



## The Effect of Self-Efficacy and Work Discipline on Employee Performance through Employee Engagement as Mediation

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### ABSTRACT

This study aims to analyze the effect of Self-efficacy and work discipline on employee performance with Employee Engagement as a mediating variable for employees at the Banyumas Regency Education Office. This research uses quantitative with a saturated sampling approach involving 111 respondents, except structural personnel and operational personnel who are excluded in this study. Data were analyzed using the Structural Equation Modeling - Partial Least Squares 3.0 method. The results showed that Self Efficacy and work discipline have a significant positive effect on employee performance, both directly and through the mediation of Employee Engagement. This research shows the importance of organizations to improve employee confidence, consistency of work discipline, and employee involvement in organizational activities.

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## INTRODUCTION

One of the most valuable resources in every organization, including government agencies, is human resources(Palepi, 2023). In the context of government, HR is the main force behind achieving goals and visions in addition to carrying out tasks and policies, the HR function in government institutions is increasingly important as a result of both societal changes and the growing variety of demands (Muhaimin et al., 2024). As such, human resource (HR) competency development needs to be carried out on an ongoing basis to ensure that government employees can overcome challenges and meet the evolving expectations of society.

Performance in organizations is an important part that cannot be separated from the existence of an institution, both government and private environments(Dhevists & Riyanto, 2020). When it comes to performance in particular, companies should foster an environment where workers are encouraged and given the tools they need to reach their maximum potential(Bagis et al., 2019). In order to implement efficient and focused strategies for improving employee performance in government organizations, it is crucial to understand the elements that impact performance. According to Elshifa et al., (2020) A worker's performance is the degree to which he or she is successful in completing the tasks assigned to them. Good performance is performance that supports the achievement and meets organizational standards, effective organizations prioritize improving the ability of their employee resources, therefore improving employee performance is very important to achieve organizational success(Aulia et al., 2024). Factors that affect employee performance include self-efficacy, work discipline, and employee engagement.

Self Efficacy influences the way individuals feel, think, motivate themselves and act(Situmorang, 2023). An employee who demonstrates strong belief in one's own abilities will lead to a successful performance behavior pattern, employee performance will increase with their level of confidence in their ability to fulfill their own roles and responsibilities(Elkhori & Budianto, 2024). In order for a business to run at peak efficiency, its personnel must have high levels of self-efficacy, which means they believe in their own abilities and are confident in their capacity to complete tasks(Bagis et al., 2023). This has been shown in earlier studies done by Darmawan & Anggelina, (2022), Ferdiansyah & Safitri, (2023), Santri et al., (2023), Siamita & Ismail, (2021) proves that confidence in one's abilities significantly improves one's output. That is, in contrast to studies undertaken by Ali & Wardoyo, (2021), finds no correlation between self-efficacy and performance.

Work discipline is another aspect that could influence productivity in the workplace. Maintaining orders in the workplace is a process that serves to encourage individuals to follow and respect company rules(Ginting & Siagian, 2023). Without work discipline and the rules and regulations contained in the organization, it is often overlooked if work discipline is inadequate(Lotu et al., 2022). Poor work discipline exists when workers disobey organizational norms and regulations; excellent work discipline exists when employees follow established restrictions. In research Amelia & Fratiwi, (2023), Fajri et al.,

(2022), Hikmah Perkasa et al., (2023), Rahmadani et al., (2023) shows that work discipline has a positive and significant effect on performance. However, it is different from research Pradipta, (2020), Muna & Isnowati, (2022) work discipline has no effect on performance.

This study is based on Locke's Goal Setting Theory, which he put out in 1968. Goal Setting Theory provides a framework for understanding the process of goal setting and the factors that motivate people to achieve their objectives. Individuals' actions are influenced by this process, which also clarifies the organization's objectives.

In this study, Employee Engagement acts as a moderator between the effects of self-efficacy and work-discipline. One of the keys to improving employee performance is by encouraging employee engagement (Dewi et al., 2021). Employee Engagement is a state in which a worker feels physically, mentally, and emotionally attached to work and the company or organization, besides that employees who feel attached to their jobs will tend to be more productive in doing work (Astuti, 2022). Engaged employees tend to be proactive in adjusting their roles to better suit their personal skills and interests, thus making a positive contribution to the organization (Bagis & Yulianeu, 2024). Previous research by Astuti & Arraniry, (2024), Supriyanto et al., (2024), Utami et al., (2023), Maliyah, (2021) demonstrates the mediating role of employee engagement between self-efficacy, work discipline, and performance. An important intermediary in the connection between self-efficacy, work discipline, and performance is employee engagement. This demonstrates that peak performance is more likely to be attained by those who are emotionally invested in their job and who also exhibit high levels of self-efficacy and work discipline. Therefore, the effect of self-efficacy and work discipline on enhancing employee performance is amplified primarily by employee engagement. This research is a study of the development of previous variables that have been researched by Lestari et al., (2024) On the impact of self-efficacy and work discipline on the performance of Panti Sasana Tresna Werdha RIA workers, with this study focusing on those working for the Banyumas Regency Education Office. In order to quantify employee engagement and its correlation with performance, this research introduced a new variable.

## LITERATURE REVIEW

### *Goal Setting Theory*

One school of motivational thought, the Goal Setting Theory put forward by Locke in 1968, places premium on the connection between intentions and actions. It all comes down to this: if an employee knows what the company is aiming for, he will act accordingly on the job. This theory states that individual behavior is regulated by their ideas (thoughts) and intentions, based on Goal Setting Theory to achieve optimal performance there must be compatibility of individual and organizational goals, in this context, employee performance in providing good service is considered a goal that must be achieved (Pertiwi, 2022).

### ***The effect of self efficacy on employee performance***

According to Bandura (1997), who studied the concept through the lens of social cognitive theory, self-efficacy is "the belief in one's ability to organize and perform the actions needed to manage the situation to be faced" (Bandura, 1997). This conviction is associated with an individual's intrinsic desire to increase their faith in their own talents(Arifin et al., 2021). Mujeeb et al., (2021) said those with such beliefs are confident in their ability to adapt to problems effectively to seek better approaches in performing complex tasks and difficulties. Someone who has a high level of self-efficacy will take responsibility for their actions and believe that they can do things efficiently and on time(Annisa & Ginarti, 2023). There are four indicators of Self Efficacy sourced from Lunenberg (2011) in Anggriawan et al., (2022) namely experience of success (past performance), experience of other individuals(vicarious experience), verbalpersuasion (verbal persuasion), physiological state(emotional cues). According to Hasibuan, (2017) Employee performance is determined as the end result of an individual's efforts to complete a task in accordance with their level of competence, experience, dedication, and time. The individual's strong drive, well-defined objectives, emotional stability, and ability to carry out tasks or behaviors to a satisfactory conclusion are the reasons for this.(Arifin et al., 2021). There are indicators of Employee Performance sourced from Robbins (2016) in Nur Aziz & Dewanto, (2022) are work quality, quantity, timeliness, effectiveness, independence. Self Efficacy is proven to improve staff efficiency. This agrees with the findings of studies made by Darmawan & Anggelina, (2022), Ferdiansyah & Safitri, 2023), Santri et al., (2023), Siamita & Ismail, (2021) shows the findings indicate that self-efficacy significantly and positively impacts performance.

H1 : Self Efficacy has a positive and significant effect on employee performance.

### ***Effect of Work Discipline on Employee Performance***

According to Hamali, (2018)suggests that Employees willingly adapt to regulatory rules, high work and conduct standards, and a sense of personal discipline in the workplace. Discipline in the workplace refers to following all regulations, whether they be written or unwritten form, in an organizational environment, the application of discipline aims to ensure that all employees voluntarily obey and follow the rules and regulations set without coercion(Manullang et al., 2024). Work discipline is very important in carrying out employee duties to achieve maximum performance, discipline reflects an employee's behavior on the job in order to implement disciplinary measures in compliance with the policies set by the company or organization will improve employee performance(Rivaldo & Nabella, 2023). Iskamto et al., (2020) states that Work Discipline has four indicators, namely attendance, compliance with work regulations, level of vigilance, working ethically. Findings from studies carried out by verifying this Amelia & Fratiwi, (2023), Fajri et al., (2022), Hikmah Perkasa et al., (2023), Rahmadani et al., (2023) demonstrates that there is a favorable and statistically significant relationship between work discipline and performance.

H2 : There is a favorable and statistically significant relationship between work discipline and productivity.

### ***The Effect of Self Efficacy on Employe Engagement***

A person's self-efficacy may be defined as their confidence in their own abilities to accomplish goals and achieve specified targets, individuals with high levels of Self Efficacy usually have strong motivation and are able to survive in the face of work challenges(Suratini et al., 2024). Self Efficacy is an important attitude that every employee or employee must have, the existence of a Self Efficacy attitude in a person, any job will be easy because employees have a sense of trust and a great sense of confidence that they are able to do and complete work well to achieve success(Firnanda & Wijayati, 2021). Maliyah, (2021) revealing awareness of the importance of Employe Engagement behavior is a crucial factor in supporting the achievement of organizational goals, Employe Engagement is created when employees have confidence in their own abilities, thus encouraging them to carry out tasks with full diligence and try to provide optimal results in the work performed. Multiple prior investigations have found the same thing, namely Firnanda & Wijayati, (2021), Priambodo et al., (2019), Utami et al., (2023) demonstrates that self-efficacy significantly impacts employee engagement in the workplace for the better.

H3 : In a favorable and statistically significant way, self-efficacy influences engagement in the workplace.

### ***The Effect of Work Discipline on Employe Engagement***

A person's knowledge and capacity to operate in accordance with relevant rules is an example of work discipline(Diposentono et al., 2023). Maintaining order in the workplace is crucial for fostering positive organizational dynamics and engaging employees, consistent discipline will benefit employees' personal and professional lives leading to increased engagement, employees with strong work discipline tend to produce quality and productive work(Novembriani et al., 2024). When workers are emotionally invested in their job, it shows in their output, both in terms of quality and quantity.(Grace & Simatupang, 2023). These findings corroborate previous studies Syafitri & Iryanti, (2022), Deny Surya Permana, (2022) as a consequence of which Work Discipline significantly and positively impacts Employee Engagement.

H4 : Employees are more invested in their work when there is clear and consistent work discipline.

### ***The Effect of Employe Engagement on Employee Performance***

Employee Engagement was first introduced by Wiliam Khan in 1990. Kahn, (1990) describes employee engagement as a sense of belonging to the organization. Members of staff or workers with a strong motivation to succeed tend to work better, this is due to the positive feelings within themselves and do not consider that work is a burden. Employee engagement is a positive attitude towards work that is accompanied by a desire to exert skill and energy at work(Putri et al., 2024). Katili et al., (2021) said that employe engagement is the extent to which a person is fully involved in their work with the aim of increasing commitment in achieving organizational goals by giving their best performance, both expressing themselves physically and in expressing emotionally towards their work. Various studies have shown that increasing employee engagement is

necessary to improve employee performance, employee participation can lead to improved performance in various ways, with high employee engagement will improve task performance, job performance, organizational citizenship behavior, volunteerism, and work productivity(Aji & Setyawan, 2024). Indicators of Employe Engagement are expressed Schaufel et al., (2002) in Rahmatia et al., (2022) namely vigor, dedication, and absorption. Study results provided by Gentari et al., (2023), Hadarmawan et al., (2024), Pratiwi & Fatoni, (2024) shows that Employe Engagement has a positive and significant effect on employee performance.

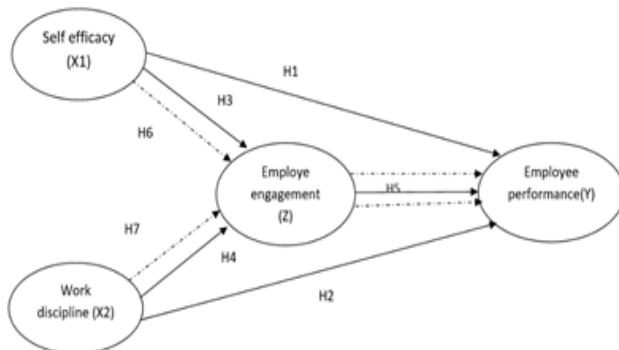
H5 : Performance is positively and significantly impacted by employee engagement.

### ***Employe Engagement as a mediating role***

Employee engagement is defined as how well employees work and how well they feel connected to the company or organization, highly engaged employees tend to contribute to the success of the business, increase efficiency on the job, and ensure one's continued employment with the firm (Wardiansyah et al., 2024). Through the cycle of employee self-fulfillment in achieving what is deemed worthy, it can help employees develop new abilities and predict how well they will handle workplace obstacles(Aulia et al., 2022). The relationship between Self Efficacy and Work Discipline is expected to be mediated by Employe Engagement. This expectation is supported by several previous studies by Astuti & Arraniry, (2024), Supriyanto et al., (2024), Utami et al., (2023), Maliyah, (2021) These results reveal that Employe Engagement performs as expected when there is a moderating effect of both self-efficacy and work discipline.

H6 : The relationship between self-efficacy and performance in the workplace is moderated by employee engagement.

H7 : Work Discipline Affects Employee Performance Through Mediating Employee Engagement.



**Figure 1. Conceptual Framework**

## **METHODOLOGY**

Using a statement questionnaire based on research indicators, this research is a quantitative study that was issued to workers of the Banyumas Regency Education Office. With the exception of structural and operational staff, 111 out

of a possible 212 workers from the Banyumas Regency Education Office participated as respondents in this survey. Saturated sampling is used for sampling. When the whole population is employed as a sample, it is referred to as saturation sampling (Sugiono, 2013). A Likert scale of five points, from (1) very disagree to (5) very agree, was used in this investigation.

Data validity, discriminant validity, reliability, and AVE and Cronbach's Alpha values are measured in this research using the Structural Equation Modeling (SEM) approach using the SmartPLS (Partial Least Square) outer model analysis methodology. After that, we will check the structural parameter coefficient's significance, R-squared value, and t-test results using the inner model test. The impact of mediation or indirect effects is also examined, and researchers test hypotheses.

## RESEARCH RESULT

### *Characteristics of Respondents*

Researchers from the Banyumas Regency Education Office used a sample size of 111 respondents filling out the questionnaire. Respondents consisted of 67 men (57.66%) and 47 women (42.34%) This result shows that employees at the Banyumas Regency Education Office are dominated by men, which can have implications regarding the need for training or programs that are more suitable for this dominant gender. The majority of respondents were between the ages of 41 and 50, suggesting that most workers have a decent amount of work experience. This is important to keep in mind when creating competency development programs that are tailored to the requirements of different age groups. With 85.58 percent of respondents being married, it is clear that workers benefit from a stable personal life when it comes to their productivity. When broken down by academic level, 57 out of 100 respondents fell into the S1 category. A relatively high level of education indicates the potential to improve performance through training programs that are relevant to the needs of the organization. In terms of length of work, it is dominated by working > 10 years, this reflects a high level of loyalty and a good understanding of organizational policies and procedures. In addition, the majority of respondents are Civil Servants (PNS), namely 88 employees (79.27) this employment status provides stability that supports motivation and performance in carrying out tasks.

### *Structural Model Analysis*

All indicators of each variable have a value  $>0.70$ , and this is based on outer loading with just one round. According to Hair Jr. et al., (2017), In order to determine convergent validity, it is necessary to determine if the loading factor value is more than 0.70. If it is, then the model may be utilized for further testing and is considered valid, as it has fulfilled the criterion of convergent validity.

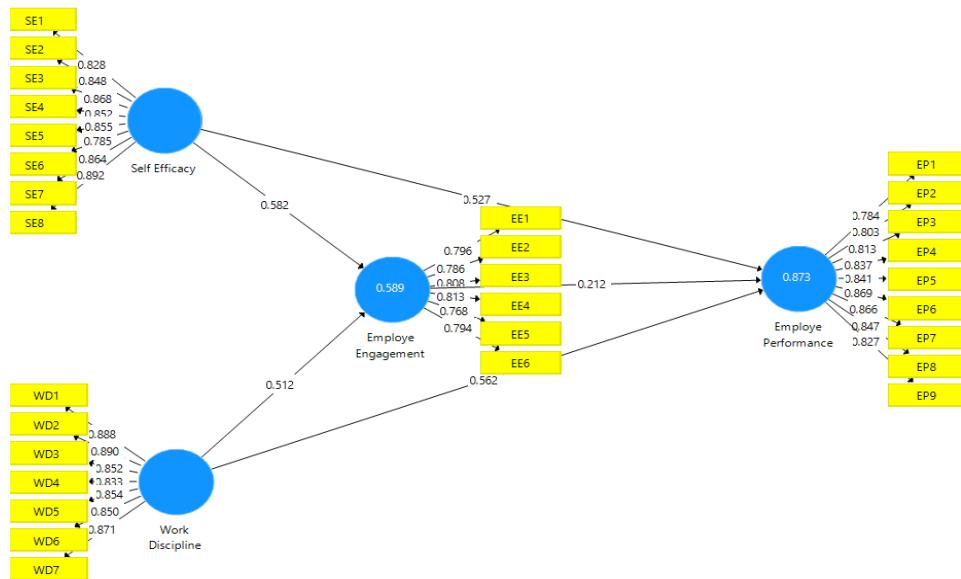


Figure 2. Outer Model

Employee engagement as a function of self-efficacy and work discipline is shown in the following image, which is a product of PLS version 3.0. The following figure shows that self-efficacy, work discipline, and employee engagement account for 87.3% of the variance in employee performance, according to the R<sup>2</sup> value of 0.873. With an R<sup>2</sup> value of 0.589, we can see that characteristics related to self-efficacy and work discipline account for 58.9% of employee engagement.

#### Reliability and Validity

Findings from the Construct Validity and Reliability test are shown in Table 1. With Composite Reliability (CR)  $\geq 0.70$ , Chronbach's Alpha  $\geq 0.70$ , and Average Variance Extracted (AVE) value  $\geq 0.50$ , the validity test is deemed acceptable(Hair et al., 2021). Given that all variables have Composite Reliability values of 0.70 or higher and Chronbach's Alpha values of 0.70 or higher, as well as an Average Variance Extracted (AVE) value of 0.50 or higher, it may be inferred that the variables are valid and trustworthy.

Table 1. Construct Reliability and Validity

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
WD	0.943	0.946	0.953	0.745
EE	0.883	0.883	0.911	0.631
EP	0.944	0.945	0.953	0.693
SE	0.945	0.946	0.954	0.722

SE (Self Efficacy), WD (Work Discipline), EE (Employee Engagement), EP (Employee Performance)

### Hypothesis Test

Analyzes of direct and indirect effects from hypothesis tests are shown in Table 2. Finding out how the independent and dependent variables, as well as mediation, affect one another is what this hypothesis test is all about.

Table 2. Hypothesis Test (Direct & Indirect Effect)

	Original Sample (O)	T Statistics ( O/STDEV )	P Values	Result
SE -> EP	0.527	10.176	0.000	Accepted
WD -> EP	0.562	13.398	0.000	Accepted
SE -> EE	0.582	9.549	0.000	Accepted
WD -> EE	0.512	9.469	0.000	Accepted
EE -> EP	0.212	3.603	0.000	Accepted
SE -> EE -> EP	0.123	3.299	0.001	Accepted
WD -> EE -> EP	0.108	3.502	0.000	Accepted

Source: Data processed using SmartPLS3.0

SE (Self Efficacy), WD (Work Discipline), EE (Employee Engagement), EP (Employee Performance)

Testing hypotheses about the connections between the study variables shown in table 2 is the last step in the assessment process. If the independent variable significantly affects the dependent variable, as shown by a T statistic value of 1.96 or above and a P value less than 0.05, then the hypothesis is correct. There are positive route coefficients for all links between the variables, according to the test findings shown in Table 2. Additionally, the T statistic must be greater than or equal to 1.96 and the P value must be less than 0.05. It follows that all of the hypotheses are correct based on the outcomes of this test. The results of hypothesis testing show that there is a significant positive correlation between Self Efficacy and Employee Performance with an original sample value of 0.527 with a t-statistics value of  $10.176 \geq 1.96$ , and P Values of  $0.000 < 0.05$ , Work Discipline has a significant positive correlation to Employee Performance with an original sample value of 0.562 and a t-statistics value of  $13.398 \geq 1.96$  with a P Values value of  $0.000 < 0.05$ , Self Efficacy has a significant positive correlation with Employee Engagement with an original sample value of 0.582 with a t-statistics value of  $9.549 \geq 1.96$  and P Values  $0.000 < 0.05$ , Work Discipline has a significant positive correlation with an original sample value of 0.512 and a t-statistics value of  $9.469 \geq 1.96$  and P Values  $0.000 < 0.05$ , Employee Engagement has a positive correlation to Employee Performance with an original sample value of 0.212 and t-statistics  $3.603 \geq 1.96$  and P Values  $0.000 < 0.05$ , Self Efficacy has a significant positive correlation to Employee Performance through Employee Engagement mediation with an original sample value of  $0.123 > 0.000$  and t-statistics  $3.299 \geq 1.96$  and P Values  $0.001 < 0.05$ , and Work Discipline has a significant positive correlation with an original sample value of  $0.108 > 0.000$  and t-statistics  $3.502 \geq 1.96$  and P Values  $0.000 < 0.05$  for the P Values.

## DISCUSSION

### *The Effect of Self Efficacy on Employee Performance*

Employee performance is positively and significantly impacted by self-efficacy, according to the test findings. Employee performance is enhanced because the Banyumas Regency Education Office is confident in their abilities to accomplish and finish tasks successfully. This finding accords with the Goal Setting Theory put forward by Locke in 1968. According to Locke, workers are more likely to establish lofty objectives and work hard to achieve them if they are clear and difficult. Research backs up this discovery Darmawan & Anggelina, (2022), Ferdiansyah & Safitri, (2023), Santri et al., (2023) , Siamita & Ismail, (2021) finds comparable outcomes, indicating that self-efficacy has a positive and statistically significant impact on performance in the workplace.

### *Work Discipline on Employee Performance*

Workplace discipline significantly boosts productivity, according to the study's authors. Those workers who are self-disciplined, who show up to work on time every day, and who take full responsibility for their tasks will be the most productive since there is a relationship between work discipline and performance. The implications of these findings for the Banyumas Regency Education Office are that work discipline should be strengthened through the application of clear, consistent and fair rules. The Banyumas district education office needs to provide training on effective supervision to ensure every employee complies with organizational policies. The findings suggest that work discipline not only influences not just the success of the company but also the success of individuals within it. Findings from the study agree with Amelia & Fratiwi, (2023), Fajri et al., (2022), Hikmah Perkasa et al., (2023), Rahmadani et al., (2023) provides convincing evidence that workplace discipline significantly improves productivity.

### *Self Efficacy on Employee Engagement*

The results of the analysis state that Self Efficacy has a positive and significant effect on Employee Engagement. This means that employees who have self efficacy in carrying out their duties happily 'enjoyable' and always plan and carry out actions wisely and are ready to face challenges and difficulties in doing work, when there is an increase in the self efficacy of an employee, this can increase engagement so as to strengthen the commitment of an employee to stay and be involved in the organization. The Banyumas Regency Education Office needs to implement programs that can encourage self-efficacy such as training and competency development, providing support and recognition and providing constructive feedback so because it is thought to increase engagement among workers. Consistent with studies carried by Firnanda & Wijayati, (2021), Priambodo et al., (2019), Utami et al., (2023) proves that self-efficacy significantly and positively affects employee engagement in the workplace.

### *Work Discipline on Employee Engagement*

According to the findings, Work Discipline significantly boosts Employee Engagement. Based on these results, it is clear that a high degree of work

discipline leads to highly engaged employees, which boosts organizational performance. The Banyumas Regency Education Office needs to build a work environment that encourages work engagement and good work discipline, such as by appreciating and recognizing good work achievements, offering training, and giving sanctions or reprimands to employees who are found violating established rules or procedures. This can increase involving and disciplining employees, in order to boost employee performance. Previous studies corroborate the findings of this one Deny Surya Permana, (2022), Novembriani et al., (2024) establishes that workplace discipline significantly improves employee engagement.

### ***Employe Engagement on Employee Performance***

This research found that when employees are actively involved in their work, their performance improves significantly. Employee engagement has a crucial role in enhancing employee performance, according to this report. Employees who are emotionally, cognitively and physically engaged in their work tend to show high dedication, which can create a productive work atmosphere where individuals are encouraged to make their greatest contributions and enhance the organization's overall efficacy. Affirming that Employe Engagement is very important in an organization in human resource development. This analysis aligns with the findings of studies carried out by Gentari et al., (2023), Hadarmawan et al., (2024) The results show that Employe Engagement has a positive and significant influence on Employee Performance.

### ***Self Efficacy on Employee Performance through Employe Engagement as mediation***

The findings indicated that, via employee engagement, self-efficacy significantly improves employee performance. The results suggest that the Employee Engagement variable acts as a mediator between the Self Efficacy and Employee Performance variables. The findings demonstrated that both Self Efficacy and Employee Engagement mediate the relationship between the two variables and employee performance. Employee performance will improve as their confidence increases as a result of leaders or coworkers encouraging them to complete tasks, they will strive to perform challenging tasks calmly and without anxiety(Made & Apsari, 2024). With good employee engagement they can utilize their self-efficacy to achieve optimal work results. This finding confirms that the Banyumas Regency Education Office needs to develop Self Efficacy by increasing engagement by providing emotional support for achievement and providing opportunities for career development, this will support organizational performance to achieve goals. In line with research conducted by Hendriyani et al., (2024), Astuti & Arraniry, (2024) which results in Employe Engagement being able to mediate the Self Efficacy variable to the Efficiency of Workers.

### ***Work Discipline on Employee Performance through Employee Engagement as mediation***

Employee engagement is a key component of effective work discipline, which in turn boosts performance, according to the study. In this scenario, the impact of work discipline on employee performance is moderated by employer engagement. This finding indicates that Employee Performance may be influenced by the degree of work discipline, which is mediated by high Employee Engagement. This indicates that organizations are more likely to succeed when their workers exhibit high levels of work discipline backed by strong engagement. The link between the two may be traced back to Locke's Goal defining Theory, which states that more employee engagement can be achieved by defining objectives that are clear, quantifiable, and difficult. With these objectives laid out so clearly, staff members of the Banyumas Regency Education Office are able to focus their efforts where they will have the most impact on meeting performance requirements. The results of this study are in line with Supriyanto et al., (2024), Simatupang & Safitri, (2023).

### **CONCLUSIONS AND RECOMMENDATIONS**

The findings and discussion suggest that mediation between self-efficacy, work discipline, and employee engagement may help improve performance. It is recommended for leaders of the Banyumas Regency Education Office to further develop employee confidence such as through training, as well as emotional support, maintaining and improving work discipline so that employee performance and employee engagement in Banyumas Regency Education Office employees will increase.

### **ADVANCED RESEARCH**

Future research should use a larger sample or include more than one research object to strengthen the research results. Additionally, other variables, such as mediation and moderation in each relationship between the independent and dependent variables, could be added to improve the results compared to previous studies.

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