

Research Article

Self-Efficacy, Work Motivation, and Employee Performance

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Abstract.

Employees with high work motivation and self-efficacy will be more enthusiastic so they can contribute positively to the work they are responsible for, influencing their performance results. This research aims to determine the influence of self-efficacy and work motivation on employee performance. This type of research is quantitative-correlational, using the accidental sampling technique and using SPSS version 25 for data analysis. The results of research on 150 employees still show that there is no simultaneous influence with a Sig value of $0.596 > 0.05$ and partially the self-efficacy variable (X1) on employee performance (Y) with a Sig value $0.852 > 0.05$ and work motivation (X2) on employee performance (Y) with a Sig value of $0.349 > 0.05$. So, self-efficacy and work motivation do not affect employee performance.

Keywords: self-efficacy, work motivation, employee performance

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1. Introduction

According to data (1) from January - November 2023, there were 229 strikes in Indonesia, with 63,659 workers involved and 509,272 working hours lost due to the strike. The highest area is West Java, with around 36,000 workers on strike. Meanwhile, 6,970 workers went on strike in East Java, and around 55,670 working hours were lost. It can undoubtedly hinder the company's productivity because when working hours are lost, it will impair production and services. As a result, there will be a decline or even losses. Possible causes of strikes are inappropriate wages (2). Based on the data above, some employees may need help to optimize their performance. External and internal factors can influence performance.

Performance means achievement (accomplishment), which refers to results or impacts. Performance can also be interpreted as the output produced by a function or indicator of a job or profession within a certain period. In this case, work is an

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activity to complete or make something that only requires specific energy and skills (3). According to (4), employee performance is the work results in terms of quality and quantity employees achieve when they carry out their work according to their responsibilities.

According to (5), individual performance often changes. Likewise, Yang emphasized that organizations can use bonuses and direct awards based on personal performance if employee performance is visible. Employee performance also depends on the employee's self-confidence in doing or carrying out the tasks given. However, improving employee performance is not as easy as it is written. Various problems can certainly hinder employee performance.

As explained previously, employee performance is influenced by external and internal factors. According to (6–9), internal factors include ability, knowledge, personality, motivation to work, self-efficacy, job satisfaction, proactive attitude, commitment, and discipline. At the same time, external factors, according to (6,9), include leadership, leadership style, organizational culture, work environment, loyalty, and communication in the workplace (10). In addition to leadership patterns, self-efficacy, employee creativity, and innovation are important factors that companies must pay attention to today (11,12)

If self-efficacy is high, an employee will be more confident and able to do the tasks given. Likewise, low motivation will cause employees to be too lazy to do their work. According to (13), self-efficacy is an individual's belief that he or she can do something in a particular situation successfully. Employees with good self-efficacy and strong motivation can achieve the desired performance. In addition to self-efficacy, motivation is also a factor that influences employee performance. Work motivation is one of the determining factors of employee performance (14). *Work motivation* can be defined as a psychological drive within an individual that determines the direction of a person's behavior in an organization, level of effort, and level of persistence or resilience in facing obstacles or problems (15).

Therefore, employee motivation and self-efficacy affect performance results. It aims to help highly motivated workers to do all their tasks effectively. Thus, self-efficacy is a quality that employees must have to improve their communication skills and self-confidence to carry out all tasks given to them. Meanwhile, employees with solid work motivation will be more enthusiastic and contribute positively to the tasks given to them. Based on the problems described above and the findings of inconsistencies in the study, it is necessary to conduct further research on self-efficacy and work motivation that can

affect employee performance. The problem in this study is whether self-efficacy affects employee performance and whether work motivation affects employee performance. In addition, this study aims to determine the effect of self-efficacy and work motivation on employee performance. It is expected to provide new knowledge, insight, and benefits for developing science, especially in industrial and organizational psychology.

2. Methods

2.1. Participants

This study uses population and sample to be tested. According to (16), the population is a generalization area consisting of objects or subjects with specific qualities and attributes set to be studied, and conclusions are drawn. This study uses subjects with the criteria of permanent male or female employees working in Gresik City. The accidental sampling technique is used, where samples are selected by chance when assessed according to data sources and meet previously established criteria (17). Moreover, there is no minimum sample because the number of subjects is countless.

2.2. Research Instruments

This study measures and analyzes the influence of self-efficacy and work motivation on employee performance. This study was conducted non-experimentally and used a quantitative-correlational research type, according to (18), namely a research method that converts psychological metrics. The quantitative survey method aims to collect data such as scores, values, ratings, or frequencies. Then, statistical tests are used to determine the results and are intended to answer the hypothesis.

In this study, three variables are studied: self-efficacy, work motivation, and employee performance. The independent variables in this study are self-efficacy and work motivation, while the dependent variable in this study is employee performance. The scale used to assess employee performance is from (19), adapted by (20). There are ten items, using a Likert scale answer from 1 (Strongly Disagree) to 5 (Strongly Agree). The instrument used to determine the level of success of self-efficacy is measured using the General Self-Efficacy Scale (GSES) developed by (21), which is based on the social cognitive theory put forward by (22) and has been adapted and translated into Indonesian by (23). There are eight items, using a Likert scale answer from 4 (Strongly

Agree) to 1 (Strongly Disagree). Meanwhile, the work motivation scale is the Maslow model, adapted by (24). There are ten items from five indicators using a Likert scale answer from 1 (strongly disagree) to 5 (strongly agree).

2.3. Data Analysis Techniques

The procedures carried out in this study are divided into three stages: the preparation stage, implementation, and data analysis. The preparation stage starts from searching and reading literature or theories to find the phenomena to be studied, exploring the problems, designing research designs, and preparing measuring instruments. Then, the data collection stage by developing and distributing research data instruments online through Google Forms media. The last stage is data analysis using Statistical Program for Social Science (SPSS) version 25 software to test reliability, data normality, and multiple linear regression tests. Based on the assumption test, the data was normal distribution ($0.075 > 0.05$) and linear.

3. Results

In this section, the data is processed and analyzed, which is the final stage of the research. This study involved 150 respondents who were permanent employees in the city of Gresik and produced the following data.

TABLE 1: Description of Research Variables.

Variable	Mean	Standard Deviation (SD)	Category	Frequency	Percentage
Kinerja Karyawan	30.41	12.139	Rendah	75	50%
			Tinggi	75	50%
			Total	150	100%
Self Efficacy	24.18	4.706	Rendah	76	51%
			Tinggi	74	49%
			Total	150	100%
Motivasi Kerja	34.65	10.497	Rendah	68	45%
			Tinggi	82	55%
			Total	150	100%

Categorization of variable score levels using standard deviation (SD) and average (Mean) (Azwar, 2012). Based on the data obtained, it can be seen that the employee performance variable (Y) of respondents is in a balanced category with each percentage of 50%. In the self-efficacy variable (X1), the majority of respondents are in the low category, with a rate of 51%. In the work motivation variable (X2), most respondents are in the high category, with a percentage of 55%.

TABLE 2: Multiple Linear Regression Analysis.

Model	R	R square	F	Unstandardized coefficients		t	Sig
				β	Std.Error		
Constant	0.084	0.007	0.519	26.268	0.5695	4.612	0.000
Self-efficacy				0.040	0.217	0.016	0.852
Motivasi Kerja				0.92	0.097	0.079	0.349

The analysis results show that the F value is 0.519, and the Sig. The value is 0.596 > 0.05, so the self-efficacy and work motivation variables do not simultaneously affect employee performance. Then, partially, the significance value for the variable of self-efficacy (X1) on employee performance (Y) is 0.852 > 0.05, so it can be concluded that there is no influence of self-efficacy (X1) on employee performance (Y). The significance value of the variable of work motivation (X2) on employee performance (Y) is 0.349 > 0.05, so it can be concluded that there is no influence of work motivation (X2) on employee performance (Y).

4. Discussion

Based on research conducted on permanent employees working in Gresik City, as many as 150 employees are employed, the hypothesis in this study is rejected. The hypothesis in this study states that there is a negative influence between self-efficacy and work motivation on employee performance. It shows that if self-efficacy is low, an employee will be less confident and unable to do the tasks that have been given. Likewise, low motivation causes employees to be too lazy to do their work.

The study’s results showed that self-efficacy did not affect employee performance. Most likely, this insignificant result occurred because employees felt that their actions were less than satisfactory. As a result, they become less confident in doing their jobs and do not do their best. Low self-confidence can also affect employee performance

because they often complain when asked for work. This study is in line with the research results by (25), which states that self-efficacy does not positively or significantly impact performance, so one's abilities will not improve employee performance. Research conducted by (26) states that self-efficacy does not affect employee performance; the self-efficacy variable on employee performance in this study is not significant because the length of service or length of service of employees is not a factor that influences self-efficacy in the company.

Moreover, the study results show that work motivation does not affect employee performance. Good work motivation does not guarantee that employees will not complain about their work, and this means that employee performance cannot be improved because the motivation given is still general and not very specific for each person. Therefore, what determines the performance of each employee is not the work motivation provided by the company but rather the motivation possessed by each employee. This study's results align with research (27,28), which states that work motivation does not have a significant effect on employee performance, so providing work motivation does not affect employee performance. In other words, motivation is not the most critical component in improving employee performance.

Every study has its advantages and disadvantages. The benefits of this study include a relatively large number of subjects and an online scale distribution method such as Google Form, which facilitates the data collection process and reaches more respondents, but this can be a disadvantage where researchers cannot accompany directly during filling and do not know whether those who fill in are by the criteria or not. In addition, only a few studies examine these two variables simultaneously: the effect of employee performance variables on self-efficacy and work motivation—however, this study is for improvement. Namely, the respondent criteria need to be more specific, and this study focuses only on one city. If research is conducted in the scope of East Java, there will undoubtedly be more respondents. Therefore, it is recommended that further and more in-depth research be conducted on the effects of self-efficacy and work motivation on employee performance.

5. Conclusion

Based on the study's results, self-efficacy and work motivation negatively affect employee performance. It means that the lower employees' self-efficacy and work motivation, the lower their performance will be, and vice versa. This study implies

that low salaries or workloads may cause low employee self-efficacy, which causes them to consider what they do with the compensation they receive or the increasing workload that makes them feel burdened with their work. In addition, motivation is not the main factor that improves employee performance; it could be that employees are not motivated to master something or develop in their careers.

6. Implication

Implications of this study, although with the results mentioned above, employee performance in Gresik City is not influenced by self-efficacy factors or work motivation. The performance of Gresik employees is not based on self-confidence or strong motivation. This problem cannot reduce employee performance, but other factors can influence employee performance. Therefore, further research can examine different factors affecting employee performance, such as the work environment. Furthermore, researchers must focus on multiple companies or cities to get more respondents.

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