

Self-Efficacy and Its Impact on Administrative Governance: Evidence from the DPRD Secretariat of Dairi Regency

Edy Parlindungan Pandiangan, Sri Rahayu

Abstract

The increasing demand for effective and accountable public administration requires organizations to strengthen the psychological capacity of employees, particularly their self-efficacy, to ensure optimal administrative performance. This study aims to examine the effect of Self-Efficacy on Administrative Governance at the DPRD Secretariat of Dairi Regency. Self-efficacy is considered a crucial internal factor that influences employees' confidence in performing administrative tasks, overcoming challenges, and supporting the implementation of good governance principles. This research employed a quantitative approach with an explanatory design. Data were collected from a saturated sample of 39 employees using a structured questionnaire with a Likert scale. The data were analyzed using Simple Linear Regression. The results showed that all research instruments were valid and reliable, with Cronbach's Alpha values of 0.914 for Self-Efficacy and 0.889 for Administrative Governance. The regression analysis revealed that the calculated t-value for Self-Efficacy ($t = 7.806$) was greater than the critical t-table value (1.687) at the 0.05 significance level, indicating a positive and statistically significant effect. The regression equation $Y = 1.102 + 0.765X$ shows that Self-Efficacy positively influences Administrative Governance. Furthermore, the coefficient of determination ($R^2 = 0.611$) indicates that 61.1% of the variation in Administrative Governance can be explained by Self-Efficacy. These findings confirm that strong self-efficacy plays a significant role in improving administrative governance and organizational effectiveness at the DPRD Secretariat of Dairi Regency.

Keywords: *Self-Efficacy, Administrative Governance, Dairi Regency*

Edy Parlindungan Pandiangan¹

¹Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: edypp81@gmail.com

Sri Rahayu²

²Management, Universitas Pembangunan Panca Budi, Indonesia

e-mail: srirahayu@dosen.pancabudi.ac.id

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Introduction

Self-efficacy is one of the key psychological constructs that plays a significant role in shaping individual behavior in the workplace, particularly within public sector organizations [1]. It refers to an individual's belief in their ability to successfully perform tasks and various work-related challenges [2]. In the context of government institutions, self-efficacy becomes a crucial factor influencing how employees respond to job demands, administrative pressures, and dynamic policy changes.

In the practice of public administration, the effectiveness of administrative governance is strongly influenced by the quality of human resources managing it [3]. Good governance requires accountability, transparency, and responsiveness in public service delivery [4]. However, the achievement of these principles does not solely depend on systems and regulations but also on the confidence of employees in their ability to perform their duties effectively.

Within the context of the DPRD Secretariat of Dairi Regency, administrative staff play a strategic role in supporting legislative functions, including document preparation, management of administrative proceedings, and providing services to council members. The complexity of these tasks requires a high level of confidence among employees to ensure accuracy, efficiency, and timeliness in their work [5]. In this regard, self-efficacy becomes a critical determinant of administrative performance [6].

However, in practice, several challenges are still observed in administrative processes, such as delays in task completion, lack of initiative among employees, and limited ability to cope with work pressure [7]. These issues are presumed to be associated with low levels of self-efficacy, which can lead to hesitation in decision-making and reduced independence in completing assigned tasks.

Employees with high self-efficacy tend to be more proactive, resilient to work-related stress, and adaptable to changes in the work environment [8]. In contrast, those with low self-efficacy are more likely to give up easily, avoid responsibilities, and lack confidence in handling complex tasks. This condition directly affects the quality of administrative governance produced within the organization.

Furthermore, the increasing demand for bureaucratic reform in Indonesia emphasizes the importance of having professional and competent civil servants [9]. In this context, self-efficacy serves as an internal factor that can strengthen individual capacity in supporting the realization of good governance. Therefore, understanding the relationship between self-efficacy and administrative governance becomes highly relevant.

Previous studies on self-efficacy in public sector organizations have shown mixed results, particularly regarding the extent to which this variable influences administrative effectiveness [10]. This gap highlights the need for further research, especially in local government institutions that have unique organizational characteristics and work challenges.

Based on the above explanation, this study is important to conduct in order to analyze the impact of self-efficacy on administrative governance at the DPRD Secretariat of Dairi Regency. The findings of this research are expected to contribute theoretically to the development of public human resource management studies and practically to provide recommendations for improving administrative governance through strengthening employees' psychological capacities.

Literature Review

Self-efficacy

Self-efficacy is one of the psychological aspects that plays an important role in determining individual behavior and performance within an organization, including in government institutions such as the DPRD Secretariat of Dairi Regency. In the context of public service, self-efficacy becomes a key factor influencing employees' confidence in carrying out administrative tasks and delivering quality services to the community. Self-efficacy is defined

as an individual's belief in their ability to organize and execute the actions required to achieve specific goals or complete certain tasks. Furthermore, it reflects a person's confidence in their capacity to regulate cognitive, motivational, affective, and behavioral aspects when dealing with various work situations [11]. Therefore, self-efficacy is closely related to the level of confidence employees possess in facing increasingly complex job demands.

Self-efficacy does not merely refer to general self-confidence but emphasizes an individual's specific belief in their ability to accomplish tasks or particular challenges based on their capabilities [12]. In organizational settings, employees with high self-efficacy tend to demonstrate optimism, persistence, and resilience in overcoming work-related obstacles, whereas those with low self-efficacy are more likely to experience anxiety, lack confidence, and give up easily when encountering difficulties [13]. In the workplace, especially within public institutions, self-efficacy significantly influences work behavior and service quality [14]. Employees with high self-efficacy are generally more proactive, adaptive to change, and confident in achieving performance targets [15]. Moreover, self-efficacy can be viewed as a psychological factor contributing to both individual and organizational success, as it enables employees to overcome challenges and build stronger work commitment and engagement [16]. The indicators of self-efficacy include confidence in overcoming task difficulties, belief in handling challenges such as finding relevant references, persistence in completing tasks, ability to face obstacles in achieving goals, and the capacity to utilize life experiences as a means to attain success [17].

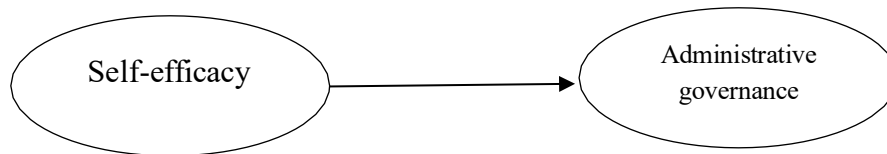
Administrative Governance

Administrative governance refers to a systematic process of managing organizational activities, starting from planning, organizing, implementing, to monitoring, in order to achieve organizational goals effectively and efficiently [18]. In the context of government institutions such as the DPRD Secretariat of Dairi Regency, administrative governance plays a crucial role as the foundation for ensuring that all institutional activities are carried out in accordance with established procedures, applicable regulations, and sound management principles. Proper administrative management creates work order and supports the optimal implementation of organizational functions. Administrative governance encompasses various activities, including document management, archiving, correspondence, scheduling, preparation of activity agendas, and the provision of administrative services for council members [19]. The accuracy, precision, and organization of these administrative processes greatly influence the flow of information within and outside the organization. Well-structured administration facilitates the delivery of information in a timely, clear, and error-minimizing manner [20], thereby supporting data-driven and effective decision-making processes.

From a human resource perspective, effective administrative governance requires personnel who are professionally competent, meticulous, and compliant with standard operating procedures (SOPs) [21]. Administrative performance is not only determined by the systems in place but is also highly dependent on the quality of the employees who operate them [22]. Therefore, capacity-building efforts such as training, mentoring, and the implementation of an accountable work culture are necessary to create an effective administrative system. The synergy between robust systems and high-quality human resources will result in responsive and transparent administrative services [23]. Furthermore, effective administrative governance contributes to increased organizational productivity by accelerating service processes, reducing bureaucratic barriers, and providing timely information [24]. Ultimately, the implementation of good administrative governance reflects the principles of good governance, including transparency, accountability, effectiveness, and efficiency [25]. Accordingly, the indicators of administrative governance include transparency, accountability, responsibility, independency, and fairness, which emphasize openness in information delivery, responsibility for performance outcomes, compliance with regulations, professional decision-making free from conflicts of interest, and equitable treatment for all stakeholders [26].

Conceptual Framework and Hypothesis

This study conceptualizes Supervisory Control as the independent variable (X) and Employee Service Quality as the dependent variable (Y), as shown in the following figure.



The hypothesis:

Ha : Self-Efficacy has a significant positive effect on Administrative Governance at the DPRD Secretariat of Dairi Regency.

Ho : Self-Efficacy does not have a significant positive effect on Administrative Governance at the DPRD Secretariat of Dairi Regency.

Research Methodology

This study adopts a quantitative research approach to investigate the relationship between self-efficacy and administrative governance at the DPRD Secretariat of Dairi Regency. The research design is explanatory in nature, as it aims to test the proposed hypothesis and examine the causal influence of the independent variable (self-efficacy) on the dependent variable (administrative governance) [27]. This approach is appropriate for identifying and measuring the strength of the relationship between variables based on statistical analysis [28].

The population of this study consists of 39 employees working at the DPRD Secretariat of Dairi Regency. Given the relatively small population size, this research employs a saturated sampling technique (census method), in which all members of the population are included as respondents. By involving the entire population, the data obtained are expected to accurately reflect the actual conditions of employees within the organization.

Data collection is conducted using a structured questionnaire developed based on theoretical indicators of self-efficacy and administrative governance. Responses are measured using a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) [29]. In addition to primary data obtained from the questionnaires, secondary data such as institutional records and official documents are also utilized to support the analysis. The collected data are processed and analyzed using SPSS version 26.0. A validity test is performed to ensure that each questionnaire item accurately measures the intended construct, where an item is considered valid if the calculated correlation coefficient (r-count) exceeds the critical value (r-table). Reliability testing is conducted using Cronbach's Alpha, with a value greater than 0.70 indicating that the instrument is reliable and consistent.

To analyze the effect of self-efficacy on administrative governance, this study applies a simple linear regression model with the following formula: $Y = a + bX$, where Y represents administrative governance, X represents self-efficacy, a is the constant, and b is the regression coefficient. The t-test is used to determine whether self-efficacy has a statistically significant effect on administrative governance. The hypothesis is accepted if the calculated t-value is greater than the t-table value or if the significance level (p-value) is less than 0.05. Furthermore, the coefficient of determination (R^2) is used to assess the extent to which variations in administrative governance can be explained by self-efficacy. A higher R^2 value indicates a stronger influence of the independent variable on the dependent variable.

Results

Descriptive Analysis

Descriptive statistics were employed to determine the minimum, maximum, mean, and standard deviation values of the research variables, namely Self-Efficacy (SE) and Administrative Governance (AG) at the DPRD Secretariat of Dairi Regency.

Table 1. Descriptive Statistics

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Self-Efficacy (SE)	39	3.40	5.00	4.38	0.46
Administrative Governance (AG)	39	3.50	5.00	4.27	0.43

Source: SPSS output, version 26.0

Based on the descriptive analysis results, both Self-Efficacy and Administrative Governance show highly positive evaluations among the 39 employees of the DPRD Secretariat of Dairi Regency. The mean score for Self-Efficacy is 4.38, indicating that employees generally possess strong confidence in their ability to perform tasks, overcome difficulties, remain persistent, and utilize their experiences to achieve work goals. Meanwhile, Administrative Governance has a mean score of 4.27, suggesting that administrative processes such as transparency, accountability, responsibility, independency, and fairness are perceived to be implemented effectively within the organization.

The standard deviation values for both variables are relatively low (0.46 for Self-Efficacy and 0.43 for Administrative Governance). These small deviations indicate that the responses are closely clustered around the mean, reflecting a high level of consistency among respondents. In other words, most employees share similar and positive perceptions regarding their self-efficacy and the implementation of administrative governance. This consistency strengthens the conclusion that both variables are perceived positively across the entire sample and supports the reliability of the data for further statistical analysis.

Validity and Reliability Tests

Validity Assessment

The validity test in this study was conducted using the Pearson Product Moment correlation (r-value), where each item score was correlated with the total score of its respective variable to ensure that the instrument accurately measures the intended construct. For a total sample of $N = 39$ respondents at a significance level of 5% ($\alpha = 0.05$, two-tailed), the critical r-table value is approximately 0.316 ($df = 37$). An item is considered valid if the calculated correlation value (r-count) exceeds 0.316. The results of the validity test indicate that:

- Self-Efficacy (SE): All items (SE1–SE5) have r-values ranging from 0.712 to 0.905, which are higher than 0.316.
- Administrative Governance (AG): All items (AG1–AG5) have r-values ranging from 0.689 to 0.918, also exceeding 0.316.

Since all item correlation values are greater than the critical value, it can be concluded that all questionnaire items are valid and appropriate for further statistical analysis at the DPRD Secretariat of Dairi Regency.

Reliability Assessment

Reliability testing was carried out using Cronbach's Alpha to evaluate the internal consistency of the measurement instrument. According to Ghazali (2016), a variable is considered reliable if the Cronbach's Alpha value is greater than 0.60.

Table 2. Reability Results

Variable	Cronbach's Alpha	Benchmark	Result
Self-Efficacy (SE)	0.914	> 0.60	Reliable
Administrative Governance (AG)	0.889	> 0.60	Reliable

The Cronbach's Alpha value for Self-Efficacy is 0.914, while Administrative Governance has a value of 0.889. Both values are significantly higher than the required threshold of 0.60, indicating strong internal consistency. These findings confirm that the research instrument is reliable. Therefore, the questionnaire used in this study is both valid and reliable, and the collected data are suitable for further analysis, including regression testing.

Regression Analysis

Simple Linear Regression

A simple linear regression analysis was conducted to examine the effect of the independent variable, Self-Efficacy (SE), on the dependent variable, Administrative Governance (AG) among the 39 employees of the DPRD Secretariat of Dairi Regency.

Table 3. Regression Results

Model	B	Std. Error	Beta	t	Sig. (p)
(Constant)	1.102	0.412		2.674	0.011
Self-Efficacy (SE)	0.765	0.098	0.782	7.806	0.000

Dependent Variable: Administrative Governance

The regression coefficient (B) for Self-Efficacy is 0.765. This positive coefficient indicates that Self-Efficacy has a direct and positive effect on Administrative Governance. In other words, for every one-unit increase in Self-Efficacy, Administrative Governance is predicted to increase by 0.765 units, assuming other variables remain constant.

The significance value (p-value) for Self-Efficacy is 0.000, which is lower than the 0.05 significance level ($0.000 < 0.05$). This indicates that Self-Efficacy has a statistically significant positive effect on Administrative Governance. The t-value of 7.806 (greater than the t-table value) further confirms the significance of this effect.

The standardized beta coefficient (Beta = 0.782) shows that Self-Efficacy has a strong influence on Administrative Governance. These findings support the main hypothesis of this study, suggesting that employees' confidence in their abilities such as overcoming challenges, maintaining persistence, and utilizing experience plays a crucial role in improving administrative governance, including transparency, accountability, responsibility, independency, and fairness within the DPRD Secretariat of Dairi Regency.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was calculated to measure how much variation in the dependent variable, Administrative Governance (AG), can be explained by the independent variable, Self-Efficacy (SE) at the DPRD Secretariat of Dairi Regency.

Table 4. Coefficient of Determination

Model	R	R^2	Adjusted R
1	0.782	0.611	0.601

Source: SPSS output, version 26.0

The analysis shows that the R^2 value is 0.611. This indicates that 61.1% of the variation in Administrative Governance can be explained by Self-Efficacy. In other words, Self-Efficacy makes a substantial contribution to improving administrative governance within the organization. The remaining 38.9% is influenced by other variables not included in this study, such as organizational culture, leadership style, work discipline, or employee competence.

The correlation coefficient ($R = 0.782$) indicates a strong positive relationship between Self-Efficacy and Administrative Governance. This finding is consistent with the regression analysis results, which demonstrate that Self-Efficacy has a positive and significant effect on Administrative Governance. Although the model does not fully explain all variations, the

relatively high R^2 value confirms that Self-Efficacy is an important and influential factor in enhancing administrative governance at the DPRD Secretariat of Dairi Regency.

Hypothesis Testing (t-Test)

The hypothesis testing in this study was carried out using the t-test from the simple linear regression model to determine whether the independent variable, Self-Efficacy (SE), has a positive and significant effect on the dependent variable, Administrative Governance (AG) at the DPRD Secretariat of Dairi Regency.

Table 5. t- Test Result

Model	B	Std. Error	Beta	t
(Constant)	1.102	0.412		2.674
Self-Efficacy (SE)	0.765	0.098	0.782	7.806

Dependent Variable: Administrative Governance

Based on Table 5, the calculated t-value for Self-Efficacy is 7.806. With a significance level of $\alpha = 0.05$ and degrees of freedom ($df = 39 - 1 - 1 = 37$), the critical t-table value is approximately 1.687. Since t-count (7.806) > t-table (1.687), the null hypothesis (H_0), which states that Self-Efficacy has no significant effect on Administrative Governance, is rejected. Meanwhile, the alternative hypothesis (H_a), which states that Self-Efficacy has a positive and significant effect on Administrative Governance, is accepted.

This result indicates that Self-Efficacy significantly influences Administrative Governance. In practical terms, employees who possess strong confidence in their abilities such as overcoming difficulties, maintaining persistence, and utilizing prior experience are more capable of supporting effective administrative processes. Consequently, strengthening employees' self-efficacy is an important strategy to enhance administrative governance, including transparency, accountability, responsibility, independency, and fairness within the DPRD Secretariat of Dairi Regency.

Conclusion

This study was conducted to examine the effect of Self-Efficacy on Administrative Governance at the DPRD Secretariat of Dairi Regency. Based on the analysis of data collected from 39 employees using a structured questionnaire and processed through simple linear regression, several important conclusions can be drawn. The research instruments were proven to be valid and reliable. All questionnaire items for both variables met the validity requirements, as the r-count values exceeded the r-table value (0.316). Furthermore, the reliability test indicated strong internal consistency, with Cronbach's Alpha values of 0.914 for Self-Efficacy and 0.889 for Administrative Governance. These values are above the minimum threshold of 0.60, confirming that the instruments used in this study are accurate and consistent.

The results of hypothesis testing show that Self-Efficacy has a positive and significant effect on Administrative Governance. The regression equation $Y = 1.102 + 0.765X$ indicates that every one-unit increase in Self-Efficacy leads to an increase of 0.765 units in Administrative Governance. The t-test result (t-count = 7.806) is greater than the t-table value (1.687) at a significance level of 0.05 ($df = 37$). This means that the null hypothesis (H_0) is rejected, while the alternative hypothesis (H_a) is accepted. Therefore, Self-Efficacy significantly contributes to improving Administrative Governance.

The coefficient of determination (R^2) value of 0.611 indicates that 61.1% of the variation in Administrative Governance can be explained by Self-Efficacy, while the remaining 38.9% is influenced by other factors not examined in this study, such as organizational culture, leadership style, work discipline, or employee competence. In conclusion, this study provides strong empirical evidence that Self-Efficacy plays a crucial role in enhancing Administrative Governance at the DPRD Secretariat of Dairi Regency. Employees with high confidence in

their abilities tend to perform administrative tasks more effectively, accurately, and responsibly. Therefore, strengthening employees' self-efficacy is a strategic effort to improve administrative performance and support the implementation of good governance principles within the organization.

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