
LINKING SELF EFFICACY AND WORK ENGAGEMENT TO EMPLOYEE PERFORMANCE: THE INTERVENING ROLE OF WORK MOTIVATION

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ABSTRACT

This study aims to determine the influence of self-efficacy, work engagement, and work motivation on employee performance and the role of work motivation in mediating self-efficacy and work engagement. This study uses a quantitative approach. The research population is employees of P.T. Aji Vasthu Construction, and the sample is 98 respondents with a saturated sampling technique. Data collection techniques by observation and questionnaires. The data analysis method used a validity test, reliability test, normality test, linearity test, path analysis, and Sobel test with the help of SPSS 20.0 software for Windows. The results showed that self-efficacy significantly affected employee performance, and work engagement did not affect employee performance. The work motivation could not mediate the relationship between self-efficacy and work engagement on employee performance. Work motivation cannot judge the impact of work engagement on employee performance, and work motivation has a positive and significant direct effect on employee performance. These findings offer practical implications for organizational leaders to improve employee performance by stimulating self-efficacy to grow and develop within employees. Several ways can be done by adding insight and experience, digging for information, and a conducive environment.

Keywords: Employee Performance; Self Efficacy; Work Engagement; Work Motivation

INTRODUCTION

The main point that companies need to pay attention to in assessing human resources is employee performance because it involves the quality of a person's work that impacts achieving the success or failure of company goals. Employee performance is a person's achievement of the work or responsibilities that have been carried out. Employee performance is also defined as a person's expertise in doing work (Sinambela, 2012). Mangkunegara (2016) defines performance as the quantity and quality of work employees perform by their assigned tasks. Putri et al. (2019) stated that many factors need to be considered to improve employee performance, one of which is paying attention to work motivation. Motivation is a person's desire to take action to achieve his goals (Mathis & Jackson, 2006). Pinder (2012) in Yunita (2019) define work motivation as a person's desire to determine the direction and behave while working. The desire in question includes the impulses that arise within and outside a person. Therefore, when an employee has high motivation at work, it will give good performance results.

The factors that can support work motivation are self-efficacy and work engagement. Self-efficacy, commonly called self-efficacy, is a person's belief in his skills to demonstrate certain abilities in completing tasks that can affect his life. Self-efficacy can indirectly determine how someone can feel, think, and motivate themselves when they behave (Kristiyani, 2016). In short, self-efficacy or self-efficacy is a sense of confidence that exists within a person to carry out the work or task given. Confidence in oneself in dealing with tasks or work and challenges plays a role in increasing the effectiveness and efficiency of the organization or company in carrying out the work that has been given (Widodo, 2015). In the research studied by Setiawan et al. (2020), Turay et al. (2019), Clercq et al. (2018), Carter et al. (2018), Ardi (2017), Iis & Yunus (2016), Hidayat & Setiawan (2016), and Kusnoto & Sitorus (2016) state that self-efficacy has a positive and significant effect on employee performance. However, the research by Noviawati (2016) shows that self-efficacy has a negative and insignificant effect on employee performance.

Employees with high self-efficacy will have superior goals and maintain their commitment optimally to achieve them. When faced with failure, employees with strong self-efficacy will increase their efforts to raise and achieve the goals that have been set. Conversely, employees who doubt their abilities will feel they are facing obstacles and obstacles when they meet difficult

tasks (Kristiyani, 2016). In addition to self-efficacy, work engagement also affects employee work motivation. Work engagement discusses the relationship between individuals or workers with their work (Adler in Feist & Gregory, 2010). According to Schaufeli et al (2006) and Yunita (2019), work engagement makes a person feel enthusiastic about work and has an effective relationship at work. In other words, work engagement is an employee's enthusiastic attitude towards his work, which describes a person with enthusiasm, absorption, and dedication when doing his job. Mangkunegara (2016) states that when a person has an attachment to his work, psychologically, he will provide a positive mental attitude towards work situations that can strengthen his work motivation to achieve maximum performance.

Previous research used as a reference related to work engagement is the research researched by Kundi et al. (2022). Insan (2017) mentions that work engagement has no significant effect on employee performance. However, after retesting as in the research studied by Wijayati et al. (2022), Manalu et al. (2021), Wang & Chen (2020), Qodariah (2019), Firdaus (2019), Karam et al. (2017), Chaurasia & Shukla (2013), give the results that work engagement has a positive effect on employee performance. Other studies also show that positive and significant results are obtained from the effect of work engagement on employee performance. Bakker (2010) states that work engagement is a personal matter, where everyone has a different degree of work participation, depending on the characteristics or perspectives of different people. Someone with a high level of work engagement will enter more aspects of work. Work motivation on employee performance has a positive and significant influence according to research conducted by K & Ranjit (2022), Berdicchia et al. (2021), Jufrizen (2021), and Prakoso et al. (2014). Contrary to research by Adha et al. (2019), Suwati (2013) states that work motivation does not have a positive and significant effect on employee performance. Motivation can mediate the effect of self-efficacy on employee performance (Noviawati, 2016), while research from Wulandari (2017) states that motivation cannot mediate the effect of self-efficacy on employee performance.

Statement of the results in research above was conducted because there were differences in the results of several previous researchers. Which made this research important to re-examine so that there was a straight line of research results about the effect of self-efficacy and work engagement on employee performance with work motivation as an intervening variable. All individuals can apply application of self-efficacy and work engagement at work. An employee who instills high self-efficacy and works engagement while working does his job and gives maximum results, such as at P.T. Aji Vasthu Konstruksi. Researchers see the solidity between employees who often find success in completing each project made. Makes consumers feel special and impressed with the project and the services provided. Therefore, researchers want to know the role of the influence of the level of self-efficacy and work engagement on employee performance, with work motivation as an intervening variable being the cause of this success or not.

LITERATURE REVIEW

Employee Performance

Employee performance refers to the quality and quantity of work carried out by an employee when carrying out tasks by the responsibilities assigned to him (Mangkunegara, 2016). Robbins & Judge (2016) expressed his opinion regarding employee performance indicators, namely: 1) Quantity is the amount of work produced by employees. This quantity includes the number of completed tasks and activity cycles taken while working; 2) Quality measure the quality of work assessed from employees' actions on the quality work produced and the extent to which the skills and abilities of employees have been completed; 3) Punctuality can be seen in coordination, where a person performs activities by maximizing the use of other times. Punctuality is said to be better if the level of completion of activities is completed at the beginning of the specified time; 4) Effectiveness, maximizing the use of organizational resources, aims to improve the results of using resources in each unit; 5) Independence is closely related to work commitment, a level where employees have a commitment to work with the agency and are responsible for the employee's office.

Self-Efficacy

Robbins in Kusnoto & Sitorus (2016) says that self-efficacy is a social cognitive theory that refers to a person's belief that he or she can complete a task or work. Bandura (1997) in Ghuftron (2014) states that the self-efficacy of each individual is different from one another. Based on three indicators of self-efficacy dimensions including, First, Dimension Level (Level). In this dimension, a person is faced with the level of difficulty in doing the task. Someone will subconsciously sort out a task or job from a low level to a more difficult one. Second, dimension of Strength (Strength). This dimension of strength discusses a person's level of self-efficacy when dealing with tasks or work. Then, dimensions of Generalization (Generality). The generalization dimension refers to the use of self-efficacy in certain situations. The stronger the sense of self-efficacy used in various activities, the stronger a person's sense of self-efficacy.

Work Engagement

Brown (2003) in Mujaasih & Ratnaningsih (2012) that the notion of work engagement is if a worker can psychologically identify his job. The results of the work he does affect himself and his company, then that person can be said to be involved in work or work engagement. Schaufeli et al. (2001) in Bakker & Leither (2010) describe the indicators of work engagement as follows: 1) Spirit (vigor), strong energy and mentality during work, courage, and perseverance in facing and completing work; 2) Dedication includes the feeling of someone being very strongly involved in a job and experiencing a sense of meaning, enthusiasm, pride, inspiration, and challenge; 3) Absorption, doing one's work is always full of concentration and seriousness to make the person feel comfortable and not want to be separated from his work.

Work Motivation

Wibowo (2010) also suggests that motivation encourages a series of processes of human behavior to achieve its goals. So that motivation can be seen by encouraging someone's desire to do something. Abraham Maslow compiled a theory of motivation, and this is called the Hierarchy of Needs Theory in Robbins and Coulter (2010): 1) Physiological needs mean basic needs such as the need for food, body protection, and shelter; 2) The need for security means protection from danger, conflict, and environmental influences; 3) Social needs, meaning they need to be able to mingle with everyone; 4) Self-esteem needs, meaning there is a feeling of wanting to be respected and valued in the group; 5) Self-actualization needs, meaning they need to develop skills (ability) and express opinions and ideas.

HYPOTHESIS

The results of research conducted by Setiawan (2020), Turay et al. (2019), Clercq et al. (2018), Carter et al. (2018), Ardi (2017), Iis & Yunus (2016), Hidayat & Setiawan (2016), and Kusnoto & Sitorus (2016) stated that self-efficacy has a positive and significant effect on employee performance so that the hypothesis in this study is There is an influence between self-efficacy on employee performance (H1).

The results of the research by Wijayati et al. (2022), Manalu (2021), Wang & Chen (2020), Qodariah (2019), Firdaus (2019), Karam et al. (2017), Chaurasia & Shukla (2013), give the results that work engagement has a positive effect on employee performance, so the hypothesis of this research. There is an influence between work engagement on employee performance (H2).

Motivation can mediate the effect of self-efficacy on employee performance (Noviawati, 2016). The hypothesis of this study is as follows: Work motivation can mediate the effect of self-efficacy on employee performance (H3). Work motivation can mediate the effect of work engagement on employee performance (H4).

Work motivation on employee performance has a positive and significant influence according to research conducted by K & Ranjit (2022), Berdicchia et al. (2021), and Jufrizen (2021), Prakoso et al. (2014), so the research hypothesis. There is an influence between work motivation on employee performance (H5).

METHODS

The type of data in this study uses the type of quantitative data. According to Sugiyono (2014), Types of quantitative data can be measured or calculated directly, in the form of information or explanations expressed in numbers or the form of numbers. This study uses data collection techniques such as observation methods (observations) and questionnaire methods (questionnaires). The population and sample are 98 employees of P.T. Aji Vasthu Konstruksi, which is located on Jl. Plawa No. 26 AD, Seminyak, Kuta District, Badung Regency, Bali. Saturated sampling technique. Using secondary data and primary data. This study was analyzed by testing the data instrument, namely by testing the validity and reliability test, then testing the data assumptions using the normality test and linearity test, path analysis test, and hypothesis testing with t-test and Sobel test.

RESULTS

Based on the results of the validity test, it is stated that all the question items used in this study are valid and feasible to use. While the results of the reliability test also state that variables in this study are reliable, as shown in Table 1. Similarly, the results of the classical assumption test, which show that the assumption of normality is met with the Kolmogorov-Smirnov test, obtained values of 0.108 and $0.477 > 0.05$, then the assumption of normality is met. All research models are declared linear because the deviation from linearity > 0.05 are shown in Table 2. Hypothesis testing is described in Table 3. The results of the path analysis are shown in Figure 1.

Table 1. Reliable Test Results

| Variable | Cronbach's Alpha | Value Standard | Result |
|----------------------|------------------|----------------|----------|
| Self-Efficacy | 0,786 | 0,60 | Reliable |
| Work Engagement | 0,768 | 0,60 | Reliable |
| Employee Performance | 0,908 | 0,60 | Reliable |
| Work Motivation | 0,915 | 0,60 | Reliable |

Source: Data Processed (2021)

Table 2. Linearity Test Results

| Model | Deviation from Linearity X1 | Deviation from Linearity X1 | Result |
|--------------------------------------|-----------------------------|-----------------------------|--------|
| Self-Efficacy – Motivation | 0,646 | 0,856 | Linear |
| Self-Efficacy – Employee Performance | 0,710 | 0,711 | Linear |
| Motivation – Employee Performance | 0,710 | 0,710 | Linear |

Source: Data Processed (2021)

Table 3 shows that the significance level of self-efficacy on employee performance is $0.026 < 0.05$, meaning self-efficacy directly affects employee performance, meaning H1 is accepted. Work engagement on employee performance is $0.128 < 0.05$, which means work engagement has no direct effect on employee performance, meaning that H2 is rejected. It is known that the significance of work motivation on employee performance is $0.010 < 0.05$, meaning that work motivation directly affects employee performance, then H5 is accepted.

Based on Figure 1, it is known that the direct effect of self-efficacy on employee performance is 0.223. The direct effect of work engagement on employee performance is 0.152. The effect of self-efficacy on employee performance through work motivation as an Intervening variable is 0.517.

The impact of work engagement on employee performance through work motivation as an Intervening variable is 0.475. The direct effect of work motivation on employee performance is 0.260. The results of the Sobel test are a One-tailed probability of $0.4380016 > 0.05$ that the Work

Motivation variable cannot mediate the relationship of Self Efficacy to employee performance, then H3 is rejected. While the results of the One-tailed probability $0.14018287 > 0.05$ that the work motivation variable cannot mediate the relationship between the work engagement variable and employee performance, H4 is rejected.

Table 3. Hypothesis Test Results

| Model | Unstandardized Coefficients | | Stand. Coefficients | t | sig |
|--|-----------------------------|------------|---------------------|-------|-------|
| | B | Std. Error | Beta | | |
| Constant | 37,177 | 9,633 | | 3,859 | 0,000 |
| Self-Efficacy - Employee Performance | 0,408 | 0,181 | 0,233 | 2,256 | 0,026 |
| Work Engagement - Employee Performance | 0,287 | 0,187 | 0,152 | 1,535 | 0,128 |
| Motivation - Employee Performance | 0,254 | 0,096 | 0,26 | 2,641 | 0,001 |

Source: Data processed (2021)

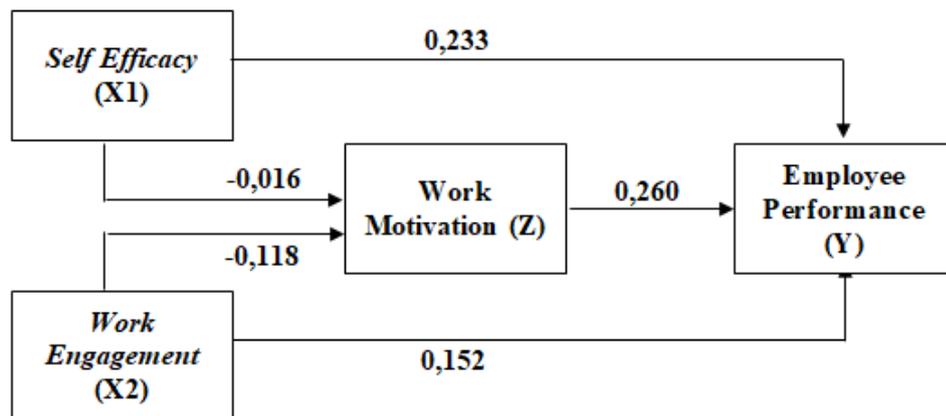


Figure 1. Path Analysis Results
Source: Data processed (2021)

DISCUSSION

Based on the path analysis diagram results, which show the influence of self-efficacy directly affects the performance of employees at P.T. Aji Vasthu Construction, it means that the higher the self-efficacy of P.T. Aji Vasthu employees, the performance will also increase. Conversely, employee performance will also decrease if self-efficacy does not develop. Employees who can assess their abilities will be motivated to immediately complete their work, thus having a positive influence on their performance. The respondents' answers state that P.T. Aji Vasthu Construction employees have strong beliefs, so they are motivated to act. The results of this study are in line with research conducted by Setiawan (2020), Turay et al. (2019), Clercq et al. (2018), Carter et al. (2018), Ardi (2017), Iis & Yunus (2016), Hidayat & Setiawan (2016), and Kusnoto & Sitorus (2016) which show that self-efficacy directly has a positive and significant effect on employee performance. In the sense that someone sure to succeed in a job will indirectly provide the best performance process, thus providing maximum work results.

The path analysis diagram shows a direct effect of work engagement on employee performance at P.T. Aji Vasthu Construction, meaning that increased work engagement will not

affect employee performance. The results of field research show that the performance of P.T. Aji Vasthu Konstruksi's employees cannot be judged by their enthusiasm and focus at work. Nevertheless, also needs to pay attention to knowledge and abilities in the construction world and expert skills to achieve optimal performance. The results of this study are in line with the research conducted by Kundi et al. (2022), Insan (2017), Sumakto & Sami'an (2013), and Fauzi (2015). They say that work engagement has no significant effect on employee performance. The results of this study show that work engagement has no direct effect on employee performance, in the sense of the performance of P.T. Aji Vasthu Konstruksi. Employees cannot be influenced by work involvement which is only judged by the spirit of focus and dedication at work.

The path analysis diagram shows that work motivation cannot mediate the relationship between self-efficacy and employee performance at P.T. Aji Vasthu Konstruksi. This study's results align with research conducted by Wulandari (2017) and Apriwandi (2011), which shows that work motivation cannot mediate the effect of self-efficacy on employee performance. The results of research in the field show that the work motivation of employees of P.T. Aji Vasthu Construction only focuses on meeting needs alone so that it does not affect employee self-efficacy on performance. The ability of P.T. Aji Vasthu Construction employees to assess self-efficacy when facing a difficult job arises because of their work skills so that they have a good influence on their performance results.

The path analysis diagram shows that work motivation cannot mediate the relationship between work engagement and employee performance at P.T. Aji Vasthu Konstruksi. In this study, work engagement has not affected employee performance through work motivation. The results of research in the field prove that when all the motivational needs of workers have been met, it will make a person unable to concentrate on his enthusiasm, focus, and dedication while working, which results in a decrease in employee performance results. The results of this study are also in line with research conducted by Insan (2017), which also shows that work motivation cannot mediate the relationship between work engagement and employee performance.

Based on the path analysis diagram shows that work motivation directly affects employee performance, meaning that if employees have high work motivation, performance will also increase. The results of this study are in line with research conducted by K & Ranjit (2022), Berdicchia et al. (2021), Jufrizen (2021), Setiawan (2020), Prakoso et al. (2014), and Noviawati (2016) which shows that motivation has a positive and significant influence on employee performance. Shows that when someone has high work motivation, he will build someone to optimize his performance, which impacts the success of achieving the goals set. Like the theory of needs set by Abraham Maslow that one factor that triggers the emergence of work motivation is to meet the needs of life, the need for self-actualization can also increase employee motivation. Based on the results of the study, seen from the respondents' answers to the item P.T. Aji Vasthu Construction, employees are motivated to work to fulfill their life needs. In addition, the level of security, facilities, and social relations within the company are also good, affecting good employee performance results.

CONCLUSION

The research results at P.T. Aji Vasthu Construction, namely self-efficacy, have a positive and significant direct effect on employee performance. Work engagement has a negative and insignificant effect on employee performance. Work motivation cannot mediate the effect of self-efficacy on employee performance, work motivation does not can mediate the effect of work engagement on employee performance, and work motivation has a positive and significant direct effect on employee performance. These findings offer practical implications for organizational leaders to improve employee performance by stimulating self-efficacy to grow and develop within employees. Several ways can be done by adding insight and experience, digging for information, and a conducive environment. It can increase self-confidence and motivation to improve performance continuously.

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