



The Influence of Work Motivation and Self-Efficacy on Employee Performance

Misbachul Munir¹, Samsul Arifin^{2*}

misbachulmunir637@gmail.com¹, samsularifin.unimas@gmail.com^{2*}

^{1,2}Program Studi Manajemen

¹Universitas Sunan Giri Surabaya

²Universitas Mayjen Sungkono

Received: 30 10 2021. Revised: 08 11 2021. Accepted: 24 11 2021.

Abstract : Human resource management aims to realize the performance of employees who have contributed to the achievement and development of company performance. The purpose of this study was to analyze and determine the effect of work motivation and self-efficacy partially and simultaneously on employee performance. The population in this study were employees at a bakery in Mojokerto City, amounting to 42 people. The sampling technique was carried out by means of a census. The analysis technique in this study is multiple linear regression analysis with SPSS 26. The results of the study found that work motivation and self-efficacy had a significant partial and simultaneous effect on employee performance.

Keywords : Work motivation, Self-efficacy, Employee performance.

Abstrak : Manajemen sumber daya manusia bertujuan untuk mewujudkan kinerja karyawan yang memiliki kontribusi terhadap pencapaian dan pengembangan kinerja perusahaan. Tujuan penelitian ini adalah untuk menganalisis dan mengetahui pengaruh motivasi kerja dan efikasi diri secara parsial dan simultan terhadap kinerja karyawan. Populasi di penelitian ini adalah karyawan di salah satu pabrik roti di Kota Mojokerto yang berjumlah 42 orang. Teknik penetapan sampel dengan cara sensus. Teknik analisis adalah analisis regresi linier berganda dengan SPSS 26. Hasil penelitian menemukan bahwa motivasi kerja dan efikasi diri berpengaruh signifikan secara parsial dan simultan terhadap kinerja karyawan.

Kata Kunci: Motivasi kerja, Efikasi diri, Kinerja karyawan.

INTRODUCTION

In every company, employees are one of the most valuable assets. Companies must manage their employees well in order to be dedicated to the company for the betterment of the company. Employees contribute to the company through work or performance. Human resource management is a must because the better the employee's performance, the better the company's performance. Conversely, the lower the employee's performance will be an obstacle for the company. Therefore, it is necessary to pay attention to the factors that affect employee performance (Kasanah et al ., 2010) .

One of the factors that have a role on employee performance is work motivation. Employees work best when they feel motivated. Each employee has different motives according to their needs. A motivation does not have to come from oneself but can also come from outside such as leadership and work environment. Observation of motivation leads to finding solutions to encourage employees to have a passion for hard work by giving all their skills and abilities to realize the goals of the company. So the existence of motivation can support employee work behavior so that they are willing to work better in terms of enthusiasm and productivity to achieve optimal work results. In addition, employees can work more effectively and efficiently. According to previous studies, employee motivation has a role in achieving work results (Herpen et al ., 2005; Khan et al ., 2013; Mardikaningsih, 2014; Darmawan, 2015; and Arifin et al ., 2017).

Employee self-efficacy also affects performance. According to Bandura (2001), self-efficacy is a person's belief in his competence in order to exercise self-control and events in the environment. Self-efficacy is one aspect of knowledge about self-knowledge that affects life. According to Bandura (2001), the source of self-efficacy is past performance. Employees who have been successful at work-related tasks tend to have the confidence to complete similar tasks in the future. An employee with high self-efficacy for a certain behavior will believe that he is able to perform the behavior effectively, while an employee with low self-efficacy will not. Self-efficacy is conceptualized as a specific range of skills or behaviors rather than a comprehensive self-assessment of one's abilities (Bradley and Roberts, 2004). Studies from Campbell and Hackett (1986) state that success in completing work is influenced by self-efficacy and employee enthusiasm so that this supports the assumption that self-efficacy has an influence on the success of individuals in completing their tasks. A study by Bandura and Locke (2003) mentions that employee self-efficacy contributes significantly to performance.

The description that has been described previously shows the important role of work motivation and self-efficacy variables on the formation of employee performance. The author intends to conduct research on these two variables so that the purpose of the study is to analyze and determine the effect of work motivation and self-efficacy variables on employee performance variables.

RESEARCH METHODS

This type of research is an implicit research with a quantitative approach which aims to observe the relationship between variables. To obtain opinions from respondents as

primary data, questionnaires were used as media. The questionnaire uses a Likert scale as a measurement scale with response choices from strongly agree (8) to strongly disagree (1). The population in this study were employees at a bakery in Mojokerto City, amounting to 42 people. The sampling technique is by means of a census. The dependent variable is employee performance. There are two independent variables, work motivation and self-efficacy. Work motivation is the motives of each employee that underlie doing work. Self-efficacy is the ability to realize, accept, and account for all potential competencies appropriately. Employee performance is the result of work that has been achieved by employees after completing the work in accordance with the tasks that have been given. The analysis technique in this research is multiple linear regression analysis with the help of the Statistical Product and Service Solutions (SPSS) 26 computer program for windows.

RESULTS AND DISCUSSION

Research conducted in one bakery managed to get responses from 42 employees. Based on gender, employees consist of 27 women and 15 men. The age of the employees is dominated by the age range between 21-30 years with 29 employees. Based on years of service, there are 25 employees who have worked for more than 10 years. There are five employees who work less than five years, and there are 12 employees who work between five to 10 years.

Test the validity of each variable indicator by paying attention to the corrected item-total correlation (r) which shows the data validity coefficient. Based on the SPSS output, it is stated that all statement items given to employees with a corrected item-total correlation of more than 0.3. Thus, all items regarding the research variables are declared valid. While the reliability or reliability test was observed from the Cronbach's alpha value with the condition that the Cronbach alpha value was > 0.6 to be declared reliable. The three variables, namely work motivation, self-efficacy, and employee performance will be tested for reliability using SPSS 26. Table 1 is the results obtained from the test.

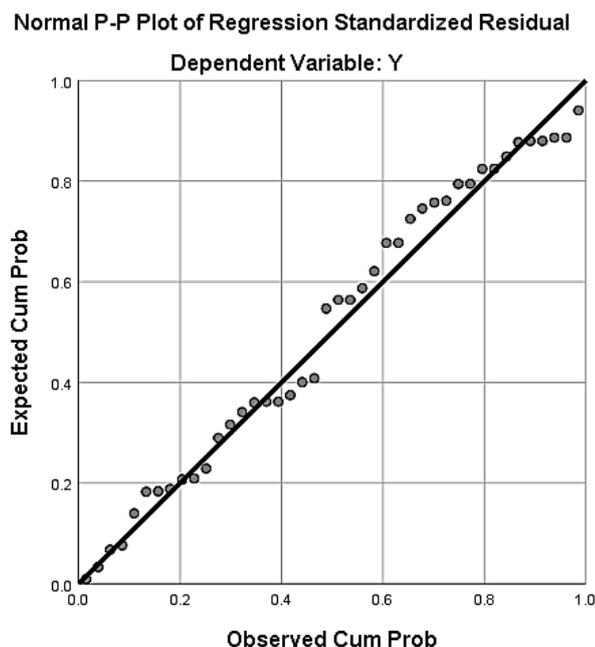
Table 1. Reliability Test

No.	Variabel	Cronbach's alpha	Status
1.	Work motivation (X.1)	0,834	Reliabel
2.	Self-efficacy (X.2)	0,796	Reliabel
3.	Employee performance (Y)	0,817	Reliabel

Based on Table 1, each variable has a Cronbach alpha value > 0.6 . The reliability test on the three variables is reliable. According to Hair et al . (2010), the range 0.61-0.80 can be

declared reliable. Thus, the results of the reliability test are at a good degree of reliability so that they are appropriate to be used as instruments in this study.

The normality test was analyzed based on the normal PP Plot. In Figure 1, it can be seen that the distribution of points is around the diagonal line. This the regression model has met the assumption of normality.

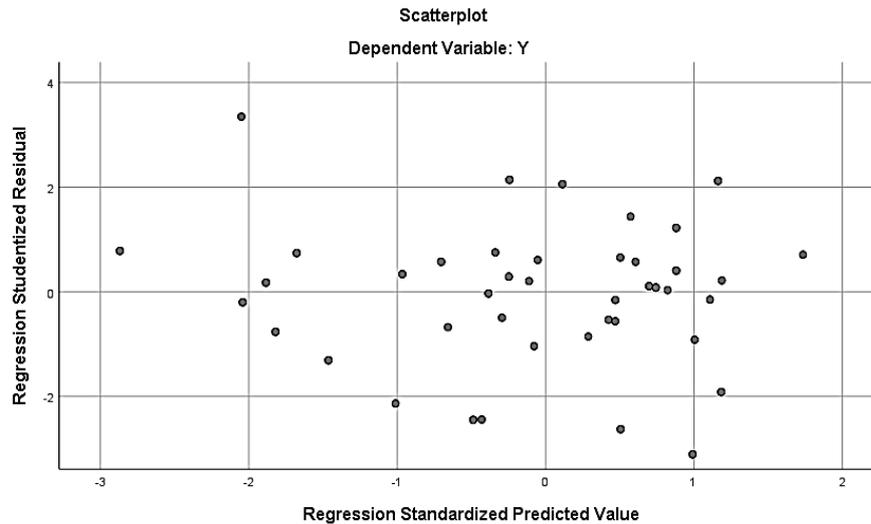


Picture 1. Normality Test

The autocorrelation test is based on the Durbin-Watson value which is less than 2. The SPSS output shows the DW value is 1.854. This shows that there is no autocorrelation. In the regression model there is no correlation between the nuisance error in period t and the error in period $t-1$ (previous).

The multicollinearity test is based on the Tolerance > 0.10 and VIF < 10 . Based on the SPSS output, the VIF value is 1.039 and the value is less than 10. The tolerance value is 0.962 and is greater than 0.1. This shows that there is no multicollinearity problem.

The results of the heteroscedasticity test showed no clear pattern. The point distribution is below the number three on the Y axis which shows that the regression model has no symptoms of heteroscedasticity. The regression model is not disturbed by this.



Picture 2. Scatterplot Dependent Variable

Furthermore, multiple linear regression analysis was performed. For the t-test and F-test, this study uses the observed level of significance because SPSS generates it automatically. The provision is that if the probability value is more than or equal to alpha or 0.05, it indicates that there is no significant effect of the employee performance variable on the work motivation variable and the self-efficacy variable.

Table 2. T test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	9.812	3.387		2.897	.006		
X.1	.070	.026	.371	2.685	.011	.962	1.039
X.2	.887	.391	.314	2.269	.029	.962	1.039

From Table 2 it is known that the two independent variables have a significant effect on the dependent variable. From the calculation results in Table 2, the regression model obtained is $Y = 9.812 + 0.070 (X.1) + 0.887 (X.2)$. This F test can be seen in table 3 that the Fcount value is 7.649 with a probability value of 0.002. This figure shows that at the level of significance = 0.05, it can be said that the work motivation variable and the self-efficacy variable have a significant effect on the employee performance variable.

Table 3. F test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95.601	2	47.800	7.649	.002 ^b
	Residual	243.733	39	6.250		
	Total	339.333	41			

The coefficient of determination test is carried out to see the size of the influence of the independent variable on the dependent variable as shown in the following table.

Tabel 4. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.531 ^a	.282	.245	2.49991	1.854

Table 4 shows the correlation coefficient or R obtained is 0.531 and the coefficient of determination or R square is 0.282. The conclusion obtained is the influence of work motivation and self-efficacy variables on performance variables is 28.2%. The remaining 71.7% of the dependent variable is influenced by other factors not included in this study other than work motivation and self-efficacy.

From the results of data analysis, it is found that it is proven true that work motivation has a positive significant influence on employee performance. This shows that the higher the work motivation of employees, the higher the level of performance produced by employees. This finding is in line with previous research from Herpen et al. (2005); Khan et al. (2013); Mardikaningsih (2014); Darmawan (2015); and Arifin et al. (2017). In addition, it was found that self-efficacy has an influence on employee performance. This means that the higher the self-efficacy, the better the employee's work results. This finding is in line with Campbell and Hackett (1986); and Bandura and Locke (2003) who state that employee self-efficacy contributes significantly to employee performance. Simultaneously, the two independent variables also have a significant effect on employee performance.

Every company needs reliable and quality human resources to contribute to the progress of the company (Darmawan, et al. 2020). The company's effort to improve the quality of its human resources related to employee performance is to increase employee motivation. Employees who have high self-efficacy will believe that they are able to do a task and motivate themselves to achieve the desired results for themselves and for the company. Therefore, the company should care that employees need recognition and appreciation for the achievements they have achieved so far.

Rewards such as compensation that can inspire employee motivation play an important role in determining the organization's ability to develop employee potential and abilities and encourage employees to be able to manage themselves (Ozütku, 2012; Muchai and Mwangi, 2012). Employees have an impression of the extent to which the company can contribute and think about their well-being. Thus, every company policy should provide reinforcement for the two independent variables in this study as long as the company has good intentions to give recognition to the work of employees.

CONCLUSION

Based on data analysis, it was found that work motivation and self-efficacy proved to have a significant effect on employee performance. The two independent variables simultaneously affect the dependent variable. Thus, if the company wants better employee performance and in accordance with the targets that have been set and known to the employees, the company should continuously monitor the motivation of each employee and try to develop so that they still have enthusiasm to carry out their work. Companies that are able to control and mobilize employees to produce good performance can be said to be good companies. Therefore, the important thing that the company pays attention to is how to improve the performance of a company's employees, one of which is by creating and providing work motivation to them.

REFERENCES

- Arifin, S., R. Mardikaningsih & Y. R. Al Hakim. 2017. Pengaruh Kedisiplinan, Kompetensi, dan Motivasi Kerja terhadap Kinerja Karyawan, *Management & Accounting Research Journal*, 2(1), 43-50.
- Bandura, A. 2001. Social Cognitive Theory: An Agentic Perspective. *Annual Review of Psychology*, 52(1), 1-26.
- Bandura, A., & E.A. Locke. 2003. Negative self-efficacy and goal effects revisited. *Journal of Applied Psychology*, 88(1), 87-99.
- Bradley & J. A. Roberts. 2004. Self-employment and job satisfaction: Investigating the role of self-efficacy, depression, and seniority, *Journal of Small Business Management*, 42(1), 37-58.
- Campbell, N. K., & G. Hackett. 1986. The effects of mathematics task performance on math self-efficacy and task interest. *Journal of Vocational Behavior*, 28, 149-162.
- Darmawan, D. 2015. Peranan Motivasi Kerja, Kedisiplinan, dan Lingkungan Kerja terhadap Kinerja Guru SD di Kecamatan Gempol Kabupaten Pasuruan, *Jurnal Ilmiah Manajemen Pendidikan Indonesia*, 1(3), 113-122.
- Darmawan, *et al.* 2020. The Quality of Human Resources, Job Performance and Employee Loyalty, *International Journal of Psychosocial Rehabilitation*, 24(3), 2580-2592.
- Darmawan, D & R. Mardikaningsih. 2021. Studi tentang Peran Kualitas Kehidupan Kerja, Kepemimpinan dan Persepsi Dukungan Organisasi terhadap Komitmen Organisasi. *Jurnal Simki Economic*, 4(1), 89-98.
- Hair, J. F. Jr., William, C.B., Banin, B. J., & Anderson, R. E. 2010. *Multivariate Data Analysis*. 7th ed. New Jersey: Upper Saddle River-Prentice Hall.
- Herpen, V. M., V.M. Praag, & K. Cools. 2005. The Effects of Performance Measurement and Compensation on Motivation: An Empirical Study. *De Economist*, 153(3), 303-329.
- Hutomo, S. & D. Darmawan. 2011. Optimalisasi Manajemen Sumber Daya Manusia Menuju Keunggulan Bersaing. *Jurnal Ilmu Sosial*, 5 (1), 13-22.

- Khan, I., M. Shahid, S. Nawab, & S.S. Wali. 2013. Influence of Intrinsic and Extrinsic Rewards on Employee Performance: The Banking Sector of Pakistan. *Academic Research International*, 4(1), 282-291.
- Khasanah, H., S. Arum, & D. Darmawan. 2010. *Pengantar Manajemen Bisnis*, Spektrum Nusa Press, Jakarta
- Mardikaningsih, R. 2014. Kinerja Karyawan dan Faktor-Faktor yang memengaruhinya, *Jurnal Ilmu Sosial*, 7(2), 73-84.
- Mardikaningsih, R. & D Darmawan. 2020. *Sistem Pengendalian Mutu*. Metromedia, Surabaya
- Muchai, M. M. & B. Mwangi, B. 2012. Effect of Employee Rewards and Recognition on Job Performance in Kenya's Public Sector: A Case Study of Nakuru Water and Sanitation Ltd. *International Journal of Science and Research*, 3(9), 2151-2156.
- Oetomo, H. & D. Darmawan. 2004. Pengaruh Aspek Pendidikan, Pelatihan, Umur dan Pengalaman Kerja terhadap Perilaku Gaya Kepemimpinan. *Jurnal Ekonomi-Manajemen*, 3(2), 11-12.
- Ozütüku, H. 2012. The Influence of Intrinsic and Extrinsic Rewards on Employee Results: An Empirical Analysis in Turkish Manufacturing Industry. *Business and Economic Research Journal*, 3(3), 29-48.