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Abstract

This research aims to determine the influence of self-efficacy and work engagement on employee performance with job satisfaction as an intervening variable at PT Belintang Panen Raya Ogan Komering Ulu Timur employees. This research includes quantitative research. The research sample was 109 active employees at PT Belintang Panen Raya. Data collection techniques were carried out by providing self-efficacy questionnaires, work engagement, employee performance questionnaires and job satisfaction. The data analysis method in this research is Structural Equation Modeling (SEM) using the SmartPLS application. The results of this research show that self-efficacy has a positive and significant effect on the performance of PT Belintang Panen Raya employees. Work engagement has a negative and insignificant effect on the performance of PT Belintang Panen Raya employees. Job satisfaction has a positive and significant effect on the performance of PT Belintang Panen Raya employees. Self-efficacy has a positive and significant effect on the performance of PT employees. Belintang Panen Raya through job satisfaction as an intervening variable. Work engagement has a positive and significant effect on the performance of PT employees. Belintang Panen Raya through job satisfaction as an intervening variable.

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

1. Introduction

The success of achieving the goals that have been planned in a company depends on the role of human resources in the company (Hidayati *et al.*, 2019; Purwanti *et al.*, 2020). Human resources play a role in managing and driving various sectors within the company (Candana *et al.*, 2022). Human resources in the company, namely employees, are a key aspect that can control and run a company (Ali & Wardoyo, 2021). Without employees, even though a company has various facilities needed, the company will not run well because there are no human resources who control the running of the company to achieve the goals to be achieved (Kusnoto & Sitorus, 2016).

Arda (2017) states that employees are the most important factor besides raw materials and work equipment that determine the success and progress of an enterprise. Employees are human resources owned by the company and must be utilized effectively, efficiently, and humanely (Handanal *et al.*, 2023). The reality in the field, employee performance is still not optimal (Rinny *et al.*, 2020; Wicaksono & Ratnawati, 2022). Based on survey results *World Economic Forum* (WEF) which measures the quality of human resources, in 2019 Indonesia's competitiveness index was ranked 50 out of 141 countries and decreased compared to the previous year (Purnomo, 2022). This shows that the average performance of the workforce in Indonesia is still not optimal. The Minister of Manpower of the Republic of Indonesia stated that human resources in Indonesia have not been optimal due to an incompetent workforce (Kartika *et al.*, 2018). In addition, the statement of the Head of the Training Center of the

Ministry of Industry also strengthened the low education of human resources in Indonesia, namely 94% of Indonesia's industrial workforce graduated from high school or vocational school and below (Kartika *et al.*, 2018).

According to Ary & Sriathi (2019) and Buangga *et al.* (2018), Employee performance is influenced by self-efficacy. Employee performance determines the effectiveness of a company and becomes a benchmark for the success of a company (Aqnes *et al.*, 2022). The large number of employees who resigned from their jobs also shows that the job satisfaction of PT Belitang Panen Raya employees is low, employees feel that their current work is very difficult in fulfilling their responsibilities. So the job itself is the reason for low employee job satisfaction and results in employees deciding to quit their jobs. Employees interviewed said that the company's target was too high and the employee's workload was very heavy, which is the reason employees resigned from their jobs.

According to Hendrik *et al.*, (2021); Tho'in & Muliastari, (2020), and another factor that also affects employee performance is work attachment. According to Schaufeli & Bakker (2004), work attachment is a positive mental state or mind related to work characterized by passion, devotion, and absorption/appreciation. Employees who have high *engagement* will have high enthusiasm, energy, and mental resilience in carrying out work (Putri & Frianto, 2022). This will have a positive impact on the company in achieving the planned goals.

According to Siamita & Ismail (2021), another aspect that also affects employee performance is job satisfaction. Job satisfaction is an employee's emotional response to the results and rewards obtained from the work that has been done (Zhou *et al.*, 2021). According to Smith *et al.* (1969), job satisfaction is a feeling of pleasure or displeasure and an employee's emotion towards the work done so it is an employee's assessment of his work. Employees are said to have job satisfaction if they have a perception that the rewards received are proportional to the work done (Rinny *et al.*, 2020).

Job satisfaction is one of the key aspects that employees must have to work well as expected (Candana *et al.*, 2022). Job satisfaction can affect the performance of employees, if employees are satisfied with the work they have, the employee will provide good performance (Ali & Wardoyo, 2021). The opinion is supported by Yulihardi *et al.* (2022) that employees who feel satisfied with their jobs will be more productive than employees who do not have job satisfaction.

The investigation into the impact of self-efficacy and job attachment on employee performance, with job satisfaction serving as an intervening variable, among employees of PT Belitang Panen Raya in Ogan Komering Ulu Timur is of paramount importance. This study is crucial for several reasons. Firstly, understanding the role of self-efficacy is vital in shaping employees' beliefs in their abilities and, consequently, their job performance. Secondly, exploring the influence of job attachment is essential as it directly impacts the psychological and emotional connection employees have with their work, potentially affecting their overall performance. Moreover, incorporating job satisfaction as an intervening variable provides a nuanced understanding of how contentment and fulfillment in the workplace may mediate the relationship between self-efficacy, job attachment, and employee performance. Given the existing challenges in workforce optimization and the reported issues of job dissatisfaction and high turnover rates at PT Belitang Panen Raya, this research aims to offer targeted insights to enhance the organization's human resource strategies, fostering a more effective and satisfying work environment for sustained success. Based on the description of the phenomenon and research gap, this problem is as follows:

- 1) How is the direct effect of self-efficacy, job attachment and job satisfaction on employee performance in PT Belitang Panen Raya employees?

- 2) How is the indirect effect of self-efficacy and work attachment on employee performance through job satisfaction as an intervening variable in employees of PT Belitang Panen Raya?

2. Method

The research design is a quantitative study that demonstrates the relationship between independent variables, namely self-efficacy and work engagement, and employee performance, with job satisfaction as the intervening variable, at PT Belitang Panen Raya. In scientific research, data collection techniques aim to obtain relevant, accurate, and reliable materials. A questionnaire is a data collection tool consisting of a series of written questions posed to respondents to obtain written answers. Here, the researcher expects respondents to answer truthfully. The researcher uses a Likert scale (1-5), where 1 indicates strongly disagree, and five indicates strongly agree. The scale is as follows: 1 = Strongly Disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree, 5 = Strongly Agree. The sample is a representative part of the number and characteristics possessed by the population (Sekaran & Bougie, 2017). In this study, the sample was selected using the saturated census sampling technique because the sample size was not too large. So that all employees at PT Belitang Panen Raya, namely 109 employees, were used as research samples.

In this study, to analyze the data, we will use SEM Smart PLS. SEM is a multivariate analysis method that combines factor analysis and path analysis to allow researchers to test and estimate the relationship between exogenous variables and endogenous variables with many indicators simultaneously (Siswoyo & Parwoto, 2020). This quantitative research at PT Belitang Panen Raya investigates the relationships between self-efficacy, work engagement, and employee performance, utilizing job satisfaction as an intervening variable. The research employs a questionnaire with Likert scale responses (1-5) to gather accurate and reliable data. The sample, consisting of all 109 employees, follows the saturated census sampling technique for its representative nature. The study adopts Structural Equation Modeling (SEM) using Smart PLS for data analysis. SEM integrates factor and path analysis, allowing simultaneous examination of relationships between exogenous and endogenous variables with multiple indicators. This comprehensive approach aligns with the study's aim to provide a thorough understanding of the dynamics between self-efficacy, work engagement, job satisfaction, and employee performance at PT Belitang Panen Raya.

The subjects of the study were employees of PT Belitang Panen Raya with a total of 109 respondents.

Table 1

Respondent Information at PT Belitang Panen Raya

Items	N = 109	Percentage
Gender	Male = 84, Female = 25	Male = 77%, female = 23%
Education Level	SMA = 55, D3 = 25, S1 = 23, S2 = 6	SMA = 51%, D3 = 25%, S1 = 20%, S2 = 4 %
Period of Service	<1 year = 5, 1-3 years =66 4-6 years = 25, >7 years = 13	<1 year = 8%, 1-3 years =60% 4-6 years = 20%, >7 years = 12%

3. Results and Discussion

Table 2

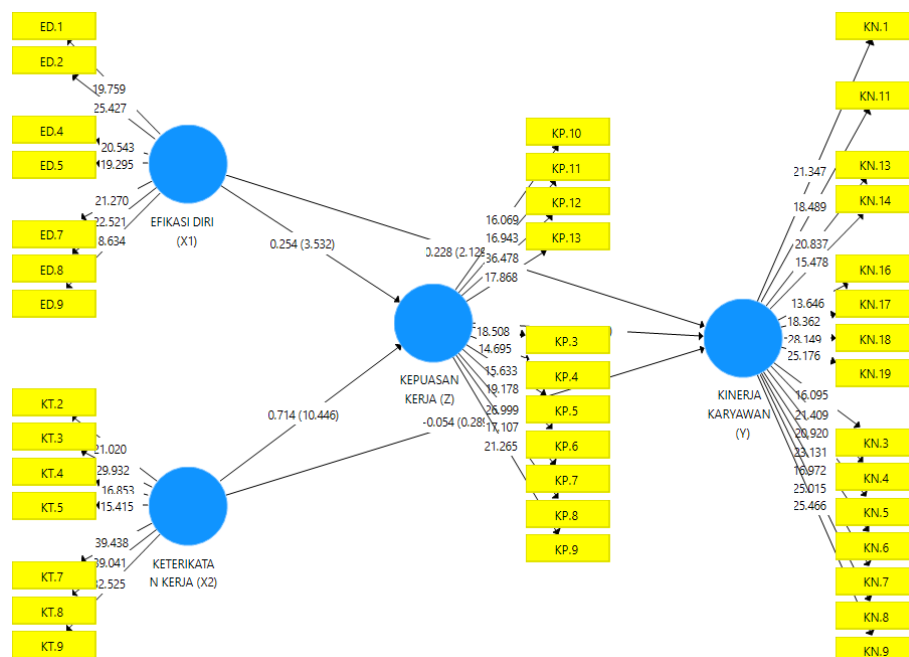
Construct Reliability and Validity

	Cronbach's Alpha	RHO_A	Composite Reliability	Average Variance Extracted (AVE)
Self-efficacy (X ₁)	0.891	0.891	0.914	0.605
Job Satisfaction (Z)	0.931	0.932	0.941	0.591
Attachment to Work (X ₂)	0.907	0.910	0.926	0.643
Employee Performance (Y)	0.950	0.951	0.955	0.589

In the assessment of construct reliability and validity, it is essential to ensure that the measurement instruments used meet established criteria. As per Ghozali (2018), all variables in this study successfully fulfill the minimum requirements for Cronbach's Alpha testing, composite reliability, and average variance extracted (AVE). The established criteria stipulate a minimum value of 0.7 for both Cronbach's Alpha and composite reliability, ensuring the internal consistency of the measurement instruments. Additionally, the AVE should be at least 0.5 to demonstrate an acceptable level of convergent validity. With all variables surpassing these thresholds, it can be confidently affirmed that the measurement instruments employed in this study are deemed reliable and valid for assessing the intended constructs. This robust foundation in measurement reliability and validity enhances the credibility of subsequent analyses and interpretations of the study's results.

Figure 1

Path Analysis



The depicted outer loading diagram reveals that all loading factor values surpass the stipulated requirements, consistently exceeding the threshold of 0.7. This signifies that each observed variable in the model effectively captures and reflects its corresponding latent construct, demonstrating a strong and reliable relationship between the measured indicators and the underlying constructs. The fulfillment of this criterion underscores the robustness of the measurement model, reinforcing confidence in the validity and accuracy of the study's

constructs. This alignment with established standards enhances the credibility of the findings and ensures that the measurement instruments utilized in the study effectively capture the intended theoretical concepts. Furthermore, the robustness of the measurement model, as evidenced by the consistently exceeded threshold of 0.7 in the loading factor values, instills confidence in the reliability of the study's findings. The strong and reliable relationships observed between the measured indicators and their corresponding latent constructs validate the efficacy of the chosen measurement instruments. This alignment with established standards not only underscores the methodological rigor of the study but also enhances the generalizability of the results. The meticulous adherence to these criteria ensures that the study's constructs are accurately and comprehensively captured, contributing to the overall validity of the research outcomes.

Table 3

Path Analysis

	Sample (O)	t- Statistics	P Values	Significant Level
Self-efficacy (X ₁) -> Employee Performance (Y)	0.228	2.129	0.034	<i>Significant</i>
Work Attachment (X ₂) -> Employee Performance (Y)	-0.054	0.289	0.772	<i>Not Significant</i>
Job Satisfaction (Z) -> Employee Performance (Y)	0.749	5.042	0.000	<i>Significant</i>

Source: Data processed with SmartPLS 2023

Based on the results in Table 3, the following conclusions can be drawn. Hypothesis Testing 1: Self-efficacy has an impact on employee performance. The result refers to the original sample estimate of 0.228, indicating a positive direction, and a P-Value of 0.034 (<0.05). It can be concluded that self-efficacy has a positive and significant impact on employee performance, and thus Hypothesis H1 is accepted. Hypothesis Testing 2: Work engagement does not affect employee performance. The result points to an original sample estimate of -0.054, indicating a negative relationship between work engagement and employee performance. However, the obtained P-Value is 0.772, which is greater than the commonly set significance level of 0.05. This suggests that the result is not statistically significant. This hypothesis falls into the category of full mediation because without involving the mediating variable, work engagement is unable to influence employee performance. Thus, Hypothesis H2 is rejected. Hypothesis Testing 5: Job satisfaction affects employee performance. The result refers to the original sample estimate of 0.749, indicating a positive direction, and a P-Value of 0.000 (<0.05). It can be concluded that job satisfaction has a positive and significant impact on employee performance, and thus Hypothesis H5 is accepted. After conducting Path Coefficient testing based on the Original Sample values and P-Values, the next step is to examine the indirect effects through Intervening Variables. The results of the testing conducted using bootstrapping analysis in SmartPLS are presented in Table 4.

Table 4

Specific Indirect Effect

	Sample (O)	t- Statistics	P-Values	Significant
Self-efficacy (X ₁) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.190	2.861	0.004	Significant
Job Attachment (X ₂) -> Job Satisfaction (Z) -> Employee Performance (Y)	0.534	4.468	0.000	Significant

Source: Data processed with SmartPLS 2023

The comprehensive analysis presented in Table 4 reveals significant insights into the impact of self-efficacy and work engagement on employee performance through the mediating factor of job satisfaction. Hypothesis Testing 3 establishes a positive and statistically significant relationship between self-efficacy and employee performance, emphasizing the importance of fostering employees' confidence in their abilities. The original sample estimate of 0.190 and a P-Value of 0.004 underscore the positive influence of self-efficacy, indicating that employees with enhanced belief in their capabilities experience heightened job satisfaction, consequently leading to improved overall performance. Similarly, Hypothesis Testing 4 demonstrates a robust positive relationship between work engagement and employee performance, supported by an original sample estimate of 0.534 and a P-Value of 0.000. Acceptance of both hypotheses underscores the strategic imperative for organizations to prioritize initiatives that boost self-efficacy and work engagement, recognizing their pivotal roles in cultivating job satisfaction and ultimately enhancing employee performance. These findings offer valuable practical implications for human resource management and organizational development, emphasizing the need for tailored strategies that promote a positive work environment, acknowledge employee confidence, and actively foster engagement to achieve optimal outcomes in the dynamic workplace landscape.

Discussion

Based on the results of the analysis and various tests that have been carried out, the results of the data processing in the research will then be discussed so that a clearer picture can be given regarding the influence between variables, both direct and indirect relationships mediated by the intervening variables contained in the research. This.

The Influence of Self-Efficacy on Employee Performance

Based on statistical tests that have been carried out, it is known that self-efficacy has a positive and significant effect on employee performance at PT Belitang Panen Raya. So the influence of self-efficacy on employee performance is included in the unmediated category because without involving the mediating variable self-efficacy can influence employee performance.

Research findings show that in general employees have high self-confidence in their own abilities to be able to complete difficult tasks, employees can regulate their emotions well when facing difficult problems, employees can complete work well despite varying levels of difficulty, and have High motivation to be able to fulfill all duties and responsibilities in his work. The findings in this study are in line with the opinion of Li et al., (2017) that someone with high self-efficacy tends to be more effective when facing problems in their work and Damayanti (2019) states that individuals who have high self-efficacy can overcome problems in the workplace. well. The results of this research are also supported by Huda et al. (2022) that someone with high self-efficacy shows high persistence and puts in a lot of effort when facing problems.

The Effect of Work Engagement on Employee Performance

Based on statistical tests carried out, it is known that work engagement has a negative and insignificant effect on employee performance. So, the influence of work engagement on employee performance falls into the full mediation category because without involving the mediating variable work engagement cannot influence employee performance.

Based on the analysis of the questionnaire results, it shows that employees feel less enthusiastic when given new tasks. Employees feel that the new tasks they are given do not match their abilities so they are not happy when they are given new tasks. Then employees also tend to feel uncomfortable with the work carried out at PT Belitang Panen Raya. This is supported by the high percentage of resignations which exceeds 10% every year, this reflects

the low commitment of employees to the company. The results of this research are in line with research conducted by Natakusumah et al., (2022) showing that work engagement has a negative and insignificant influence on employee performance. The research results are also strengthened by research by Hadi & Hanif (2022) which also obtained results that work engagement has a negative and significant influence on employee performance.

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

Based on statistical tests, it is known that self-efficacy has a positive and significant effect on employee performance through job satisfaction at PT Belitang Panen Raya. So the influence of self-efficacy on employee performance through job satisfaction is included in the partial mediation category because both direct and indirect influences through the mediating variable self-efficacy can influence employee performance.

Research findings show that employees' level of self-confidence in their ability to complete difficult tasks contributes significantly to increased job satisfaction, which improves overall performance. This finding is in line with the opinion of Kartika et al., (2018) that employees who have high self-efficacy will have high job satisfaction, and high employee job satisfaction can improve employee performance. Therefore, accepting hypothesis 3 provides a strong basis for PT Belitang Panen Raya to understand the important role of self-efficacy in improving employee performance. These findings can help companies develop programs and policies that support the development of employee self-efficacy as a strategy to strengthen job satisfaction and ultimately increase the achievement of overall organizational goals. A deeper understanding of the interaction of these variables can guide PT Belitang Panen Raya in designing a more focused and effective management approach in improving individual and team performance. The results of this research are in line with research conducted by Mansur et al., (2023) showing that self-efficacy has a positive and significant influence on employee performance through job satisfaction. The findings of this research are also strengthened by the results of Kertiani's (2022) research that job satisfaction mediates self-efficacy on employee performance.

The Effect of Work Engagement on Employee Performance through Job Satisfaction

Based on statistical tests carried out, it shows that work engagement has a positive and significant effect on employee performance through job satisfaction at PT Belitang Panan Raya. So, the influence of work engagement on employee performance through job satisfaction is included in the full mediation category because work engagement only influences employee performance when it is through a mediating variable (indirectly) but work engagement is not able to explain employee performance directly.

Research findings show that high work engagement can create job satisfaction which has a positive impact on employee performance. This is in line with the opinion of Saks (2006) that employees who have work engagement also have job satisfaction with the work they do. Bakker and Demerouti (2017) stated that employees with work engagement can provide good performance to achieve goals. Therefore, accepting hypothesis 4 provides a solid basis for PT Belitang Panen Raya to implement a management strategy that is more focused on increasing employee work engagement as a strategic step to increase job satisfaction so that in the end it can optimize employee performance at PT Belitang Panen Raya. These findings can guide companies' efforts to increase organizational efficiency and effectiveness through increasing employee engagement and job satisfaction. The results of this research are in line with research conducted by Diem et al., (2023) which shows that work engagement has a positive and significant influence on employee performance through job satisfaction. The research results are also strengthened by the findings of Ismawati et al., (2022) which show that work engagement has a positive and significant effect on employee performance through job satisfaction.

The Effect of Job Satisfaction on Employee Performance

Based on statistical testing, it is known that job satisfaction has a positive and significant effect on employee performance at PT Belitang Panan Raya. So the influence of job satisfaction on employee performance is included in the unmediated category because job satisfaction is able to explain employee performance directly.

Research findings show that employees feel satisfied with their current job because employees work according to their abilities, employees like and are comfortable with their current job, employees receive wages according to the work they do, wages are paid on time, and can meet all the employees' living needs, the environment and comfortable co-workers as well as opportunities for promotion. High employee job satisfaction makes employees give their best performance to the company. This is in accordance with the opinion of Robbins and Coulter (2018) that someone with a high attitude of satisfaction will show a positive attitude towards their work, whereas someone who is dissatisfied with their work will show a negative attitude towards their work. This is in line with the opinion Yulihardi et al., (2022) that employees who are satisfied with their work will be more productive than employees who do not have job satisfaction. Ali and Wardoyo (2021) also state that employees who are satisfied with their work will provide good performance. The findings of this research are in line with research conducted by Dharma et al., (2023) which shows that job satisfaction has a positive and significant influence on employee performance. The research findings are also strengthened by the research results of Handanal et al., (2023) that employee performance is influenced by the level of employee satisfaction with their work.

4. Conclusion

Based on the comprehensive analysis of research data processing and the formulation of research problems among employees at PT Belitang Panen Raya, several key conclusions emerge. Firstly, it is evident that self-efficacy plays a pivotal role in shaping employee performance within the organization. The research underscores a positive and statistically significant correlation between self-efficacy and heightened employee performance. This implies that individuals who harbor a strong belief in their capabilities tend to exhibit superior job performance at PT Belitang Panen Raya. Conversely, the investigation reveals a nuanced relationship between work attachment and employee performance. Surprisingly, the findings indicate a negative and statistically insignificant impact of work attachment on job performance. This challenges conventional assumptions about the positive influence of emotional or psychological attachment to the job on overall employee effectiveness within the organizational context. Furthermore, the study emphasizes the crucial role of job satisfaction in influencing employee performance at PT Belitang Panen Raya. The positive and statistically significant effect observed underscores the importance of fostering a work environment that cultivates contentment and fulfillment among employees, ultimately contributing to enhanced job performance. In exploring the dynamics between self-efficacy, work attachment, and job performance, the research unveils intriguing insights. Self-efficacy not only directly influences employee performance but also exerts a positive and significant effect through the mediating mechanism of job satisfaction. This suggests that the impact of self-efficacy on performance is partially channeled through the satisfaction derived from one's role and responsibilities within the organization. Similarly, work attachment, despite its negative direct impact on employee performance, demonstrates a positive and significant influence when mediated by job satisfaction. This implies that emotional attachment to the job, when filtered through the lens of job satisfaction, can paradoxically contribute to improved overall performance among employees at PT Belitang Panen Raya. In conclusion, these multifaceted findings offer valuable insights for organizational management to tailor strategies that leverage self-efficacy, work

attachment, and job satisfaction to optimize employee performance and foster a more productive and satisfying work environment at PT Belitang Panen Raya.

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