

THE EFFECT OF SELF-EFFICACY ON EMPLOYEE PERFORMANCE AT THE BPS-STATISTICS IN LANGKAT REGENCY THROUGH JOB SATISFACTION

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Abstract. Self-efficacy is an important factor in improving individual performance through confidence in the ability to complete a given task. Job satisfaction is hypothesized to mediate the relationship between self-efficacy and employee performance. This research aims to analyze the influence of self-efficacy on employee performance at BPS Langkat Regency, with job satisfaction as an intervening variable. The population of this study includes all Civil Servants at BPS-Statistik Langkat Regency. A total of 36 respondents were selected as samples using the purposive sampling method. Data was collected through questionnaires and documentation studies, then analyzed using the structural Equation Modeling (SEM) method with the help of Smart PLS software. The research results show that self-efficacy has a positive and significant effect on employee performance through job satisfaction as a mediating variable. These findings highlight the importance of developing self-efficacy to improve job satisfaction and overall employee performance. Recommended strategies through training and development, as well as creating an environment that supports increasing self-confidence.

Keywords: Employee Performance, Job Satisfaction, Self-Efficacy.

1. INTRODUCTION

In this modern era, government organizations face challenges in improving employee performance quality to provide optimal services to the public. Good employee performance is not only determined by technical abilities but also by psychological factors such as self-efficacy. Bandura (1997), who first introduced the concept of self-efficacy, defined it as an individual's belief in their ability to organize and execute actions required to achieve specific outcomes. Self-efficacy influences how people think, feel, motivate themselves, and act.

Self-efficacy plays a strategic role in supporting the success of organizational programs, including at the BPS-Statistik Langkat Regency, a regional representative office tasked with providing data for government policy-making and other statistical activities that support data-driven decisions. Observations indicate that some employees struggle to adapt to new technologies or modern working methods, particularly in data collection, which no longer uses paper and pencil but instead digital applications. This difficulty suggests low self-efficacy among employees, which ultimately impacts their performance.

This condition reveals a gap in self-efficacy, referring to an individual's belief in their ability to complete assigned tasks. Low self-efficacy can lead employees to feel less confident in performing their duties, which in turn affects their job satisfaction and overall performance. Optimal employee performance is crucial for BPS-Statistik, given their role in providing accurate data for government planning and policymaking. Therefore, this research is essential to understand how self-efficacy influences employee performance and how job satisfaction can act as a mediating factor that strengthens this relationship. The results of this study are expected to provide recommendations for BPS-Statistik

Langkat Regency in designing effective employee development programs to enhance overall organizational performance.

This research holds both theoretical and practical significance. Theoretically, it aims to contribute to the literature on the relationship between self-efficacy, job satisfaction, and employee performance in the context of government organizations. It also seeks to deepen understanding of the role of mediating variables in this relationship. Practically, the findings of this research can serve as a reference for BPS- Statistik Langkat Regency in formulating policies or programs to improve employee capacity, develop self-efficacy, and implement strategies to enhance job satisfaction.

2. LITERATURE REVIEW

2.1 Self-Efficacy

Employee self-efficacy refers to an individual's belief in their ability to perform tasks and achieve goals within the workplace. According to (Bandura 1997), self-efficacy is an individual's belief in their capacity to organize and execute the actions required to achieve desired outcomes. In the context of employees, self-efficacy encompasses the confidence individuals have in overcoming challenges, completing tasks, and achieving optimal performance. (Afifah & Kusuma 2021) describe self-efficacy as a belief in one's ability to organize, discover, and complete tasks to achieve goals. (Satria 2022) views self-efficacy as an individual's belief when performing specific tasks. (Hidayat and Setiawan 2023) further assert that high self-efficacy can enhance work motivation and employees' commitment to their organizations. Employees with strong confidence in their abilities are more likely to take the initiative, persist through obstacles, and achieve better outcomes in their work.

From these perspectives, self-efficacy can be summarized as an individual's belief in their ability to overcome challenges, complete tasks, and achieve optimal performance. Therefore, enhancing self-efficacy should be a priority in human resource development efforts aimed at achieving optimal organizational performance. The dimensions of self-efficacy used in this study, as described by (Sumaila and Rossanty 2022), are level, generality, and strength.

2.2 Employee Performance

(Marhawati 2022) explains that performance is the quality of an employee's work outcomes in carrying out their job over a specific period, adhering to the company's standards. (Pranta 2020) defines performance as the results achieved by an individual or group within an organization based on their authority and responsibilities to meet the organization's objectives lawfully and ethically. According to (Arisanti et al. 2019), employee performance can also be interpreted as the quality and quantity of work achieved by employees in carrying out their tasks according to their assigned responsibilities. Similarly, (Mangkunegara 2017) states that performance is the result achieved by someone in performing tasks based on their skills, experience, dedication, and adherence to predetermined standards and criteria. (Almaududi et al. 2021) reinforce this view, emphasizing that performance is a result achieved through a combination of competence, experience, dedication, and appropriate time allocation.

(Afandi 2021) identifies several factors influencing performance, including ability, personality and work interests, clarity and acceptance of roles, motivation levels, competency, workplace facilities, organizational culture, leadership, and work discipline. According to William Stern's theory, performance is influenced by two primary factors: ability and motivation. The performance indicators used in this study, based on (Robbins 2020), include: work quality, work quantity, timeliness, effectiveness, independence

2.3 Job Satisfaction

Job satisfaction is the positive or negative feelings individuals have about their work.

It is influenced by various factors such as working conditions, rewards, relationships with supervisors and colleagues, and the degree to which individual needs are met in the workplace. Job satisfaction plays a crucial role in determining productivity, motivation, and employee commitment to the organization. The factors influencing job satisfaction include (1) Intrinsic Factors: Challenging tasks, responsibilities, recognition, and achievements in work. (2) Extrinsic Factors: Salary, working conditions, job security, and interpersonal relationships.

According to (Luthans 2011), job satisfaction results from an employee's perception of how well their job provides the things they deem important. Similarly, (Greenberg and Baron 2008) define job satisfaction as a positive attitude resulting from an individual's evaluation of their work, encompassing how the job fulfills their needs, desires, and expectations. (Colquitt 2022) describes job satisfaction as a pleasant emotional state derived from an evaluation of one's job or work experiences. Based on these perspectives, job satisfaction can be summarized as an emotional condition reflecting an individual's feelings toward their work, influenced by various factors such as task evaluation, work environment, and interactions with colleagues. The indicators used in this study, as outlined by Affandi (2021), are work itself, pay, promotion, supervision, colleagues.

2.4 Conceptual Framework and Hypothesis

The Influence of Self-Efficacy on Employee Performance

Self-efficacy refers to an individual's belief in their ability to perform tasks effectively. Employees with high self-efficacy are typically more confident, highly motivated, and capable of overcoming workplace challenges, ultimately improving their performance. This aligns with the findings of (Sihombing et al. 2023), which indicate that self-efficacy significantly influences employee performance. Employees with high self-efficacy are more confident in handling tasks, more motivated, and better equipped to deal with obstacles. Conversely, employees with low self-efficacy may feel less capable and tend to avoid challenges, which can negatively affect their performance. This is further supported by (Judge et al. 2020), who found that self-efficacy contributes significantly to enhanced productivity and work quality.

Hypothesis

H1: Self-efficacy has a positive and significant effect on employee performance at the BPS-Statistik Langkat Regency.

The Influence of Self-Efficacy on Job Satisfaction

Self-efficacy, defined as the belief in one's ability to successfully complete tasks, significantly impacts how employees perceive and address challenges in their work. Employees with high self-efficacy tend to feel more capable of handling pressure, more confident in achieving work goals, and more in control of their job outcomes. This positively affects job satisfaction, as they feel more competent and successful in their tasks. Research conducted by (Smith & Walker 2022) found that employees with higher levels of self-efficacy are more likely to experience job satisfaction, as they feel better equipped to overcome challenges and meet established objectives. This finding is supported by (Johnson 2023), who revealed that increased self-efficacy correlates positively with greater job satisfaction, particularly in roles requiring high levels of creativity and problem-solving. These studies emphasize that belief in one's abilities not only enhances performance but also strengthens feelings of satisfaction with the work performed.

(Luthans 2021) states that individuals with high self-efficacy are more confident in overcoming work obstacles, leading to more positive work experiences and higher job satisfaction. Furthermore, Schunk and DiBenedetto (2020) highlight that individuals with high self-efficacy are more likely to view challenges as opportunities for learning and growth rather than as threats.

Hypothesis

H2: Self-efficacy has a positive and significant effect on job satisfaction at the BPS-Statistik Langkat Regency.

The Influence of Employee Performance on Job Satisfaction

According to Robbins and Judge (2020), good employee performance reflects their ability to meet or exceed job expectations, ultimately providing a sense of accomplishment and intrinsic reward. This is supported by research from Bakker and Demerouti (2017), which found that high-performing employees tend to feel more valued by their organizations through recognition, promotions, or incentives, thereby increasing their job satisfaction. Furthermore, good performance gives employees a sense of control and confidence in their work, as explained by Locke and Latham (2019), where such experiences positively influence their perception of the work environment. The relationship between employee performance and job satisfaction is reciprocal, as good performance fosters job satisfaction, and high job satisfaction motivates employees to continue improving their performance.

High employee performance is also often linked to improved interpersonal relationships at work, contributing to a positive work atmosphere. Amabile and Kramer (2011) argue that employees who demonstrate good performance are more likely to receive support from colleagues and supervisors, fostering harmonious and satisfying workplace relationships. Additionally, Christian, Garza, and Slaughter (2011) revealed that high employee performance not only increases individual satisfaction but also strengthens team cohesion, which collectively enhances job satisfaction.

Organizations can support this relationship by providing constructive feedback and fair rewards for employee performance, as suggested by Armstrong (2020). By creating an environment that acknowledges and appreciates employee contributions, organizations can sustainably enhance job satisfaction, ultimately contributing to overall organizational productivity.

Hypothesis

H3: Employee performance has a positive and significant effect on job satisfaction at the BPS-Statistik Langkat Regency.

The Influence of Self-Efficacy on Employee Performance Through Job Satisfaction

Employees with high self-efficacy tend to be more confident in handling challenges and tasks assigned to them. This confidence fosters a positive perception of their work and work environment, which, in turn, enhances job satisfaction. They feel more competent and capable of overcoming various difficulties in the workplace, increasing their satisfaction in performing their duties. (Liu & Zhang 2020), in their study, demonstrated that self-efficacy has a direct positive impact on job satisfaction, which ultimately improves employee performance. They found that employees who believe in their ability to complete tasks are more likely to experience higher job satisfaction, motivating them to deliver better performance at work.

(Raziq & Maulabakhsh 2020) emphasized the importance of self-efficacy in creating a positive work environment that supports job satisfaction. They discovered that high self-efficacy enhances employees' ability to face challenges at work and be more satisfied with the outcomes achieved, which subsequently leads to better performance. Job satisfaction acts as a crucial mediator in this relationship. (Zhang et al. 2021) revealed in their research that self-efficacy plays a vital role in employees' intrinsic motivation. Employees with high self-efficacy feel more confident in completing tasks efficiently, which makes them more satisfied and enthusiastic. Job satisfaction arising from high self-efficacy contributes to more productive performance.

Hypothesis

H4: Self-efficacy has a positive and significant influence on employee performance through job satisfaction at the BPS- Statistik in Langkat Regency.

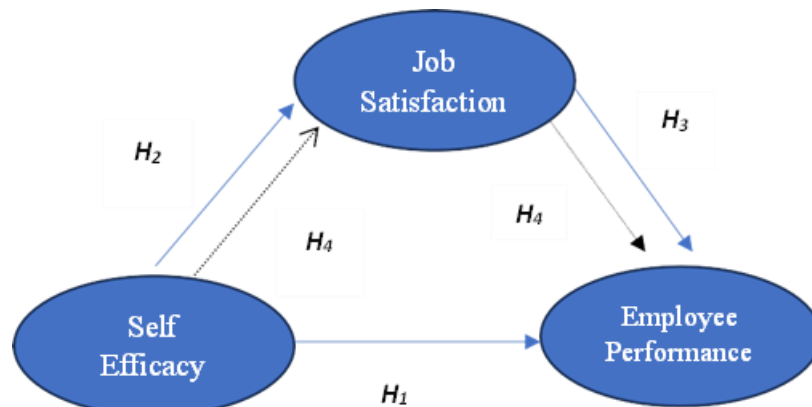


Figure 1. Theoretical Framework

3. RESEARCH METHODS

This study employs a causal research design. A quantitative research methodology is utilized. The research population consists of all civil servants (ASN) at the BPS- Statistik Langkat Regency. A saturated sampling technique, also known as a census sampling method, is applied, resulting in a sample size of 37 respondents from the population. The research uses a questionnaire created with Google Forms as the primary instrument. A Likert scale is employed for measuring variables with primary data. The data in this study are analyzed using Structural Equation Modeling (SEM) with the help of SmartPLS 4.0 software.

4. RESULTS AND DISCUSSION

The researcher analyzed the data using SmartPLS by conducting validity and reliability tests, determination coefficient tests, and path coefficient tests. Figure 2 presents the results of the testing using the PLS Algorithm analysis.

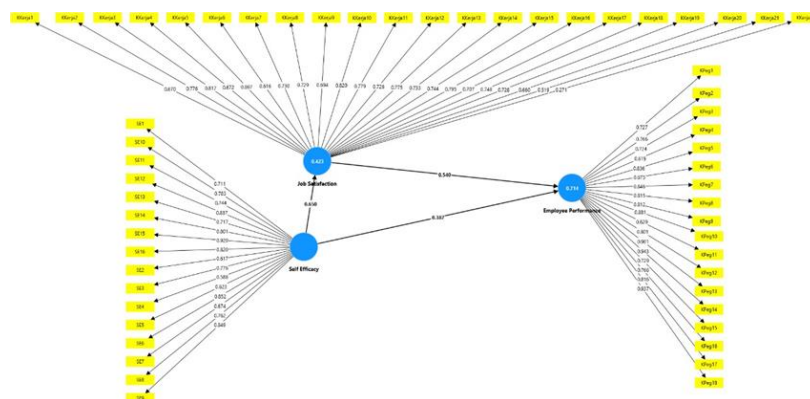


Figure 2. Results of PLS Algorithm Analysis

It is evident that each indicator used to calculate the loading factor for each variable has a value greater than 0.5 (Hair et al., 2019), indicating that the variables are valid. Table 1 illustrates the validity of the convergent calculation using AVE, Cronbach's Alpha, and Composite Reliability.

Table 1. Results of Average Variance Extracted, Cronbach's Alpha, and Composite Reliability Tests

Variabel	Average variance extracted (AVE)	Cronbach's alpha	Composite reliability (rho_a)
<i>Job Satisfaction</i>	0.504	0.951	0.960
<i>Employee Performance</i>	0.633	0.965	0.970
<i>Self-Efficacy</i>	0.583	0.951	0.962

(Source: Processed Data 2024)

Table 1 indicates that each variable meeting the validity test requirements and deemed valid has an Average Variance Extracted (AVE) value greater than 0.5 (Hair et al., 2019). The table also shows that a variable is considered reliable if the Cronbach's Alpha value exceeds 0.60 (Hair et al., 2014). A latent variable is considered reliable if its Composite Reliability value exceeds 0.70 (Hair et al., 2014). Table 2 presents the results of the R-Square or Coefficient of Determination test.

Table 2. Results of the Determination Coefficient Test

Variable	R-square
<i>Job Satisfaction</i>	0.423
<i>Employee Performance</i>	0.714

(Source: Processed Data 2024)

Table 2 shows that employee performance has an R-square value of 0.714. This indicates that the variables studied in this research (Self-Efficacy and job satisfaction) can explain 71.4% of the variation. Self-Efficacy, as the independent variable examined in this study, has an effect of 42.3% on the mediating variable of job satisfaction, which has an R-square value of 0.423. With an R-square value greater than 0.33, the results of the employee performance variable testing indicate a strong effect (Ghozali and Latan, 2015).

The path coefficients analysis test aims to determine the direction and strength of the influence between the dependent and independent variables formulated in the research hypothesis. If the path coefficient (original sample) value is negative (-), a negative influence occurs. A path coefficient (original sample) value of 0 means no influence. Meanwhile, a positive (+) path coefficient (original sample) indicates a positive influence. If the variable has a P-value less than 0.05 and a T-statistics value greater than 1.96, the hypothesis test can be considered significant (Abdillah & Hartono, 2015). Table 3 presents the results of the path coefficients test.

Table 3. Results of the Determination Coefficient Test

	Original sample	T statistics	P values
Self-Efficacy -> <i>Employee Performance</i>	0.409	2.614	0.009
Self-Efficacy -> <i>Job Satisfaction</i>	0.640	7.313	0.000
Kepuasan kerja -> <i>Employee Performance</i>	0.515	2.778	0.005
Self-Efficacy -> <i>Job Satisfaction</i> -> <i>Employee Performance</i>	0.330	2.495	0.013

(Source: Processed Data 2024)

From the path coefficient test results in Table 3, the following can be explained:

1. Self-Efficacy has a positive effect on employee performance. This is supported by the T-statistics value of $2.614 > 1.96$ and a P-value of $0.009 < 0.05$, which leads to the conclusion that there is a significant effect and $H1$ is accepted.
2. Self-Efficacy has a positive effect on job satisfaction. This is supported by the T-statistics value of $7.313 > 1.96$ and a P-value of $0.000 < 0.05$, which leads to the conclusion that there is a significant effect and $H2$ is accepted.
3. Job satisfaction is influenced by employee performance. This shows that job satisfaction is positively affected by employee performance. With a T-statistics value of $2.778 > 1.96$ and a P-value of $0.005 < 0.05$, it can be concluded that there is a significant effect and $H3$ is accepted.
4. Based on the test of the Self-Efficacy variable on employee performance mediated by job satisfaction, the original sample value is positive, the T- statistics value is $2.495 > 1.96$, and the P-value is $0.013 < 0.05$. Therefore, it can be concluded that Self-Efficacy has a positive and significant effect on employee performance through job satisfaction as a mediating variable. $H4$ is accepted.

Self-efficacy has a significant positive effect on employee performance, as evidenced by the T-statistics value of 2.614, which is greater than 1.96, and a P-value of 0.009, which is smaller than 0.05. This result indicates that an individual's belief in their ability to complete tasks significantly affects performance, thus the research hypothesis ($H1$) is accepted. This finding is in line with Bandura's theory (1997), which states that self-efficacy plays an important role in motivating individuals to face challenges and achieve work goals. The study by Saleem et al. (2022) revealed that self-efficacy has a positive relationship with performance in the service sector, while Prasetyo and Dewi (2020) highlighted the importance of self-efficacy in enhancing the effectiveness of government employees through optimal time management. Practically, organizations can enhance employee performance by strengthening self- efficacy through training, assigning appropriate responsibilities, and recognizing individual achievements. This finding provides insight that in order to achieve optimal performance, it is important for organizations to focus on developing employees' self-efficacy, which will positively impact individual and team performance overall.

Self-efficacy also has a significant positive effect on job satisfaction, as evidenced by the T-statistics value of 7.313, which is much greater than 1.96, and a P-value of 0.000, which is smaller than 0.05. This result indicates that an individual's belief in their ability to complete tasks and face work challenges significantly contributes to the level of satisfaction they feel in their job. The research hypothesis ($H2$) is also accepted. This finding is supported by (Judge and Bono's study 2001), which found that self-efficacy has a strong correlation with job satisfaction, as individuals with high self-efficacy are better able to manage work stress and achieve desired results. Therefore, strengthening self-efficacy through training and recognizing individual performance can be an effective strategy to enhance job satisfaction across various sectors.

Employee performance has a significant positive effect on job satisfaction, as evidenced by the T-statistics value of 2.778, which is greater than 1.96, and a P-value of 0.005, which is smaller than 0.05. This result indicates that improving employee performance can directly increase their job satisfaction, so the research hypothesis ($H3$) is accepted. This finding is supported by (Sari and Rahmawati 2022), who found that good employee performance creates a sense of achievement, contributing to increased job satisfaction in the public sector. Therefore, developing programs to improve employee performance, such as training and transparent performance evaluations, can be an important step in enhancing job satisfaction in various organizations.

Based on the test results, self-efficacy has a significant positive effect on employee performance through job satisfaction as a mediating variable, as indicated by the positive original sample value, T-statistic of 2.495 (greater than 1.96), and P- value of

0.013 (smaller than 0.05) (H4) is accepted. This finding emphasizes that an individual's belief in their ability to complete tasks not only directly improves performance but also affects job satisfaction, which ultimately leads to enhanced performance. This research aligns with (Khafidz and Sulhan 2023), where job satisfaction plays an important role as the link between self-efficacy and performance. Therefore, strengthening self-efficacy through training and recognizing individual achievements becomes an effective strategy to improve overall employee performance.

CONCLUSION

Based on the research findings, it can be concluded that self-efficacy has a significant positive effect on employee performance, where employees with high self-confidence tend to show better performance. Additionally, self-efficacy is also proven to positively affect job satisfaction, which further strengthens employee motivation to perform well. Furthermore, this study shows that employee performance also positively influences job satisfaction, meaning that high-performing employees tend to be more satisfied with their jobs. More importantly, job satisfaction serves as a mediating variable that strengthens the relationship between self-efficacy and employee performance, thus enhancing overall workplace effectiveness.

Therefore, organizations are advised to focus on improving employee self-efficacy through training and development, as well as creating an environment that supports the enhancement of self-confidence. Moreover, attention should be given to factors that can improve job satisfaction, such as recognition of achievements, career development opportunities, and good communication among colleagues, as these can encourage employees to actively participate and enhance their performance. Organizations should also create empowerment programs that enable employees to grow and feel empowered in their roles. Stress management and employee well-being programs are also crucial to maintaining high satisfaction and performance. With these steps, organizations can create a productive and sustainable work environment.

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