [40].

Furthermore, a study by Rahman et al. [41] supports this finding by stating that adaptive capacity not only impacts individual achievement but also influences collective efficiency and innovation in organizations. Organizations that actively train adaptive capacity among employees tend to be more resilient in the face of external environmental changes.

The Influence of Self-Efficacy on Employee Performance

Self-efficacy (X2) also has a significant influence on employee performance, with a coefficient of 0.292 and a significance value of 0.008. Employees who feel capable and confident in carrying out their tasks tend to show better work performance. These results reflect the importance of individual confidence in completing assigned tasks as one of the main drivers of productivity in the work environment. This finding is in accordance with Bandura's theory, which states that self-efficacy is an important determining factor in achieving work success.

The self-efficacy indicators used, such as "Employees feel that the work they do is in accordance with their abilities" (X2.1) and "Experience helps employees feel confident to do previous work" (X2.6), show how beliefs about self-competence increase the ability to face work challenges. This belief helps employees to be more motivated in completing tasks with optimal results.

Self-efficacy is an individual's belief in their own ability to complete tasks and achieve goals. In a study by Santoso et al. [42], it was found that employees with high self-efficacy showed better work motivation, even under pressure. This ability encourages employees to stay focused on completing work targets independently. Indicators of self-efficacy include self-confidence in facing difficult tasks and the ability to manage time well. According to Sánchez's study, employees who have high self-efficacy are able to adjust their work strategies to changing field conditions [43]. This reinforces the findings in Burnette's study [44], which states that self-efficacy is directly related to time efficiency and better decision-making. Rahmawati & Nugroho also noted that developing self-efficacy through practice-based training significantly increases individual and team productivity. In this case, training can be provided to develop technical and non-technical skills that support employee confidence in their own abilities.

The Influence of Employee Competence on Employee Performance

Employee competence (X3) is the variable that has the greatest influence on performance, with a coefficient of 0.433 and a significance level of 0.000. These results indicate that employees who have high competence, both in terms of knowledge, skills, and work attitudes, tend to have better performance. This is relevant to the concept of competence according to Boyatzis, which emphasizes that competence is a combination

of abilities, personality, and work skills that support the achievement of organizational goals.

Competency indicators, such as "Ability to choose effective and efficient work methods" (X3.3) and "Good understanding of job characteristics" (X3.2), show how important technical and cognitive skills are in increasing work productivity. Competency allows employees to overcome challenges and adapt to work needs optimally, resulting in better performance.

Competence includes knowledge, skills, and work attitudes needed to carry out tasks effectively. According to Guraya & Chen's research [45], employees with good competence tend to have superior performance quality compared to employees with low competence. This competence is the main basis for carrying out tasks professionally. Hinuq et al.'s study [46] shows that competency development through structured training programs can significantly increase work effectiveness. Competence indicators include technical skills, effective communication, and time management. Nursaid et al.'s research also shows that high competence is correlated with an individual's ability to overcome work obstacles with innovative solutions [47].

Other empirical support comes from research by Setiawan & Purnamasari [48], which states that continuous competency development is important to improve employee competitiveness, especially in government agencies. Good competency ensures smooth implementation of work programs in accordance with organizational goals. Recent research by Mardiana et al. also concluded that competency development has a direct effect on individual performance in organizations [49].

The Influence of Job Satisfaction on Employee Performance

Job satisfaction (X4) also has a significant influence on employee performance, with a coefficient of 0.307 and a significance level of 0.013. Job satisfaction reflects the level of individual satisfaction with working conditions, rewards, and development opportunities available in the organization. This finding supports Herzberg's work motivation theory, which states that job satisfaction factors are one of the key elements in creating optimal performance.

Indicators such as "Praise for doing a good job" (Z7) and "Freedom to use one's own judgment" (Z6) show that intrinsic and extrinsic elements of job satisfaction play an important role in motivating employees to achieve better work results. Employees who feel appreciated and have room to grow tend to be more motivated to work hard.

Job satisfaction is one of the factors that significantly affects employee performance. Employees who are satisfied with their jobs are more motivated to make maximum contributions. Research by Suryani & Widodo states that job satisfaction has a direct impact on increasing individual productivity. Indicators of job satisfaction include recognition of achievement, career development opportunities, and a conducive work environment. A study by Prasetyo et al. found that employees who receive awards according to their efforts show high loyalty to the organization. This is reinforced by the findings of Nuraini & Firmansyah, which show a positive relationship between job satisfaction and employee commitment in completing their tasks. Other support from

research by Hidayat & Putri shows that increasing job satisfaction through fair incentives and employee welfare programs can create a harmonious work atmosphere. This has a direct impact on improving the quality of work results.

Simultaneous Influence on Employee Performance

Simultaneously, adaptive ability, self-efficacy, competence, and job satisfaction have a strong influence on employee performance. Research by Suryana et al. shows that these four variables work synergistically in creating a productive work environment. This combination is able to strengthen operational effectiveness in the organization.

The indicators of each variable, if optimized simultaneously, can produce a positive effect that is multiplied towards achieving organizational goals. A study by Wijaya et al. shows that strategic human resource management can maximize the simultaneous impact of these variables. This study also highlights the importance of integrating training programs, employee welfare, and performance evaluation.

Meanwhile, Fatmawati & Rizki's research noted that the simultaneous influence of these four variables increases organizational flexibility in responding to external changes and challenges. Similar results were found by Utami & Kartikaningdyah [50], who emphasized that a simultaneous approach to HR management not only improves employee performance but also encourages organizational innovation and sustainability.

CONCLUSION

Fundamental Finding : This study found that adaptive, self-efficacy, competence, and job satisfaction have a significant influence on employee performance, both partially and simultaneously. Adaptive ability allows employees to navigate organizational change, self-efficacy fosters confidence in completing tasks, competence enhances technical and strategic abilities, and job satisfaction drives commitment and productivity. Simultaneously, these variables create synergies that strengthen work effectiveness and support organizational goals. This finding underscores the importance of holistic and strategic human resource management to improve organizational performance.

Implication : This finding has direct implications for policy making in government agencies. Employee development policies need to pay attention to improving adaptive ability through innovation training, strengthening self-efficacy by providing recognition for individual contributions, expanding training oriented towards improving technical and strategic competence, and creating a work environment that supports employee satisfaction. The implementation of these policies not only improves individual performance but also contributes to the overall success of the organization.

Limitation : This study has several limitations that need to be noted. First, this study only covers certain government agencies, so the results may not be fully generalizable to other sectors. Second, data analysis was conducted using quantitative data, without further exploring qualitative aspects that may provide additional insights into factors that influence employee performance. Third, the relatively short data collection time may limit the identification of long-term effects. **Future Research :** Future research is expected to expand the scope by involving the private sector or other organizations to compare the

effects of the same variables on employee performance. Qualitative studies can also be conducted to dig deeper into the mechanisms and internal dynamics that mediate the relationship between adaptive variables, self-efficacy, competence, and job satisfaction on employee performance. Longitudinal research is also important to understand the long-term effects of interventions carried out related to human resource management.

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***Ikfina Himmati Aliya (Correspondence)**

Muhammadiyah University of Jember, Indonesia

Email: ikfinahimmatialy@gmail.com

Riyanto Setiawan

Muhammadiyah University of Jember, Indonesia

Amalina Maryam Zakiiyah

Muhammadiyah University of Jember, Indonesia
