

The Role of Job Satisfaction as Mediator the Effect of Competence and Self Efficacy on Employee Performance

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Abstract: *This study aims to determine the influence of competence, self-efficacy, and job satisfaction on employee performance and the role of job satisfaction in mediating competence and self-efficacy on employee performance. This research uses quantitative research. This study's population were CV Dan Cell employees, which amounted to 345. The sample in this study was taken using a simple random sampling technique, calculated using the Slovin formula to produce as many as 78 respondents. Data were collected by using a questionnaire (questionnaire). Data analysis in this study used the Partial Least Square (PLS) approach. The results showed that competence had a significant effect on employee performance, self-efficacy had a significant effect on employee performance, job satisfaction could not mediate the relationship between competence and employee performance, job satisfaction could mediate the relationship between self-efficacy and employee performance, and job satisfaction had a significant effect on employee performance.*

Keywords: *competency, self efficacy, job satisfaction, employee performance*

Abstrak: *Penelitian ini bertujuan untuk mengetahui pengaruh kompetensi, efikasi diri, dan kepuasan kerja terhadap kinerja karyawan serta peran kepuasan kerja dalam memediasi kompetensi dan efikasi diri terhadap kinerja karyawan. Penelitian ini menggunakan penelitian kuantitatif. Populasi penelitian ini adalah karyawan CV. Dan Cell yang berjumlah 345. Sampel dalam penelitian ini diambil dengan menggunakan teknik simple random sampling yang dihitung dengan menggunakan rumus Slovin sehingga menghasilkan sebanyak 78 responden. Pengumpulan data dilakukan dengan menggunakan kuesioner (kuesioner). Analisis data dalam penelitian ini menggunakan pendekatan Partial Least Square (PLS). Hasil penelitian menunjukkan bahwa kompetensi berpengaruh signifikan terhadap kinerja karyawan, efikasi diri berpengaruh signifikan terhadap kinerja karyawan, kepuasan kerja tidak dapat memediasi hubungan antara kompetensi dengan kinerja karyawan, kepuasan kerja dapat memediasi hubungan antara efikasi diri dengan kinerja karyawan dan kepuasan kerja berpengaruh signifikan terhadap kinerja karyawan.*

Kata kunci: *kompetensi, efikasi diri, kepuasan kerja, kinerja karyawan*

How to recite:

Mafrukah, I., and Ekowati, V. M. (2023). The Role of Job Satisfaction as Mediator The Effect of Competence and Self Efficacy on Employee Performance. *Iqtishoduna*. Vol. 19 (2): pp 106-118

INTRODUCTION

Competition between companies in the era of globalization is getting sharper, which requires human resources to develop themselves proactively. Human resources that are needed at this time are human resources that are responsive to technological changes. More than technological domination is needed for a company to survive and compete if reliable and competent human resources support it. One of the real threats to economic stability is the workforce that is not ready to face the challenges or changes that occur, so they perceive work as a burden.

Performance can be defined as the quality and quantity of employees carrying out the tasks and responsibilities that have been given (Ali & Wardoyo, 2021). The work results that have been achieved will produce job satisfaction and affect the level of compensation received. An increase in one's performance will occur if there is equality between work and ability. In addition, the performance of individuals is also influenced by job satisfaction. Job satisfaction is an emotional state that arises from an individual towards his work (Sundusiah et al., 2019). This emotional state is the result of an individual's assessment of how far his work can fulfill his life needs. Employees who do not have job satisfaction will harm the company because they tend to have a negative attitude and be more aggressive towards the company (Salam, 2014).

Apart from job satisfaction, in achieving optimal performance, many things must be considered, including employees' competence and self-efficacy (Muntu et al., 2020; Ary & Sriathi, 2019). Companies also need to know the extent of competence and self-efficacy of their human resources to provide maximum capabilities and contributions to create good work productivity because it affects the quality of an employee in doing work which will have an impact on the progress of an organization.

Several studies examining the effect of competence on employee performance conducted by Mogot et al. (2019) and Djati et al. (2019) state that competence positively affects employee performance. However, the results of research conducted by Wondal et al. (2019), Andreana et al. (2019) and Cesilia et al. (2017) results that competence has a negative and insignificant effect on employee performance. Mulyani (2019) and Muntu et al. (2020) revealed that competence could improve employee performance. This condition is in line with Sutrisno's statement (2009) that competence is a superior attitude of a leader or employee who has knowledge, skills and a good work attitude and is by predetermined work requirements or standards.

This level of competence distinguishes a superior actor from an actor with limited achievement. The main focus of competence is to utilize the knowledge and skills to achieve optimal goals or performance. In addition, employees' low self-efficacy causes them to often complain about carrying out their duties, which can affect performance. Many employees feel unsure about completing the work targets given, and in the end, these employees often ask for help from their colleagues to help them with the work targets given to them. So that the employees are overwhelmed by each other in carrying out their tasks which causes them to both complete their tasks, not on time; it is also not uncommon for employees to resign because they feel unsure and pressured because they cannot complete the work they have been given. Low employee confidence in their abilities actually makes employees lose opportunities to develop, resulting in less effective performance and a tendency to decline.

Several previous studies that examined self-efficacy on performance were carried out by Widyawati & Karwini (2018), Ary & Sriathi (2019), Isnani & Widiartanto (2018), Priska et al. (2020), and Cahyaningrum (2020) stated that self-efficacy positive and significant effect on employee performance. However, the results of research conducted by Rizana, (2019), Sihombing et al. (2018) and Setyabudi et al. (2018) gave the result that self-efficacy has a negative and insignificant effect on employee performance. Based on the problems that occur in the research object and there are still inconsistencies in the results of previous research, this study aims to examine and analyze the effect of competence on employee performance, test and analyze the effect of self-efficacy on employee performance, test and analyze the role of job satisfaction as a mediating influence competency on employee performance, examine and analyze the role of job satisfaction as a mediating effect of self-efficacy on employee performance, as well as test and analyze the effect of job satisfaction on employee performance.

LITERATURE REVIEW

Competence

Wibowo (2007) reveals competence as a person's ability to do a job based on skills and knowledge that are supported by the work attitude of a job. Competence can also be interpreted as a person's ability to apply knowledge and skills in various new situations and increase the agreed benefits. Therefore, competency is a fundamental characteristic of an individual that can be linked to superior and effective performance criteria.

Wibowo (2007) reveals competence as a basic foundation of a person's characteristics that indicate how to behave and equate situations over a long period. There are five competency characteristics: motives, traits, self-concept, knowledge, and skills. Syamsidar et al. (2021) revealed that competency can be measured through four indicators: knowledge, understanding, skills, and attitudes.

Self-efficacy

Self-efficacy is one's self-confidence regarding the ability to perform the expected actions. Self-efficacy can affect a person's behavior, and if someone believes in acting, the individual will try hard to achieve it and vice versa (Thoha, 2007). According to Priska et al. (2020), Self-efficacy is related to individual abilities to mobilize the motivation, cognitive resources and actions in the context of the tasks performed, with indicators of level, generalization, and strength. Several factors influence self-efficacy internally and externally, namely individual experiences, other people's experiences, verbal persuasion and physiological conditions.

Job Satisfaction

Sinambela (2017) states that job satisfaction is a feeling that arises from a person towards his work either from the results of his own efforts (internal) or outside (external) support. Job satisfaction is also shown by the suitability of expectations with the rewards provided by the job. Therefore, job satisfaction is closely related to the theory of justice, psychological agreement, and motivation. According to Bintoro & Drayanto (2017), factors affect job satisfaction include psychological, social, physical, and financial factors. Meanwhile, Indrasari (2017) revealed six job satisfaction indicators: salary, the job itself, promotion, colleagues, supervision, and work groups.

Employee Performance

Syifa & Maharani (2022) revealed that employee performance is a form of work that employees have achieved following the duties and responsibilities given. Employee performance is more focused on work performance in which the quality of output, quantity of output, cooperative attitude, and attendance at work. Salam (2014) factors affecting performance include ability, capacity, incentives (material and non-material), work environment, job descriptions, and performance feedback.

Sopiah & Sangadji (2018) revealed that there are six indicators in measuring employee performance: quality, quantity, timeliness, effectiveness, and independence. Therefore, performance as an assessment of work results must also be following standards of quality, quantity, time, and the level of satisfaction received in carrying out their duties and responsibilities. These standards will later become the company's reference in understanding a good performance appraisal strategy.

One supporting factor for achieving an organisation's goals is employees who have adequate competence and are in accordance with the criteria for the tasks they carry out (Mulyani, 2019). In addition, competence also describes employees' level of knowledge and skills in carrying out their duties effectively and efficiently (Djati et al., 2019). Kereh et al. (2018), Mogot et al. (2019) and Muntu et al. (2020) shows that competency has a positive effect on employee performance. Based on this explanation, the research hypothesis is:

H1: Competence affects employee performance

Self-efficacy is important in organizations (Priska et al., 2020). Someone is required to believe in his ability to deal with various problems that arise in the organization. High self-efficacy can make a person more active and enthusiastic in achieving optimal results, so that good performance is created and tends to increase (Cahyaningrum, 2020). Research by Widyawati & Karwini (2018), Ary & Sriathi (2019) and Isnani & Widiartanto (2018) shows that self-efficacy influences performance.

H2: Self-efficacy affects employee performance

Job satisfaction is one of the goals that employees want to achieve by getting what they want and even more. Each employee has their own goals to achieve. High job satisfaction can encourage employee motivation to perform well (Suristya & Adi, 2021). In achieving job satisfaction, several influencing factors include adequate individual competence, appropriate compensation, and good management of work stress (Suciningtyas & Handayani, 2020). Abduh et al. (2019) show that competency can influence employee performance through job satisfaction.

H3: Competence influences employee performance through job satisfaction.

Self-efficacy can be a benchmark for oneself in solving work problems. In addition to self-efficacy, the company must also pay attention to employee job satisfaction because it can encourage morale, the level of discipline and employee performance (Syifa & Maharani (2022). Research by Findriyani & Parman (2021); Ali & Wardoyo (2021) shows that self-efficacy can affect employee performance through job satisfaction.

H4: Self-efficacy affects employee performance through job satisfaction.

Improving employee job satisfaction will encourage the creation of good and optimal performance. With good performance, company profitability will increase and excel in competition (Sundusiah et al., 2019). Someone will be more active and enthusiastic if job satisfaction has been fulfilled (Noor & Mulyono, 2020). Suparman et al. (2019), Mardiyana et al. (2019), Rismanto et al. (2017), and Kurniawan (2019) show that the higher employee job satisfaction, the better the resulting performance, and vice versa. Therefore, job satisfaction affects employee performance.

H5: Job satisfaction affects employee performance.

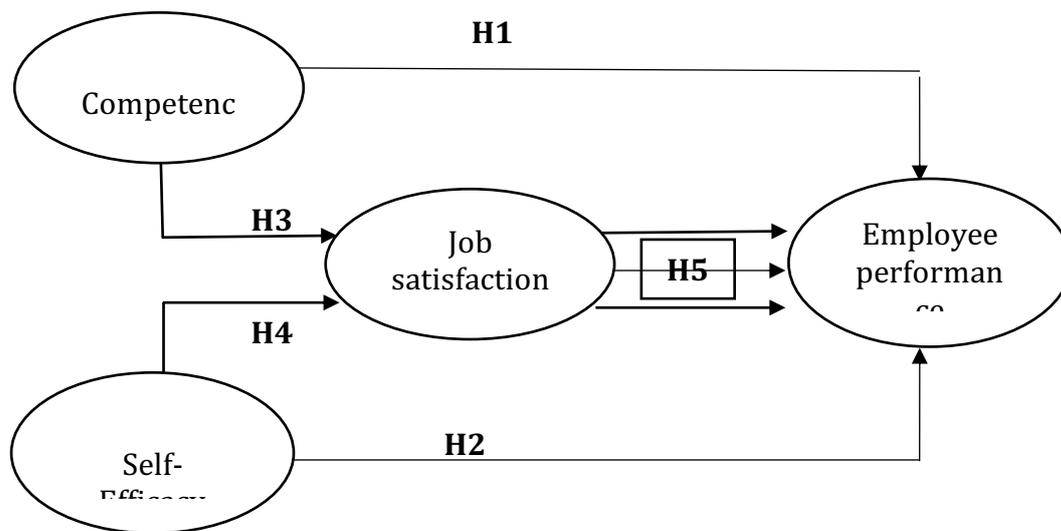


Figure 1. Hypothesis Model

METHOD

This research is a type of quantitative research. Quantitative research is used to determine causal relationships between variables. The population in this study are all employees of CV Dan Cell, which totalled 345 people. Sampling uses a simple random sampling technique, which is a random sampling technique and provides equal opportunities to members of the population. Determining the number of samples in this study used the Slovin formula with an accuracy limit of 10% resulting in a sample of 78 respondents. Data collection methods in this study used observation and questionnaires. Competence is measured by four indicators referring to the opinion of Suristya & Adi (2021); self-efficacy is measured by three indicators referring to Isnani & Widiartanto (2018); Job satisfaction is measured by six indicators referring to the opinion of Luthans (2006) and employee performance according to the opinion of Robbins (2006) using five indicators.

Descriptive statistical analysis to determine the frequency distribution of respondents' answers from the questionnaire results and to describe in detail the variables studied. Data were analyzed by Partial Least Square (PLS). This model was developed as an alternative for situations where the theoretical basis for designing the model is weak, and the available indicators do not meet the reflective measurement model (Supriyanto et al., 2020).

RESULTS AND DISCUSSION

Description of Respondent Characteristics

Based on gender, it can be seen that there are more female respondents than male respondents. Female respondents were 74 or 94.87%, while male respondents were 4 or 5.13%. This shows that the majority of respondents in the study were female with a total of 98.87%. Based on the age of the respondents, the respondents aged 18-22 years amounted to 51 or 65.39%, while those aged 23-27 years amounted to 27 or 34.61%. This shows that most

of the study respondents were 18-22 years old. Respondents with the last education SMA/SMK amounted to 70 or 89.7%, respondents with the last education diploma amounted to 3 or 3.9%, and respondents with the last education bachelor (S1) amounted to 5 or 6.4%. The majority of respondents in this study had high school/vocational high school education.

Analysis Results

Convergent validity is an indicator used to measure the magnitude of the correlation between constructs and latent variables. In this case, a loading of 0.5-0.6 is considered sufficient to meet the requirements of convergent validity with the number of indicators per construct amounting to 3 to 7 indicators. Because the loading factor value exceeds 0.7, the indicators in this study are valid. Discriminant validity is a reflective indicator measurement based on cross-loading with its latent variables. Table 1 shows that the AVE values of all variables meet the requirements, which are greater than 0.5. Data with composite reliability > 0.7 can have high reliability, although not as an absolute standard. Table 1 shows that the variables have Composite Reliability and Cronbach's Alpha values of more than 0.7, so each instrument's value is reliable.

Table 1. AVE, Composite Reliability, Cronbach's Alpha, R-Square

Variable	AVE	Composite Reliability	Cronbach's Alpha	R-Square
Competence	0,577	0,924	0,907	
Self-Efficacy	0,657	0,945	0,934	
Job satisfaction	0,619	0,936	0,922	0,490
Employee performance	0,672	0,948	0,939	0,756

R-Square analysis

Table 1 shows that the R-square value of the job satisfaction is 0.490 or 49% influenced by competency and self-efficacy variables. Whereas the employee performance is influenced by competency, self-efficacy, and job satisfaction variables of 0.756 or 76%, the rest is explained by other variables not examined in this study.

Hypothesis testing

The hypothesis test carried out in this study was to look at the t-statistic value and the p-value. The job satisfaction variable has a t-statistic of 2.755 > 1.96. This indicates that job satisfaction has a direct effect on employee performance. The Competency Variable has a t-statistic of 0.750 <1.96; this indicates that competence has no direct effect on job satisfaction. The Competency Variable has a t-statistic of 1.987 > 1.96. This indicates that competency has a direct effect on employee performance. Self-efficacy has a t-statistic of 4.182 > 1.96. This shows that self-efficacy has a direct effect on job satisfaction. Self-efficacy has a t-statistic of 2.752 > 1.96. This indicates that self-efficacy has a direct effect on employee performance.

Table 2. Direct and Indirect Effects

Variables	Original sample	t-test	Conclusion
Job Satisfaction -> Employee Performance	0,258	2,755	Accepted
Competence -> Job Satisfaction	0,111	0,750	Rejected
Competence -> Employee Performance	0,286	1,987	Accepted
Self-Efficacy -> Job Satisfaction	0,606	4,182	Accepted
Self-Efficacy -> Employee Performance	0,414	2,752	Accepted
Competence -> Job Satisfaction			Rejected
Satisfaction -> Employee Performance	0,029	0,675	
Self-Efficacy -> Job Satisfaction			Accepted
Satisfaction -> Employee Performance	0,157	2,349	

Based on the hypothesis test indirectly shows the results that there is a mediating effect between self-efficacy on employee performance through the mediating variable of job satisfaction. This is known from the t-statistic values of $2.349 > 1.96$ and the P-values of $0.019 < 0.05$. At the same time, the competency variable on performance through job satisfaction shows a t-statistic value of $0.675 < 1.96$ and a P-value of 0.500 . Job satisfaction is not a mediating effect of competence on employee performance.

DISCUSSION

The Effect of Competence on Employee Performance

Based on the research results, competence improves employee performance. This research is supported by Mulyani (2019), who states that employees who have adequate competence and follow the criteria for the tasks they carry out are one of the factors that support the achievement of an organization's goals. In addition, there is research from Djati et al. (2019), Kereh et al. (2018), Mogot et al. (2019), and Muntu et al. (2020), which shows the results that competency variables have a positive effect significant to employee performance. High competence will affect employee performance. With work supported by adequate competencies such as knowledge, understanding, skills and good attitudes, employee performance will be more optimal.

The Effect of Self-Efficacy on Employee Performance

Based on the research results, the higher the level of self-efficacy possessed by employees, the resulting performance will also increase. This research is supported by the results of research conducted by Widyawati & Karwini (2018) and Ary & Sriathi (2019), which concluded that self-efficacy significantly positively affects employee performance. Cahyaningrum (2020) said that high self-efficacy could make a person more active and enthusiastic in achieving optimal results, so that good performance is created and tends to increase. Isnani & Widiartanto, (2018) stated that strong self-efficacy in individuals could generate strong motivation, clear goals, stable emotions and abilities that improve performance.

Job Satisfaction Mediates the Effect of Competence on Employee Performance

Based on the research results, it is proven that job satisfaction is not a mediating effect of competence on employee performance. It can be interpreted that the higher the level of competency possessed by employees with the presence or absence of job satisfaction, the employee's performance can increase. This is in line with research conducted by Pujiarti (2019), which states that individual competency can be described as a basic characteristic, the deepest personality and influences an employee's behavior when completing work. The same thing was expressed by Abduh et al. (2019) that competency can affect employee performance through job satisfaction.

Job Satisfaction mediates the Effect of Self Efficacy on Employee Performance.

The study's results indicate that job satisfaction mediates the effect of self-efficacy on employee performance. The higher the employee's self-efficacy and job satisfaction, the employee's performance increases. This research is in line with findings by Findriyani & Parmin, (2021) and Ali & Wardoyo (2021), which showed that job satisfaction could mediate between self-efficacy and employee performance. Syifa & Maharani (2022) stated that self-efficacy could be a benchmark for solving work problems. In addition to self-efficacy, the company must also pay attention to employee job satisfaction because it can boost morale, discipline, and employee performance.

The Effect of Job Satisfaction on Performance

Based on the results of the study indicate that job satisfaction has a significant effect on employee performance. The results of the research are in line with research conducted by Suparman et al. (2019), Mardiyana et al. (2019), Rismanto et al. (2017) and Kurniawan (2019), which state that higher employee job satisfaction, the resulting performance also getting better, and vice versa. Sundusiah et al. (2019) stated that employee job satisfaction has a major role and influence on the company's progress. Companies must know what causes employee satisfaction or dissatisfaction at work. Employees with high job satisfaction can provide a conducive situation in the company environment. Therefore, it is necessary to pay attention to increasing employee job satisfaction to create maximum performance.

CONCLUSION

This research informs that competence has a significant effect on employee performance. Self-efficacy has a significant effect on employee performance. Job satisfaction does not mediate competency in employee performance. Job satisfaction mediates self-efficacy on employee performance. Job satisfaction has a significant effect on employee performance. Future research can adopt a mixed-method questionnaire so that the answers are more varied and add moderator variables to enrich the research scope.

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