Role Conflict, Self Efficacy, Employees’ Performance and Organizational Performance

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Abstract
Objective – This study aims to analyze the influence of role conflict and self-efficacy towards employees’ performance and its implications on organizational performance at Inspectorate of Nagan Raya District, Aceh, Indonesia.

Design/methodology – The sample of this study is 120 auditors. The data was collected through questionnaire and analyzed using Structural Equation Model (SEM).

Results – The study found that role conflict and self-efficacy have positive and significant influence on employees’ performance and inspectorate performance at Nagan Raya District. Meanwhile employees’ performance mediates the effect of role conflict and self-efficacy towards inspectorate performance at Nagan Raya District.

Keywords: Role Conflict, Self-efficacy, Employees’ Performance, Organizational Performance.

1. Introduction

The Inspectorate at Nagan Raya Regency is one of the regional apparatus in Indonesia that carries out supervision. In carrying out the wheels of government, the duties, and the authorities that are given by the Regent as the supervisory apparatus, at the end of each year, each Service, Agency and Office is obliged to provide reports to the Regent. The Inspectorate at Nagan Raya District has the task of assisting the Regent of Nagan Raya District in doing supervision and supervising the implementation of general government, development and community affairs in Nagan Raya District.

The staff performance of Inspectorate at Nagan Raya District is based on the audit report that is carried out by employees, of whom each employee of Inspectorate must be able to create suggested improvements through the recommendations and should be able to be followed up. Thus, it is very important for the auditor of Inspectorate to prepare audit reports in the most effective way so that optimal results from audit work can be obtained properly and adequately. Employee performance reports since 2015 have not shown results as expected. Almost every year the report’s reliability does not meet the expected report target.

<table>
<thead>
<tr>
<th>Auditor Apparatus</th>
<th>Year 2017</th>
<th>Year 2016</th>
<th>Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Target (Reports)</td>
<td>Realization (Reports)</td>
<td>Target (Reports)</td>
</tr>
<tr>
<td>A</td>
<td>7</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>B</td>
<td>5</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>C</td>
<td>6</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>D</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>E</td>
<td>5</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

Table 1. Employee Performance

In addition to employee performance, the annual audit performance also has not reached the ideal conditions as planned. Unattainable performance indicates that there is a mismatch between expectations delivered to individuals in the organization and others within and outside the organization (Tsai and Shis, 2005), in Fanani (2008), Self
Efficacy arises due to insufficient information needed to complete tasks or jobs provided in a way that satisfies Fanani (2008). This condition is known as role conflict. Role conflict is also triggered by a mismatch between expectations conveyed to individuals within the organization and others inside and outside the organization (Tsai and Shis, 2005), in Fanani (2008). In other words role conflict is a situation where individuals are faced with expectations different roles. Role conflict has a negative impact on employee behavior such as the emergence of work tension, decreased commitment to the organization, and a decrease in overall performance. Role conflict will also arise because the organization’s bureaucratic control mechanism is not in accordance with norms, rules, ethics and professional independence (Ikhsan, 2005:38).

Source: Inspectorate of Nagan Raya Regency (2018)

Optimal performance is the expected performance of employees. To achieve optimal performance, one of them can be achieved through self efficacy. Self efficacy according to (Alwisol, 2004) is self-assessment, whether it can do good or bad actions, right or wrong, can or cannot work according to what is hinted. Lee and Bobko (1994) in Engko (2006) states that individuals who have high self efficacy will devote all their effort and attention to achieving goals. If a failure occurs, he will try harder. Someone who has high self efficacy is able to do something to change the events around him, while someone with low self efficacy considers himself basically unable to do everything around him. In difficult situations, people who have low self-efficacy tend to give up easily, while people who have high self-efficacy will try harder to overcome the challenges.

Some studies on self-efficacy on performance show different results. Previous research show the results that self-efficacy has a significant positive effect on the performance of SMEs (Chasanah, 2008; Engko, 2006; Purnomo & Lestari, 2010). Research with different results was carried out by Gunawan & Sutanto (2013) and Prasetya, Handayani, & Purbandari, (2013) shows the results that self-efficacy does not affect employee performance and individual performance.

This study will again examine the effect of role conflict and self-efficacy on employee performance and its implications for performance improvement. This research is a development of the research of Bamber (1989) who conducted research on the effect of role conflict and self-efficacy on employee performance of an organization. Research will be conducted on the Inspectorate of Nagan Raya Regency

### 2. Literature Review, Theoretical Framework and Hypothesis Development

Organization is any form of partnership between two and more people who work together and are formally bound to achieve a goal set in a bond in which there is someone or several people called superiors, and a person or group of people called subordinates (Armosudiro, 2006:12). Organizational performance is the totality of the work achieved by an organization to achieve organizational goals. It means that organizational performance can be seen from how far the organization can achieve goals based on predetermined goals (Surjadi, 2009:7). According to Sobandi & Artyasa(2006) say organizational performance is something that has been achieved by the organization in a certain period of time, whether related to input, output, outcome, benefit, or impact.
According to Margiati (2010), says the concept of performance stands for work energy kinetics which in English is performance. Performance is the output that is produced by functions or individuals on a particular job or profession. Engko (2006) defines individual performance as individual work performance which is governed by standards or criteria that are set by an organization. According to Soeprihantono (2011) in Nasution, Musnadi, & Faisal (2018) say that performance is the result of employees’ work for a certain period compared to various possibilities, for example standards, targets/goals/criteria that have been determined in advance and agreed upon.

According to Gibson, Ivancevich, & Donnelly (1997) role conflict is a type of conflict that is resulted from various roles. This conflict occurs because individuals simultaneously play various roles, some have conflicting expectations. According to Fanani (2008:72) in Alfian, Adam, & Ibrahim (2017), role conflict is a type of conflict that is resulted from various roles. This conflict occurs because individuals simultaneously play various roles, some have conflicting expectations. While according to Ikhsan (2005:38) role conflict is a psychological symptom which is experienced by the members of organization. It can lead to discomfort in work and the potential to reduce work motivation. Role conflict has negative impact on employee behavior, such as the emergence of work tension, the decrease in commitment to the organization, and a decrease in overall performance.

In its development, self-efficacy is defined as human belief in their ability to train a number of control measures on their own functions and events in their environment. Based on some of these quotes, researchers refer to the definition of self-efficacy as it is proposed by (Lunenburg, 2011). It can be concluded that self-efficacy is the individual’s belief in dealing with and resolving problems that are faced in various situations and he is able to determine the actions which are taken to complete tasks or problems certain. Thus the individual is able to overcome obstacles and to achieve goals as it is expected. According to (Bandura, 2017), defines self-efficacy is a person’s belief that he can show the behavior which is demanded in a specific situation. Self-efficacy leads more to an individual’s assessment of his abilities.

The Influence of Role Conflict on Employee Performance

The emergence of conflict occurs due to a clash of control mechanisms based on self-control (self-control) owned by a professional with an organizational control mechanism developed by management. The attitude of professional independence in solving problems faced in carrying out their duties will tend to make them "demand" full control and control of the process or procedure. Fanani et al., (2008), states that role conflict has an influence on employee performance. This shows that a psychological symptom experienced by employees arises because there are two sets of conflicting demands that cause discomfort in work and can potentially reduce work motivation so that it can reduce overall performance. Therefore the hypothesis proposed in this study is:

Ha1: Role Conflict influences the performance of employees of the Nagan Raya regency Inspectorate.

The Influence of Role Conflict on Organizational Performance

Role conflict is a conflict that arises because the organizational control mechanism is not in accordance with the norms, rules, ethics and professional independence. This condition usually occurs because there are two different commands that are received simultaneously. The implementation of just one command will result in the failure of the other command. Role conflict can lead to discomfort in work and can reduce work motivation because it has a negative impact on individual behavior, such as the emergence of work tensions, the number of displacement of workers, decreased job satisfaction so that it can reduce the overall auditor performance. The results of Fanani’s research, Fanani et al., (2008) that role conflicts that occur between members of an organization also have an impact on achieving organizational performance. Therefore the research hypothesis proposed is:
Ha2: The role conflict influences the performance of the Nagan Raya District Inspectorate. 
Ha2a: There is an indirect effect of role conflict on the performance of the Nagan Raya District Inspectorate through the performance of its employees.

The Influence of Self Efficacy on Employee Performance
Self efficacy is expressed as a person’s belief that he can perform a task at a certain level (Bandura, 2017). In general, a person tends to expect success in conditions that are not tense and do not feel complaints or other somatic disturbances. Self efficacy is usually characterized by low levels stress and anxiety so that the performance achieved will increase (Bandura, 2017). The results of research conducted Hariyanto (2001) states that there is a causal and positive relationship between the considerations of self efficacy on the performance of teleworkers employees, therefore the hypothesis proposed in this study is:
Ha3: self efficacy influences the performance of the staff of the Nagan Raya District Inspectorate.

The Influence Effect of Self Efficacy on Organizational Performance
Self efficacy is the belief or belief of a person that he can master the situation and produce positive outcomes (Santrock, 2007). If the success obtained by someone is more because of the factors outside of him, usually it will not have an effect on increasing self-efficacy. However, if the success is obtained through a large obstacle and is the result of his own struggle, then it will have an effect on increasing self-efficacy. High self-efficacy will increase employee organizational commitment (Bandura, 2017). The results of the study conducted by Hariyanto (2001) also stated that there was a positive effect of self efficacy on teleworkers’ organizational commitment. Therefore the proposed hypothesis:
Ha4: Self efficacy influences the performance of the Nagan Raya District Inspectorate through the performance of its employees.
Ha4a: There is an indirect effect of self-efficacy on the performance of the Nagan Raya District Inspectorate through the performance of its employees.

The Influence of Employee Performance on Organizational Performance
The ability or performance of an employee shows the potential for someone to carry out a task or job. Called potential means that the ability is still a power that is in someone, that is to show what can be done, not what has been done. The extent to which an employee can achieve satisfactory results at work depends on his ability.
According to Gibson et al., (1997) the ability to show the potential to carry out tasks or work. Ability is closely related to the physical and mental abilities that people have to do work. Robbins(2012) defines ability as the capacity of individuals to carry out various tasks in certain jobs. Therefore, the hypothesis proposed in this study is:
Ha5: Employee performance affects the performance of the Nagan Raya District Inspectorate.

The conceptual framework proposed in this study can be seen in figure 1.

Figure 1. Conceptual framework
The study is conducted at Inspectorate in Nagan Raya District. The research object is the influence of role conflict and self efficacy towards staff performance of Inspectorate at Nagan Raya District and towards Inspectorate performance at Nagan Raya District. The population in this study are 120 people of all staff in Inspectorate at Nagan Raya District. It consist of 80 civil servants and 40 contract workers. The civil servants consist of 10 people from structural officers, 30 staff from group I and II, and 40 staff from group III and IV. The sampling technique uses a census by using the entire population of 120 people.

Data collection techniques in the preparation of this final paper, researchers use 2 methods, namely:

1) Questionnaire, the data which is collected directly by researchers through questionnaires. It consists of several items of questions and distributes to Inspectorate employees at Nagan Raya District.
2) Documentation, the data which is obtained from documentation of Inspectorate at Nagan Raya District.

This study uses multicotomic questionnaire (many choices of answers) in which the subject has 5 alternative answers using Likert scale. This scale is related to the statement of one's attitude towards something.

Data analysis techniques to test the perceptions of respondents by using descriptive tests, namely descriptive statistical models, with the tests based on mean value of each variable that will be studied. Assuming that mean value is ≤ 4, it is perceived poorly and if mean value is ≥ 4 then the respondent is well perceived. The test is also done using mean different t-test.

The tool of data analysis is Structural Equation Modeling (SEM) with the help of Amos 22 program. SEM equation models are a set of statistical techniques that allow testing of a relatively complex set of relationships simultaneously (Ferdinand, 2002).

The equations are as follows:
\[ \eta = \gamma_1.1 \xi_1 + \gamma_1.2 \xi_2 + \zeta_1 \]
\[ \eta = \gamma_2.1 \xi_1 + \gamma_2.2 \xi_2 + \gamma_2.3 \xi_3 + \zeta_2 \]

4. Result and Discussion

To test the effect of role conflict, self efficacy, employees’ performance and organizational performance both simultaneously and partially is used descriptive tests, they are descriptive statistical models. With the help of AMOS 22.0 program, the results which are obtained are presented in table 3 below:

<table>
<thead>
<tr>
<th>Case</th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>p</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Conflict → Employee Performance</td>
<td>0.500</td>
<td>0.051</td>
<td>6.252</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>Self-Efficacy → Employee Performance</td>
<td>0.540</td>
<td>0.089</td>
<td>7.466</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>Employee Performance → Organizational Performance</td>
<td>0.620</td>
<td>0.083</td>
<td>7.735</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>Role Conflict → Organizational Performance</td>
<td>0.500</td>
<td>0.070</td>
<td>7.714</td>
<td>***</td>
<td>Accepted</td>
</tr>
<tr>
<td>Self-Efficacy → Organizational Performance</td>
<td>0.530</td>
<td>0.067</td>
<td>7.713</td>
<td>***</td>
<td>Accepted</td>
</tr>
</tbody>
</table>

The estimation parameter for testing the effect of role-conflict towards employees’ performance shows CR value by 6.252 with probability by 0.000. The two values which are obtained fulfill the requirements for H1 acceptance, they are CR value by 6.252 which is greater than 1.97 and the probability is smaller than 0.05. Thus it can be concluded that role conflict in Inspectorate at Nagan Raya Regency has effect on staff performance of Inspectorate at Nagan Raya District. This indicates that the more positive role conflict will have positive and tangible effect on improving employees’ performance.
The study results are consistent and in line with the research results which are conducted by Fanani et al., (2008) that role conflict has effect on employees’ performance.

The estimation parameter for testing the effect of self-efficacy towards employees’ performance shows CR value by 7.466 with probability by 0.000. The two values which are obtained meet the requirements for Ha2 acceptance, they are CR value by 7.466 which is greater than 1.97 and the probability is smaller than 0.05. Thus it can be concluded that self-efficacy which are held by employees of Inspectorate at Nagan Raya Regency influence employees’ performance of Inspectorate at Nagan Raya District. This indicates that the better self-efficacy will further improve employees’ performance. The study results are consistent with Hariyanto (2001) states that there is a causal and positive relationship between self-efficacy considerations on teleworkers’ performance.

The estimation parameter for testing the effect of role conflict towards organizational performance shows CR value of 7.714 with probability of 0.000. The two values which are obtained meet the requirements for Ha3 acceptance, they are CR value by 7.714 which is greater than 1.97 and the probability is smaller than 0.05. Thus it can be concluded that role conflict influences the performance of Inspectorate at Nagan Raya District. This indicates that the better role conflict of Inspectorate at Nagan Raya District will have positive impact on improving the performance of Inspectorate at Nagan Raya District, especially in improving the work of all employees within the organization. The study results are also consistent with the findings of research results that are conducted by Fanani et al., (2008) state that role conflicts that occur between members of an organization also have an impact on achieving organizational performance.

The estimation parameter for testing the effect of self-efficacy towards organizational performance shows CR value by 7.713 and probability by 0.000. The two values which are obtained meet the requirements for Ha4 acceptance, they are CR value by 7.713 which is greater than 1.97 and the probability is smaller than 0.05. Thus it can be concluded that self-efficacy which are possessed by all employees of Inspectorate at Nagan Raya District have effect on improving organizational performance, especially in providing training to personnel to improve capabilities.

The study results are also consistent with the research findings that are conducted by Santrock, (2007). If the success which is obtained by someone is more because of the factors outside of him, usually it will not have an effect on increasing self-efficacy. However, if the success is obtained through a major obstacle and is the result of his own struggle, then it will have an effect on increasing his self-efficacy.

The estimation parameter for testing the effect of employees’ performance towards organizational performance shows CR value by 6.735 and probability by 0.000. The two values which are obtained meet the requirements for Ha5 acceptance, they are CR value by 6.735 which is greater than 1.97 and the probability is smaller than 0.05. Thus it can be concluded that employees’ performance will influence organizational performance of Inspectorate at Nagan Raya District. This indicates that the higher the employee’s performance which is produced by Inspectorate staff at Nagan Raya District, it will further improve organizational performance, because each employee will be able to produce work targets as it is given by the leaders and also to create a conducive atmosphere, even if the employee gets heavy pressure or workload from both the leaders and the community.

The parameter testing results as it is explained in Figure 2. The testing results of the Structural Equation Model (SEM) indicate significant and positive effect from variables of role conflict towards Inspectorate performance at Nagan Raya District through its employees’ performance. The indirect effect among exogenous variables in this study is role conflict (Xi) towards endogenous variables of Inspectorate performance at Nagan Raya District (Z) through mediating variable of employees’ performance (Y). It is 0.310 which is obtained based on the calculation results through AMOS application. Likewise with the testing results of Structural Equation Model
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(ESP), it shows that there is significant and positive effect from the indirect effect of variables of self-efficacy towards Inspectorate performance at Nagan Raya District through its employees’ performance. The indirect effect among exogenous variables in this study is self efficacy (X2) towards endogenous variables of Inspectorate performance at Nagan Raya District (Z) through mediating variable of employees’ performance (Y). It is 0.335 which is obtained based on the calculation results through AMOS application.

To see the direct and indirect effects of the variables in this study, it must first be seen the value of the existing coefficients. Based on the results of calculations which are issued by AMOS, it is shown in table 4 below:

<table>
<thead>
<tr>
<th>No</th>
<th>Variable</th>
<th>Effect Direction</th>
<th>Variable</th>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Role Conflict</td>
<td>---→</td>
<td>Employees’ Performance</td>
<td>0.500</td>
</tr>
<tr>
<td>2</td>
<td>Self-efficacy</td>
<td>---→</td>
<td>Employees’ Performance</td>
<td>0.540</td>
</tr>
<tr>
<td>3</td>
<td>Employees’ Performance</td>
<td>---→</td>
<td>Organizational Performance</td>
<td>0.620</td>
</tr>
<tr>
<td>4</td>
<td>Role Conflict</td>
<td>---→</td>
<td>Organizational Performance</td>
<td>0.500</td>
</tr>
</tbody>
</table>

Based on the coefficient results of Structural Equation Modeling, there are direct and indirect effects, as it is explained in table 5 below:

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Direct</th>
<th>Indirect</th>
<th>Total Effect</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The effect of role conflict towards organizational performance</td>
<td>0.500</td>
<td>0.500 x 0.620 = 0.310</td>
<td>0.810</td>
<td>Direct &gt; Indirect</td>
</tr>
<tr>
<td>2</td>
<td>The effect of self-efficacy towards organizational performance</td>
<td>0.530</td>
<td>0.540 x 0.620 = 0.335</td>
<td>0.865</td>
<td>Direct &gt; Indirect</td>
</tr>
</tbody>
</table>

From the above table, it can be concluded that the direct effect of role conflict towards organizational performance is greater than the indirect effect, as well as the direct effect of self-efficacy towards organizational performance is greater than the indirect effect.

To prove that there is partial or simultaneous effect based on a test of an indirect relationship between exogenous and endogenous variables. The testing of mediating effects in this study uses the approach of (Ma’ruf, 2005). Based on the analysis results, it indicates that all exogenous variables have effect towards endogenous variables significantly and there are not non-significant variables, so that in this study, there is not full mediated. Thus, it can be concluded that the findings in this subsample are consistent with the findings in the overall sample, of which role conflict and self-efficacy variables have the roles as partially mediated variables between variables of employees’ performance and Inspectorate performance at Nagan Raya District.

The study results have implications that the role conflict in Inspectorate of Nagan Raya District has an effect on staff performance of Inspectorate at Nagan Raya District. This shows that a psychological symptom which is experienced by employees arises because there are two sets of conflicting demands. It causes discomfort in work and can potentially reduce work motivation so that it can reduce overall Inspectorate performance at Nagan Raya District. On the contrary, it can be indicated that the more positive role conflict will have positive and tangible effect on improving employees’ performance of Inspectorate at Nagan Raya District. Employees’ performance based on role conflict variable can be seen from the routine work which is performed by employees, employees are able to apply work discipline in accordance with the rules of the organization and they are able to do work in accordance with the duties and responsibilities.
that are given by the leaders. Then they are also able to carry out work as other colleagues, as well as the existence of HR support through education and training that can encourage the increase in knowledge for each of them.

The implications of the study results on self-efficacy variable indicate that one’s belief in his ability to master the situation and to produce positive outcomes which are possessed by employees are also able to have an impact on improving the staff performance of Inspectorate at Nagan Raya District. The study results in the effect of self-efficacy towards organizational performance is also consistent with the research which is conducted by Purwati (2008), states that self-efficacy has positive effect on employees’ performance of Education and Culture Office at Central Java Province and Hariyanto (2001) states that there is a causal and positive relationship between self-efficacy considerations towards teleworkers’ performance.

Employees’ performance based on self-efficacy variables can be seen from the mastery of work which is performed by employees, employees like the work which is given, then employees always work responsibly, and, employees have the ability to predict work. In addition, employees must also have the ability to overcome threats in carrying out their duties, and have track records that support the work which is done by the employees.

Regarding the implications in the effect of employees’ performance towards organizational performance, it is also proven that there are positive and significant effects. In this case, employees’ performance can be measured by the quality of work which they produce, the quantity of work which is performed and the ability to meet work targets as it is planned. In addition, employees are also required to have effectiveness, independence and work commitment so that they are able to improve overall organizational performance.

5. Conclusions

Through data analysis and result discussion that are carried out in this study, there are several points that can be formulated as research conclusions as follows: 1) there is effect of role conflict towards employees’ performance of the Inspectorate at Nagan Raya District. From five indicators of role conflict, the study results indicate that having the same work with colleagues is the most approved indicator influencing employees’ performance, while the lowest indicator is doing routine works; 2) there is effect of self-efficacy towards employees’ performance of the Inspectorate at Nagan Raya District. From six indicators of self-efficacy, the study results indicate that having the ability to predict work is the most approved indicator influencing employees’ performance, while the lowest indicator is favoring work; 3) there is effect of role conflict towards Inspectorate performance at Nagan Raya District. From five indicators of role conflict, the study results indicate that having the same work with colleagues is the most approved indicator influencing Inspectorate performance at Nagan Raya District, while the lowest indicator is doing routine work; 4) there is effect of self-efficacy towards Inspectorate performance at Nagan Raya District. From six indicators of self-efficacy, the study results indicate that having the ability to predict work is the most approved indicator influencing Inspectorate performance at Nagan Raya District, while the lowest indicator is favoring the given work; 5) there is effect of employees’ performance towards Inspectorate performance at Nagan Raya District. From six indicators of employees’ performance, the study results indicate that effectiveness is the most approved indicator influencing Inspectorate performance at Nagan Raya District, while the lowest indicator is the quality of work which is produced by employees; 6) There is indirect effect of role conflict towards Inspectorate performance at Nagan Raya District through the staff performance of Inspectorate at Nagan Raya District. The study results indicate that the indirect effect of role conflict on organizational performance is smaller than the
direct effect; and 6) there is indirect effect of self-efficacy towards Inspectorate performance at Nagan Raya District through the staff performance of Inspectorate at Nagan Raya District. The results indicate that the indirect effect of self-efficacy on organizational performance is smaller than the direct effect.

In order to improve employees’ performance and Inspectorate performance at Nagan Raya District based on role conflict variable, what needs to be considered is that employees must be given the same workload with their colleagues. Thus, there is not envy or presumes of inequity in the division of tasks by the leaders. Regarding employees’ performance and organizational performance based on self-efficacy variables, what must be considered is that employees should be given assignments in accordance with their respective competencies, because the ability of employees to predict work can support to improve employees’ performance as well as overall organizational performance. To improve the staff performance of Inspectorate at Nagan Raya District, what needs to be considered is that employees must be able to improve work effectiveness so that the results can be achieved properly as it is targeted. And, in order to improve organizational performance, what needs to be considered is the discipline of employees in terms of always keeping their work schedules in accordance with applicable regulations.

References


