



Improving employee performance: The role of self-efficacy and motivation

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ABSTRACT

The rapid advancement of information technology has changed the positive mindset of employees in improving performance. The purpose of this study was to analyze the effect of self-efficacy on work motivation and its impact on employee performance at PT Pungkook Indonesia One. This research was conducted from November 2022 - February 2023 by distributing questionnaires online to respondents selected by purposive sampling with a total of 100 people and questionnaire data using the Amos Graphic tool. This study found that self-efficacy has a positive effect on work motivation, work motivation has a positive effect on employee performance, and self-efficacy has a positive effect on employee performance through work motivation as an intervening variable.

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INTRODUCTION

The rise of a free era in business and the quick advancement of science and technology are being more influenced by fierce rivalry, which leads to several issues. One issue that organizations must address is how to enhance performance and adhere to standards. There are certain HR challenges that no business should overlook (Lengkong et al., 2020).

The organization should not disregard the HR issue. Without the backing of qualified human resources, the number of resources will threaten the company's ability to survive. The caliber of their human resources is evident in the work they produce. One factor the business must take into account to achieve effective human resource performance is the existence of job motivation in the workforce. (Dini Yunita Ayundasari et al., 2017) mentioned that this incentive is utilized to help workers so that they have high morale and contribute favorably to accomplishing business objectives.

Together with self-efficacy, a variety of other factors, such as work motivation, can influence employee performance. A person with strong self-efficacy will be able to finish a difficult activity by making an effort, even if they are unable to do it successfully. Someone with poor self-efficacy won't be able to finish the task adequately even though it's straightforward since they are unsure of their ability (Lengkong et al., 2020).

According to (Carter et al., 2018), Both the employer and the employees want to see their performance improve. Companies desire high employee performance since it will boost productivity and revenue for the business. Workers, on the other hand, are motivated by career advancement and personal growth. The goal of good employee performance, in general, can be said to be to raise productivity.

PT Pungkook Indonesia One is a private company engaged in the manufacture of outdoor and fashion bags with international brands such as Eagle Creek, LL Bean and so on and well-known orientated towards export activities. As an ordinary human being, an employee of PT Pungkook Indonesia One of course in a difficult situation. On the one hand, they must labor to concentrate on accomplishing organizational goals, but on the other, they have needs and wants that the organization must attend to.

The grand theory in this study reinforces Human Resources (HR). According to Armstrong in (Fabiana Meijon Fadul, 2019), the practice of human resource management (HR) relates to all aspects of how people work and manage within organizations. This includes HR strategy activities, HR management, corporate social responsibility, knowledge management, organizational development, HR resources (HR planning, recruitment and selection), performance management, learning and development, imbalance management, employee relations, employee welfare, health and safety, and provide employee services.

This article explores how self-efficacy affects human motivation. Self-efficacy is a term used in this text to describe one's perception of their ability to learn or do tasks at particular levels. The internal cognitive and affective processes that initiate and maintain goal-directed behaviors and results are referred to as motivation. Self-efficacy has been widely used since it was first introduced to the psychological literature (Bandura, et al., 1980; Schunk & DiBenedetto, 2021) in a variety of situations, including therapeutic, health, business, and educational settings. Theoretically, self-efficacy is a fundamental motivating component, and this empirical evidence has collectively supported this claim (Bandura, et al., 1980; Schunk & DiBenedetto, 2021). The most trustworthy source is performance accomplishments since they show what a person is capable of. However, people frequently evaluate their own efficacy in light of what they see in others. While watching a failed performance can diminish an observer's self-efficacy, watching a successful one can increase it. Persuasion from others has an impact on self-efficacy as well. Specific performance criteria are more likely than general goals to engage self-evaluations of progress and boost motivation. Performance will unquestionably suffer as a result of this illness (Schunk & DiBenedetto, 2021). It is clear that the issues with employee performance are caused by employees who perform their jobs less than effectively. Due to the company's disregard for employees' career pathways and a lack of motivation in line with expectations, employee performance has plummeted. The deterioration in employee performance, which is a critical factor in a company's success, is one indication of this.

Some people base their evaluation of their skills on their bodily and emotional states, viewing stress as an indication of a propensity for subpar performance (Bandura, et al., 1980; Schunk & DiBenedetto, 2021). Employees must therefore have high levels of self-efficacy in order to maintain their convictions in the face of challenges. Employee self-efficacy can improve motivation, alter unfavorable emotional inclinations, and correct physical condition misconceptions. A person with high self-efficacy will have a good personality because they are confident in their abilities, which will ultimately lead to positive conduct, which will boost their performance. People with high levels of self-efficacy perform better because they are highly motivated, have well-defined goals, have stable emotions, and are capable of carrying out tasks or engaging in behaviors successfully. As stated by (De Clercq et al., 2019) A person with a high level of self-efficacy will think that they are making an effort to alter the circumstances around them, whereas a person with a low level of self-efficacy will believe that they are powerless to affect anything.

This study aims to investigate the effects of self-efficacy on job motivation and employee performance. Based on previous research that there is an effect of self-efficacy on employee motivation (Tannady et al., 2019; Rhew et al., 2018; Schunk & DiBenedetto, 2021; Sudiantini, 2023; Trautner & Schwinger, 2020). Then there is the effect of self-efficacy on employee performance (Ary & Sriathi, 2019;

Carter et al., 2018; Kartika et al., 2018; Lengkong et al., 2020). There is an effect of self-efficacy on employee performance with job satisfaction as an intervening variable (Ali & Wardoyo, 2021). However, researchers conducted a different theoretical gap, namely where self-efficacy influences employee performance by taking the work motivation variable as the intervening variable. Despite the fact that numerous studies with a similar focus have been carried out, this study stands out from the rest because it discusses employee performance and self-efficacy determinants in greater detail and takes into account one intervening variable—work motivation—that affects this relationship. It is hoped that this research will advance the field of human resource management both theoretically and practically by offering direct managerial implications that businesses can use to inform their HR strategy decisions, particularly those that are related to the objective of enhancing employee performance.

LITERATURE REVIEW

Self-efficacy

Self-efficacy is the cornerstone of human agency. Self-efficacy is defined as the human belief in their capacity to exert some degree of control over their own functioning and events in their surroundings. (Stevani Sebayang & Jafar Sembiring, 2017) describes self-efficacy as one of the personality attitudes, namely those associated with individual views in one's own competence and ability. (Zumrotul Masruroh and Prayekti, 2021) Self-efficacy is the conviction that a person can carry out the activities or take the actions necessary to get the desired results. The Self Efficacy variable in this study uses a number of indicators, including: Confident that he can complete specific tasks; Confident that he can inspire himself to take the necessary actions in completing the task; Confident that he can try hard, persistent, and diligent; Confident that he is able to face obstacles and difficulties; and Confident that he can complete tasks that have a broad or narrow range (specific) (Findriyani & Parmin, 2021). Self-efficacy is the term used to describe a person's perceived capacity to carry out an action in a way that results in a high level of performance. (Kaakeh et al., 2020).

Employee performance

Etymologically, performance comes from the word work performance. According to (Gayatri & Onsardi, 2020) What people actually do, not what is generated, is performance. Achieving organizational goals is one step toward good performance. Performance is the outcome of an employee's accomplishment of work in both quality and quantity while carrying out his duties in accordance with the obligations assigned to him. Accuracy in completing work, level of initiative at work, including the capacity to foresee potential problems and the capacity to come up with alternate solutions to these problems, mental agility, which is measured by the capacity of employees to comprehend instructions from superiors and the capacity of employees to collaborate with other colleagues, and time and attendance discipline are all factors in performance evaluation (Setiawan & Mulyapradana, 2018). Employee performance is crucial to the success of the business because it measures how well employees are able to perform specific tasks. Based on the performance goals that have been met, it will be possible to gauge how well an employee is able to complete the tasks that have been delegated to him. Self-efficacy is one aspect that also affects employee performance (Zumrotul Masruroh and Prayekti, 2021).

Motivation

There are numerous definitions of motivation provided by professionals in various literatures (Kuruway, 2021) Basically, effort, strong will, and direction or purpose are the three fundamental components of motivation. It can be said that motivation is described as a condition in which a person directs their efforts and willpower toward accomplishing particular outcomes or goals (Setiawan & Mulyapradana, 2018).

While job motivation is something that fosters excitement for work, motivation is the force that propels someone to take action both inwardly and outwardly (Silalahi et al., 2021). When a company gives motivation, employees will be more excited about working and more motivated to carry out their jobs properly, which will have an impact on the attainment of company performance. Work motivation is important for employees to fulfill goals (Erawati & Wahyono, 2019). A person's motivation is a powerful desire that propels them to perform in a way that advances their aims. Giving employees what they want and need can inspire them to work harder (Erawati & Wahyono, 2019).

The influence of self-efficacy on work motivation and its implications for employee performance

A dynamic business will preserve its competitive advantages and achieve the finest performance consistency. Human Resources (HR) and the methods used to manage these resources are thought to have the greatest potential for delivering these benefits. To achieve optimal performance and exceed company goals, businesses must be able to handle HR effectively and efficiently. research carried out by (Hao et al., 2018) The findings of his study demonstrate that the variable self-efficacy has a favorable impact on worker performance. The outcomes of research from other studies help to support the findings of this one. (Turay et al., 2019) and (Nusannas et al., 2020). However in contrast to the findings of the research from (Nusannas et al., 2020) His study's findings demonstrate that self-efficacy has little bearing on how well employees perform. According to this perspective, it gives researchers the chance to include an intervening variable, specifically work motivation, with the purpose of determining the direct or indirect impact of the self-efficacy variable on performance (Erawati & Wahyono, 2019).

- H1: there is the effect of self-efficacy on work motivation
- H2: there is the effect of self-efficacy on employee performance
- H3: there is an effect of work motivation on employee performance
- H4: there is the influence of self-efficacy on employee performance through work motivation

The research framework can be observed in based on the description of the relationship between variables and the creation of the hypothesis above **Figure 1**. the following:

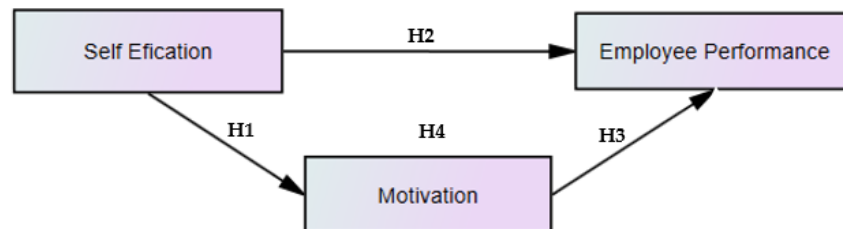


Figure 1. Research framework

METHOD

Descriptive and verification approaches are used in this study's quantitative methodology. The factors under investigation included self-efficacy as an independent variable (X), while the intervening variable is work motivation (Y) and the dependent variable is employee performance (Z). The questionnaire approach was used to collect the data, and it was done out by distributing questionnaires online with g-from. Measurement of each indicator of each variable uses the same Likert scale with a score of 1 – 5 (where 1 = strongly disagree, 2 = disagree, 3 = quite agree, 4 = agree and 5 = strongly agree).

The operationalization of self-efficacy variables is adopted from (Stevani Sebayang & Jafar Sembiring, 2017), work motivation variable adopted from (Hasibuan, 2016), while the employee

performance variable is adopted from (Kasmir, 2016). The questionnaire that will be used to measure the three variables contains a total of 21 questions, with several questions for each variable.

The participants in this study were respondents, specifically the 2,664 employees of PT Pungkook Indonesia One in Subang Regency. As a result, probability sampling is the sampling method used in this investigation. As stated by (Sugiyono, 2018), Probabilistic sampling is a sampling method that gives every member of the population an equal chance to be chosen as a sample. The purpose of taking probability sampling is to minimize the sampling error of estimates for a given survey variable. Simple Random Sampling is the approach of probability sampling that has been selected. As stated by (Sugiyono, 2018), "Simple Random Sampling is taking sample members from the population at random without regard to the strata in that population." With 21 statement items used in the questionnaire, the number of respondents in this study was 100 people. Pretest testing is carried out to test whether the indicators used as measuring tools for each variable can be trusted and consistent through validity and reliability tests. The reliability test was carried out by measuring Cronbach's Alpha with a value greater than or equal to 0.60, while the validity test was carried out by Pearson Product Moment with the condition that the correlation value (r) < 0.05 (Ghozali, 2011).

Processing and evaluating questionnaire data using the AMOS Graphic tool because all surveys that have been previously tested are valid and reliable. Data analysis uses path analysis to estimate the strength of the direct and indirect influence of each independent variable on the dependent variable through the intervening variables.

RESULT AND DISCUSSION

Respondent demographics

The identity of the respondents who have filled out the questionnaire includes four aspects, namely the identity of respondents based on gender, age, last education and working time as follows:

Table 1. Respondent demographics

Information		Frequency	%	Information		Frequency	%
Gender	Man	32	32%	Junior High School	2	2%	
	Woman	68	68%	Senior High School	67	67%	
				Education	Diploma	12	12%
					Bachelor	18	18%
					Masters	2	2%
Age	18-23	34	34%	Length of work	<1 Year	19	19%
	24-29	35	35%		2-3 Years	26	26%
	30-34	19	19%		4-5 Years	26	26%
	35-40	7	7%		>5 Years	30	30%
	40>	5	5%				

Based on Table 1 about the identity of the respondents who have filled out the questionnaire includes four aspects, namely the identity of the respondents based on gender, age, last education and length of work. Based on gender, the majority of respondents were women (68%). The age of the majority of respondents is the millennial generation, 24-29 years old (35%). The majority education level is high school (67%). Most of the respondents' length of service is more than 5 years (30%).

Model reliability and validity

The validity and reliability test of the questionnaire (pretest) conducted on the first 30 respondents; the following results were obtained. The results of the validity test show that all indicators used to measure the variables of self-efficacy, work motivation, and employee performance are valid because the r-count

value is greater than the r-table value at a significance level of 5% (0,361). Thus, all the indicators used have a degree of accuracy for what is to be measured. Furthermore, to test the validity of all variables, the results of Cronbach's Alpha were 0.705, 0.782, 0.629 respectively, greater than the critical point of 0.6. Thus, it can be concluded that all indicators used are consistent.

Tabel 2. Questionnaire recapitulation results

Variable	Percentage	Information
Self-efficacy	65,90	High Enough
Motivation	67,02	High Enough
Performance	59,08	High Enough

Table 2 shows that Pungkook Indonesia One employees in Subang Regency have quite high self-efficacy. This shows that employees can work or achieve their life goals better. Moreover, Pungkook Indonesia One Employees in Subang Regency have a fairly high level of work motivation. This demonstrates that workers will actively urge them to do a variety of jobs in accordance with their obligations. Finally, the performance level of Pungkook Indonesia One employees in Subang Regency is ranked quite high. This shows the quality and quantity of employees produced by Pungkook Indonesia One Subang Regency can carry out their job duties in accordance with their obligations.

Path analysis

Researchers use the following model with the help of AMOS Graphic software to determine the results of path analysis:

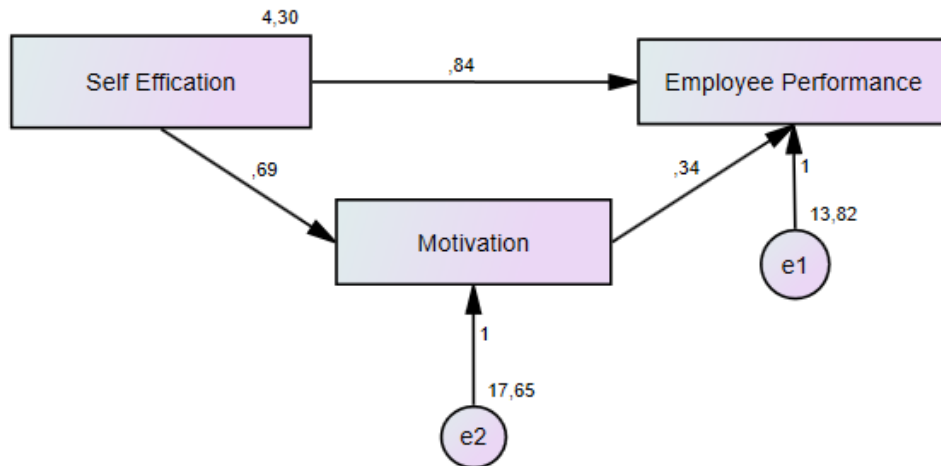


Fig 2. Research model

Figure 2 shows the impact of each independent variable on the dependent variable. All regression lines contain positive numbers, indicating that all independent variables have a positive impact on the dependent variable. To help readers gauge the magnitude of the regression that takes place, the author gives a table of regression weights.

Table 3. Regression weight

Regression Weights		Estimate	S.E.	C.R.	P
Motivation	<--- Self efficacy	,691	,204	3,392	***
Employee performance	<--- Self efficacy	,837	,190	4,395	***
Employee performance	<--- Motivation	,341	,089	3,838	***

Table 3 shows that each independent variable has a different level of influence on the dependent variable. With a critical ratio value of 3.392 and a p-value symbol (***) which indicates that H1 is accepted and self-efficacy has a partial effect on work motivation, the self-efficacy factor has a partial effect on work motivation. The findings of this study support the findings of other studies by other academics who hypothesize that work motivation is influenced by self-efficacy (Çetin & Aşkun, 2018; Na-Nan & Sanamthong, 2020; Lyons & Bandura, 2019)

With a critical ratio value of 4.395 and a p-value symbol (***) which indicates that H2 is accepted and Self efficacy has a partial effect on employee performance, the Self efficacy variable has a partial effect on employee performance. The findings of this study are consistent with several studies conducted by researchers who argue that employee performance is influenced by self-efficacy (Kaakeh et al., 2020; De Clercq et al., 2019; Nusannas et al., 2020). With a critical ratio value of 3.838 and a p-value symbol (***), the variable work motivation has a partial effect on employee performance, indicating that work motivation has a partial effect on employee performance.

Table 4. Standardized direct effect

Standardized direct effects	Self efficacy	Motivation
Motivation	0,323	0
Employee performance	0,380	0,332

Table 5. Standardized indirect effect

Standardized indirect effects	Self efficacy	Motivation
Motivation	0	0
Employee performance	0,107	0

Tables 4 and 5 show a comparison of the direct and indirect effects that occur. Self-efficacy has a direct effect of 0.380 on employee performance. The indirect effect of self-efficacy on employee performance is 0.107, mediated by work motivation. The results of this study are the same as studies conducted by several researchers who argue that work motivation partially has a positive effect on employee performance (Setiawan & Mulyapradana, 2018; Dini Yunita Ayundasari et al., 2017). Comparative findings show that the direct effect has a higher regression value than the indirect effect ($0.380 > 0.107$), making the direct effect path, where self-efficacy directly affects work motivation, the most effective approach. Several studies have found that motivation mediates the relationship between self-efficacy and performance (Na-Nan & Sanamthong, 2020), and these results are consistent with that finding. But there is a difference when the path taken is directly affect because the direct effect value is higher than the indirect effect.

CONCLUSIONS

Based on the research findings, it is known that employee performance, work motivation, and self-efficacy are all at a reasonably high level. It has an impact on employee motivation. Employee performance is influenced by both work motivation and self-efficacy separately. It has been established that the two independent variables influence employee performance simultaneously. Employee performance is partially influenced by the self-efficacy variable and partially influenced by the job motivation variable. Work motivation mediates the relationship between self-efficacy and performance, but the direct impact of self-efficacy on employee performance is more potent since its worth outweighs its indirect counterpart.

The study has its drawbacks. Initially, just a small portion of the population was included in the study; possibly if more research were done abroad, the findings might be more distinct. Second, there are restrictions on which indicators can be utilized to explain each variable in the route analysis model of research that was used in this study. The Structural Equation Model, which explains each variable's indications as well as the path or regression that happens, can be used in future study.

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