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The Effect Of Self- Efficacy, Work Motivation On Job Satisfaction And Employee Performance: An Empirical Study On Palm Oil Company

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Abstract

¹⁷ The purpose of this study was to analyze the relationship between self-efficacy, motivation, job satisfaction and employee performance at a palm oil company. Research Approach In this study, the research approach used is a quantitative approach, this research is explanatory in nature, namely a study that highlights between variables and tests hypotheses that have been formulated in the form of causality that examines the effect of one or more independent variables on one or more dependent variables. The independent variable in this study is Self Efficacy, Motivation and Job Satisfaction, while the dependent variable is Employee Performance. Method of data processing with Structural Equation modeling (SEM) with software tools SmartPLS 3.0. The technique used in sampling for this research is simple random sampling by distributing online questionnaires to 340 employees of palm oil companies in Indonesia. The results of this study are Self Efficacy has an effect on employee performance, Self Efficacy has an effect on employee job satisfaction, Motivation has an effect on performance, Motivation has an effect on job satisfaction, Job satisfaction has an effect on performance. ⁴⁹

Keywords: Self Efficacy, Motivation, Job satisfaction, Employee Performance

Introduction

According to Abun et al. (2021) Competition in both service industries In this era of globalization, the progress of an organization is highly dependent on the organization's efforts to cooperate with other organizations both within the country and at global rankings in the fields that are the core business. The organization's achievements do not exceed the achievements of its human resources. Therefore, human resources are the most important aspect that determines the ups and downs of an organization in many circumstances. According to Burić et al. (2018) Human resources are the company's most important asset because of their role as the subject of implementing company policies and operational activities.

⁸ Resources owned by the company such as capital, methods and machines cannot provide optimum results if they are not supported by human resources who have optimum performance. The Indonesian palm oil industry has a comparative advantage in terms of land area and the cheapest palm oil production costs in the world. In 2017, the Indonesian Palm Oil Association (GAPKI) stated that the Indonesian palm oil industry's CPO production was 41.98 million tons, an increase of approximately 18% of the production in 2016 which was 35.57 million tons. With this achievement, Indonesia has maintained its position as the largest CPO producing country in the world with a market share percentage of 64%(2). Indonesia's CPO production is expected to continue to increase in the next few decades. With the prediction of an increase in land area of around 5% per year, it is estimated that Indonesia's palm oil area will reach 13.3 million ha by 2020. Plantation is one of the agricultural sub-sectors that has an important role in Indonesia. Oil palm is one of the most important plantation crop commodities in Indonesia. The prospect of oil palm development in Indonesia is very bright considering that oil palm is a potential crop and has high economic value, therefore efforts are needed to develop and maintain oil palm plantations well in Indonesia.

According to Abun et al. (2021); Andi et al. (2021) stated that training and development are often carried out at the time of recruitment or new and old workers as an effort to improve employee performance. To achieve a satisfactory performance, professional abilities are needed to achieve it must go through several stages or conditions. Formal education is still not sufficient to achieve professional abilities. For this reason, the human resource capabilities of employees must be empowered through training, education and development. According to Abun et al. (2021); Andi et al. (2021); management can be defined as ¹ the utilization of human resources within the organization, which is carried out through the functions of human resource planning, recruitment and selection, human resource development, career planning and development, compensation and welfare, occupational safety and

health , and industrial relations . According to Chung et al. (2021); Ergün et al. (2018) Self-efficacy is the most important thing in the world of learning, where a person must believe in his abilities to deal with problems in the world of learning, because it is from that ability that a person can expressly convey what he knows and can easily solve the problems they are facing. Self-efficacy is a belief that a person has in his own ability to do something. Self-efficacy is a form of one's self-confidence in doing various things, one of which is. Self efficacy is also very necessary in various ways, one of which is the readiness of a person when he will appear in order to get maximum results. Self efficacy is a person's evaluation of his ability or competence to perform a task, achieve goals, and overcome obstacles. According to Chung et al. (2021) explains that self-efficacy refers to the belief in an individual's ability to mobilize the motivation, cognitive abilities, and actions needed to meet the demands of the situation.

According to Fathi et al. (2018); Jung et al. (2017) one of the cognitive factors in anxiety disorders is self-efficacy or low self-ability where if a person believes that he or she does not have the ability to cope with the stressful challenges one faces in life, they will feel more anxious when faced with those challenges. . On the other hand, if one feels capable of performing tasks, such as presenting oneself in front of the class, or crossing a bridge without panicking, or giving a public lecture, one will not be haunted by anxiety or fear when trying to do so. People with low self-efficacy (lack of confidence in their ability to carry out tasks successfully) tend to focus on their perceived weaknesses. In achieving the success of completing a job, a high sense of self-confidence is needed to encourage someone to produce good performance. As in a study conducted by Ceciliam Engko (2006) that the effect of job satisfaction on performance can be strengthened by the self-efficacy factor. According to Kapantow et al. (2020); Miraglia et al. (2017) Self-efficacy is self-confidence or self-belief about one's chances of succeeding in completing work (Bandura, 1997). When an employee has high self-efficacy, the work provided will also increase, because they will devote all their efforts and attention according to the demands of the situation in achieving predetermined goals and performance. According to Miraglia et al. (2017) Failure to achieve a target goal will make individuals try harder to get it back and overcome the obstacles that make it fail, and they will set a higher target. According to Kapantow et al. (2020); Miraglia et al. (2017) Support from the organization has a positive effect on employee job satisfaction. In addition, the level of support from colleagues in a work group, task characteristics and effective feedback also affect job satisfaction. To make a positive contribution to the organization, an employee must have a good sense of job satisfaction with his role in the organization where he works. Job satisfaction will be able to help

improve employee performance both in qualitative and quantitative criteria where an employee who feels satisfied will be very easily motivated and have an interest in the work being done.

¹⁰ Job satisfaction is the general attitude of an individual towards his ⁹ job, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job. According to Sotoodeh et al. (2017); Tannady et al. (2019); Troesch et al. (2017) Job satisfaction for an employee is a very important factor because the satisfaction he gets will also determine a positive attitude towards work. Feeling satisfied at work can have a positive impact on behavior, such as the level of discipline and morale that tends to increase. Job satisfaction is also related to outcomes such as performance, so that if job satisfaction is higher, it will lead to enthusiasm at work. Thus a person will more easily achieve high performance. Many factors affect job satisfaction. According to Sotoodeh et al. (2017) explained that the factors that can affect employee job satisfaction can practically ²³ be divided into two groups, namely intrinsic factors and extrinsic factors. Intrinsic factors are factors that come from within the employee and are brought by every employee since starting to work at his job. While extrinsic factors involve things that come from outside the employee, including the physical condition of the work environment, his interaction with other employees, the payroll system and so on. Meanwhile, according to Tannady et al. (2019); Troesch et al. (2017); ⁵² There are five dimensions that affect job satisfaction, namely: the work itself, salary, promotion opportunities, supervisory supervision, and co-workers. Job satisfaction has a very important meaning to provide a conducive situation in the company environment. Employees who get good job satisfaction usually have a good record of attendance, work turnover and work performance compared to employees who do not get ¹⁰ job satisfaction. Job satisfaction is the general attitude of an individual towards his ⁹ job, a person with a high level of job satisfaction shows a positive attitude towards the job, a person who is dissatisfied with his job shows a negative attitude towards the job.

An organization often ignores other factors supporting employee job satisfaction, such as motivation. Work motivation of employees is basically an encouragement for an employee to work in the company. As for what a manager can do in moving subordinates to achieve goals which in the end must be able to motivate employees. Support for employee work motivation can be realized if the needs that exist in each employee can be met, so it can be said that the level of employee motivation can be influenced by how far the fulfillment of the needs of each employee. According to Saied et al. (2017) Meeting the needs of employees is an important factor to create encouragement or motivation for employees to

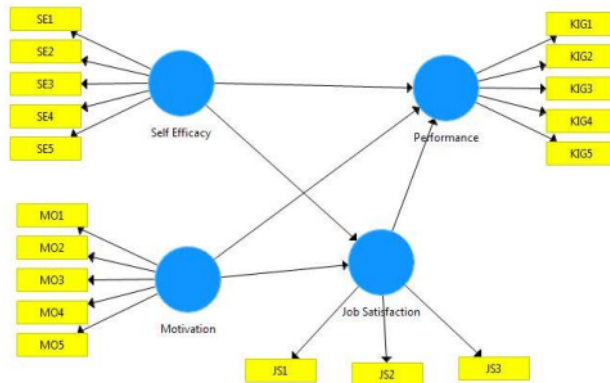
carry out work well which in the end can achieve organizational goals. Motivation is a central problem in the world of psychology. Motivation is at the core of biological, cognitive, and social rules. Another thing that is more important is that motivation has a very high value in human life. Individuals can be moved to take an action, caused by different factors. Individuals will be motivated because they can judge an activity, or there is strong external coercion. In the world of work, individuals can be moved to act because of a strong sense of interest, or because they are bribed by the outside environment, because there is a responsibility (commitment), or because they are afraid of the supervisor. According to Ren et al. (2017); Saied et al. (2017) said that work motivation is an individual activity including working constantly to fulfill certain needs. So with the needs that must be met, motivation or encouragement arises to carry out a job. Motivation describes a consistent combination of internal and external drives within a person which is indicated by the presence of desire and interest (Hakim, 2011; Baskoro and Susanty, 2012). The right motivation will spur the driving force to create one's work enthusiasm so that they want to work together effectively and are integrated with all their efforts to achieve satisfaction, besides that motivation can be the cause and support of a person's behavior so that the person is willing to work hard and is enthusiastic to achieve optimal results. According to Qiu et al. (2020); Rahayu et al. (2018); t Ren et al. (2017); Saied et al. (2017) have examined work motivation on employee performance which states that motivation has a significant influence on employee performance. Employee work motivation is not always in good condition, therefore it is necessary to make efforts to increase work motivation when employee motivation decreases. Increasing employee motivation can be done by paying attention to and meeting the needs of employees and appreciating the results of their work. According to Hasibuan (2007:149) there are two kinds of methods to increase employee motivation, namely direct motivation by meeting employee needs

According to Qiu et al. (2020) The motivation given by the leadership becomes a strong impetus for employees to complete their work. Work that feels difficult can be completed by employees because employees are excited to have the opportunity to get promoted. In addition, employees are always eager to work because they have goals and encouragement that can be obtained from both leaders and co-workers. The desired goal is promotion. The work given by the company is always done on time and is fully responsible for the work. On the other hand, the leadership also provides clear directions so that employees work easily and are more confident in completing them. With high employee motivation will make employees finish work faster. Therefore, the achievement of company goals is influenced by the performance of the company's employees themselves. Therefore, the company needs human resources

who have the potential and quality, both in terms of ³ leaders and employees in the pattern of tasks, responsibilities, efficient in accordance with regulations ³ and supervision which are the determinants of achieving company goals. en et al. (2017); Saied et al. (2017) With high motivation will be able to improve work results better. ³ Employee performance is the result of ¹⁵ a person as a whole during a certain period in carrying out tasks, such as work standards, targets or targets or criteria that have been determined in advance and have been mutually agreed upon. According to Ren et al. (2017); Saied et al. (2017) performance factors consist of internal and external factors, where internal factors are related to a person's nature while ²⁶ external factors are factors that affect a person's performance originating from the environment. Every organization or company will try to improve employee performance to achieve organizational goals that have been implemented. Various ways were taken to improve ²⁹ employee performance. Every organization or company will try to improve employee performance to achieve organizational goals that have been implemented. Based on the background and research focus, the problems in this study are whether Self Efficacy has an effect on Employee Performance, Does Self Efficacy affect Employee Job Satisfaction, Does Motivation affect Performance, Does Motivation affect Job Satisfaction, Does Job Satisfaction affect Performance.

Method

Research Approach In this study, the research approach used is a quantitative approach, this research is explanatory in nature, namely a study that highlights between variables and tests hypotheses that have been formulated in the form of causality that examines the effect of one or more independent variables on one or more dependent variables. The independent variable in this study is Self Efficacy, Motivation and Job Satisfaction, while the dependent variable is Employee Performance. Method of data processing with Structural Equation modeling (SEM) with software tools SmartPLS 3.0. The technique used in sampling for this research is simple random sampling by distributing online questionnaires to 340 employees of palm oil companies in Indonesia. The data to be used is data obtained from the results of the questionnaire recapitulation that has been returned by consumers as many as 340 respondents who have filled in so that the data can be processed. The data processing is done using the smart-pls 3.0 software. There are three stages of testing carried out to determine the feasibility of the model proposed, namely the Outer Model, Inner Model, and Hypothesis Testing.



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Fig 1. Research Model

The hypotheses in this study are:

- H1: Self Efficacy has an effect on Employee Performance
- H2: Self Efficacy has an effect on Employee Job Satisfaction
- H3: Motivation affects performance
- H4: Motivation affects job satisfaction
- H5: Job Satisfaction Affects Performance

Result and Discussion

Test Outer Model

Convergent Validity

In testing the convergent validity, it is said to be valid if the value on the outer loading of each indicator is correlated more than 0.7 according to (Purwanto et al. 2021). The following is picture 1 which shows the loading factor value of the model that has been made through Smart-PLS 3.0. ² The results of the image above show the value of each tested indicator has a value of > 0.7. So it can be concluded that all indicators have valid results.

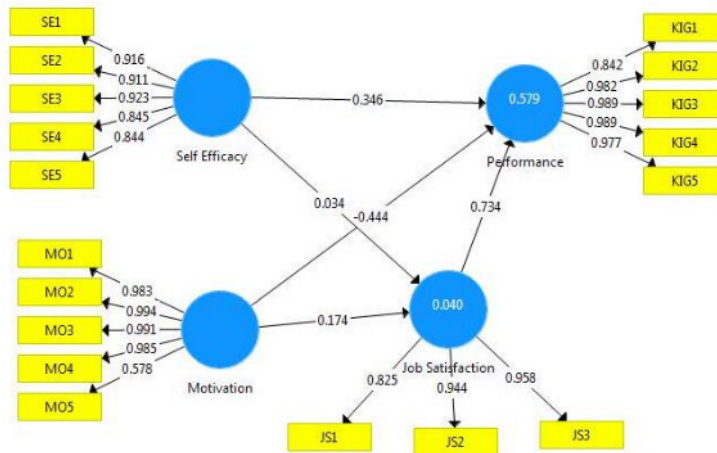


Fig 2. Validity Testing

2 Discriminant Validity

Discriminant validity is carried out to ensure that each concept of each latent variable is different from other latent variables. The discriminant validity of the measurement model with reflective indicators is assessed based on the crossloading of measurements with variables (Purwanto et al. 2020). The model has good discriminant validity if the loading value of each the latent variable indicator has the largest loading value compared to other loading values for other latent variables. From the results of the discriminant validity test, it can be seen that each latent construct indicator has the largest loading factor value when compared to other loading values so that the model has a good discriminant validity value, which is > 0.7 for each variable (Purwanto 2019).

Reliability

Reliability testing aims to determine the size of a test that has consistent and stable results every time (Purwanto et al. 2021). The reliability of the measurement model gets good results if the value is more than the rule of thumb alpha value or composite reliability > 0.6 (Purwanto et al. 2021).

Table 1. Items Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE)

Variables	Cronbach's	Rho_A	Composite	AVE
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	Alpha	Reliability		
Self-Efficacy	0.858	0.878	0.887	0.676
Motivation	0.866	0.866	0.812	0.654
Job satisfaction	0.859	0.857	0.812	0.635
Employee Performance	0.871	0.887	0.862	0.743

Inner model test

Inner model test can be done in three ways. The three ways are by looking at R², Q² and GoF

Inner Model Test (R-square). The coefficient of determination is used to determine the magnitude of the relationship between the independent variable and the dependent variable.

Table 2. R Square

	R Square	R Square Adjusted
Job Satisfaction	0.232	0.224
Employee Performance	0.406	0.396

Based on the calculation results in the table shows 40.6% of the dependent variable is influenced by the proposed model (independent variable). While the remaining value of 59.4% is owned by variables that are outside the model.

Inner Model Predictive Relevance Test (Q²)

Inner model predictive relevance (Q²) test was conducted to determine the relative effect of the structural model on the measurement of latent variable observations. The value in the predictive relevance (Q²) model is said to have predictive relevance if the results of Q² > 0 observation measurements have been reconstructed properly. However, if the value of Q² < 0 can not be said to be predictive relevance. The following are the results of the calculation of the Q² value from the previously created model. The results of the calculation of Q² above show that the value of Q² > 0. That the model that has been made has predictive relevance.

Goodness of Fit (GoF)

The Goodness of Fit (GoF) inner model test is used to find the Goodness of Fit (GoF) value. The GoF value in PLS-SEM must be searched manually. Tenenhaus, (2004) says that the inner goodness of fit test has three criteria, namely ⁴⁵ small (0.1), ³⁴ medium (0.25) and large (0.38). Goodness of Fit (GoF) ³⁴ test is conducted to determine the feasibility of a model. The following is looking for the Goodness of Fit (GoF) value as follows: = 0.56 Based on the calculation, the GoF above can be concluded that the GoF value obtained is 0.56 including in the large category. So the model is declared fit.

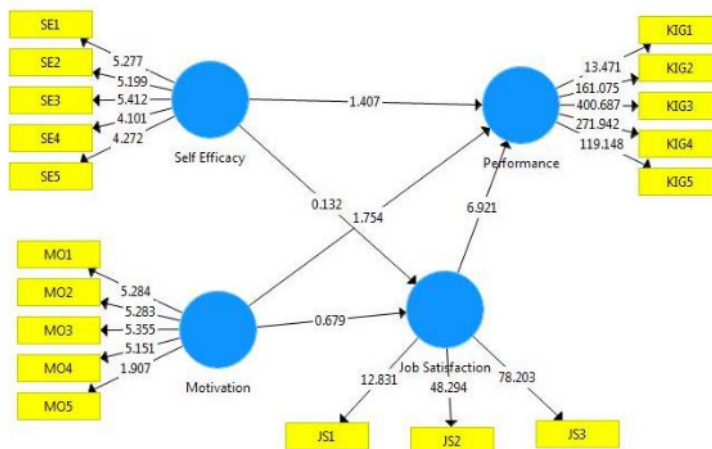


Fig 3. Hypothesis Testing

Hypothesis Testing Hypothesis testing or significance testing aims to assess the effect of the relationship between variables. Statistical testing of each hypothesised relationship was carried out using a bootstrapping simulation. The table shows the results of the bootstrapping simulation. Based on the table above, ³¹ it can be seen that the overall composite reliability value for each variable is > 0.6. Thus it can be concluded that the measurement model of each variable has good reliability. As for ¹⁹ the AVE value, each variable has a value of more than 0.5 so it can be concluded that the discriminant requirement is achieved. ²¹ Average Variance Extracted (AVE) is the average percentage of a variance explained by items in a construct.

Table 3. Hypotheses Testing

Hypotheses	Relationship	P	Decision
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		Values	
H1	Self Efficacy -> Performance	0.002	Supported
H2	Self Efficacy -> Job satisfaction	0.001	Supported
H3	Motivation -> Performance	0.000	Supported
H4	Motivation -> Job satisfaction	0.003	Supported
H5	Job Satisfaction -> Performance	0.001	Supported

Self Efficacy on Employee Performance

Based on the results of data analysis, the results obtained p value $0.002 < 0.050$ so that it is concluded that there is a significant relationship between self efficacy and employee performance. These results are in line with Purwanto et al. (2021) that self efficacy has a positive and significant effect on employee performance.

Self Efficacy on Employee Job Satisfaction

Based on the results of data analysis, the results obtained p value $0.001 < 0.050$ so that it is concluded that there is a significant relationship between self efficacy and Job Satisfaction. These results are in line with Purwanto et al. (2021) that self efficacy has a positive and significant effect on Job Satisfaction.

Motivation on performance

Based on the results of data analysis, the results obtained p value $0.000 < 0.050$ so that it is concluded that there is a significant relationship between motivation and employee performance. These results are in line with Purwanto et al. (2021) that motivation has a positive and significant effect on performance.

Motivation on job satisfaction

Based on the results of data analysis, the results obtained p value $0.003 < 0.050$ so that it is concluded that there is a significant relationship between motivation and job satisfaction. These results are in line with Purwanto et al. (2021) that motivation has a positive and significant effect on job satisfaction e.

Job Satisfaction on Performance

Based on the results of data analysis, the results obtained p value $0.001 < 0.050$ so that it is concluded that there is a significant relationship between job satisfaction on performance. These results are in line with Purwanto et al. (2021) that Job Satisfaction has a positive and significant effect on Performance.

The magnitude of this influence is due to the leadership providing promotions or promotion opportunities, employee work results always exceed the limit, employees fulfill work results according to plans, rewards in the form of bonuses as a way to increase employee motivation, employees are responsible for the results that have been done, employees need recognition that they are part of the company and leaders demand good results for the work of employees. This is in line with According to Abun et al. (2021); Andi et al. (2021); Burić et al. (2018); Cherian et al. (2013) The magnitude of this influence is because employees are happy with the variety of tasks, salaries are in accordance with the level of employee abilities, promotions run fairly, employee satisfaction can be increased through the attention of leaders and co-workers can work well together. This is in line with Chung et al. (2021); Ergün et al. (2018) Job satisfaction is a general attitude towards a person's job that shows the difference between the number of awards that workers receive and the amount they believe they should receive. Job satisfaction is an affective or emotional response to various aspects or aspects of one's work so that job satisfaction is not a single concept.

According to Sotoodeh et al. (2017); Tannady et al. (2019); Troesch et al. (2017) Great influence on performance because employees are never absent from work, are able to fulfill the assigned quantity of work, are able to complete tasks on time, go home from work according to a set schedule, are able to do work effectively by maximizing the available time, master the skills that are appropriate to the job and always accept the work given. This is in line with According to Fathi et al. (2018); states that employee performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets/targets or criteria. With this measurement, quality work targets can be achieved. This achievement cannot be done only by employees. But it takes a leader who can direct the workforce in doing the work. In addition, the work of employees needs to be assessed in order to obtain an overview of the desired results. The results of the research that have been reviewed previously also show that there is a significant influence between Self Efficacy (X1) on Employee Performance (Y). The results of this study support the research of previous researchers, namely the research conducted by According to Fathi et al. (2018); Jung et al. (2017); Kapantow et al. (2020); Miraglia et al. (2017) . The results of the research that have been reviewed

previously also show that there is a significant influence between motivation (X2) on employee performance (Y). The results of this study support the research of previous researchers, namely the research conducted by According to Qiu et al. (2020); Rahayu et al. (2018); Ren et al. (2017); Saied et al. (2017). The results of the research that have been reviewed previously also show that there is a significant influence between Job Satisfaction (X3) on Employee Performance (Y). The results of this study support the research of previous researchers, namely the research conducted by Ren et al. (2017); Saied et al. (2017).

Conclusion

Based on the results of data analysis and discussions that have been stated previously, in this study the following conclusions can be conclude self efficacy has an effect on employee performance, self efficacy has an effect on employee job satisfaction, Motivation has an effect on performance, Motivation has an effect on job satisfaction, Job satisfaction has an effect on performance. Based on the results of the study and the conclusions drawn, it is recommended. Management is expected to improve Self Efficacy by giving employees jobs from easy to complete, improving employee work well in other parts, making employees happy with challenging work and making employees feel comfortable in doing a job. Management is expected to increase motivation by providing promotions or career educational opportunities to employees, making employee work always exceeds the limit, making work results on time, giving rewards in the form of giving goods as a way to increase employee motivation, being responsible for every job, giving recognition if they are part of the company and the leaders support the success of employees' work. Management is expected to increase satisfaction. How to provide feedback on work results, provide salaries in accordance with generally accepted standards, provide promotions open to all employees, establish relationships between employees and leaders are very important in improve and provide a forum for socializing well with colleagues. This study has limitations experienced by researchers in this study, namely the limitations of researchers in adding research variables other than the variables of Self Efficacy, Motivation, Job Satisfaction and Employee Performance to be studied. Such as work loyalty, work stress, organizational development, organizational productivity, employee productivity, and so on for further research.

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