

**SELF-EFFICACY AND WORK MOTIVATION AS MEDIATORS IN THE
RELATIONSHIP BETWEEN ORGANIZATIONAL SUPPORT AND
PERFORMANCE AT PT. GOLDEN LEAVES MALANG**

Lina Damayanti, Muhammad Buswari, Yoyok Agus Setiawan

STIE Jaya Negara Tamansiswa Malang

ABSTRACT

The purpose of this study is to determine the effect of organizational support on the performance of contract employees, to determine the effect of organizational support on the performance of contract employees mediated by self-efficacy and to determine the effect of organizational support on the performance of contract employees mediated by motivation.

The population in this study were employees at PT. Golden Leaves Malang with a total of 135 employees, consisting of 25 permanent employees and 110 contract employees with the Slovin formula, the number of samples obtained was 56 respondents. The data used in this study were analyzed using the Partial Least Square (PLS) approach with the help of the smart PLS 3.0 analysis tool.

Based on the research results, data analysis, and discussions in the previous chapters, the following conclusions were obtained: Organizational support can improve employee performance, indicating that higher organizational support will contribute to improving employee performance. Self-efficacy mediates organizational support's contribution to improving employee performance. Organizational support does not affect employee performance mediated by motivation. The results of the tests conducted showed that organizational support mediated by motivation had no effect on employee performance.

Keywords: organizational support, self-efficacy, motivation and performance

INTRODUCTION

Human resources play a crucial role in the development of both for-profit and non-profit organizations. Likewise, in service companies, employees are a crucial human resource. An employee's ability to perform effectively will impact their performance, as employee performance plays a crucial role in a company's development.

The competency to manage the human resource utilization process is inseparable from the concept of human resource management (HRM). According to Anona and Prasetya (2020), the conceptual importance of human resource management is related to changes in the internal and external environment that require companies to undertake efforts to develop human resource competencies directed at three aspects: cognitive, psychomotor, and affective. Over time, human resource practices have undergone significant changes, from traditional human resource management to a modern human resource management orientation. This era brings challenges to the implementation of human resource management due to the demands of sophisticated technology and the ability to speak more than one language besides Indonesian, supporting the preparation of large costs and requiring human resources with superior knowledge and abilities in utilizing products resulting from this modern human resource era. Human resources capable of developing and adapting to respond to business competition and global flows

are increasing. This modern human resource era demands that organizations improve the performance and readiness of human resources to the best, building organizations that are more effective, efficient, and competitive.

Mangkunegara (2019) defines performance as the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him. Performance is the quality and quantity of work results that can be achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to him (Yasa, 2020). According to Barnawi and Arifin (2012), performance is an activity carried out to carry out, complete tasks and responsibilities in accordance with the expectations and goals set.

However, even though PT. Golden Leaves has provided various facilities and support, issues remain regarding how organizational support impacts employee performance. Several factors, such as a lack of communication between management and employees, unclear division of tasks, and low levels of self-confidence in some employees, can hinder performance improvement. Based on an internal company report, employee performance in 2024 experienced a decline in productivity of around 12% compared to the previous year. Specifically, in the production department, there was a 15% decline in targets achieved in the first quarter of 2024, indicating problems with work efficiency and effectiveness.

Furthermore, despite the company providing adequate facilities, not all employees feel motivated or confident in facing the challenges they face. This is reflected in the results of an internal survey, which showed that only 60% of employees felt confident in their ability to complete tasks well, while 40% felt less confident in facing the challenges they face. The average employee job satisfaction was also recorded as low, with a score of 3.5 out of 5, indicating dissatisfaction with several aspects of work that should be supported by management. Furthermore, the dynamics of the frequently changing work environment, especially in the highly competitive food industry, also affect employee motivation and self-efficacy. Therefore, it is important for the company to continuously improve the support provided to boost employee performance through increased self-efficacy and better work motivation.

Performance Achievement with research conducted by (Dana and Dewi, 2020) regarding the influence of organizational support on employee performance produces a positive influence, but in contrast to research conducted by Chiang and Hsieh (2012) that organizational support on employee performance does not have a significant influence. Likewise, research conducted by Heryanto, et al. (2020) and Gunawan, et al. (2018) in their research explains that organizational support on work motivation has a positive effect. However, Saltson and Sharon (2019) in their research that organizational support on work motivation has not been able to influence significantly. Odunlami et al. (2020) stated that management support has a significant influence on employee performance. Research conducted by Arshadi et al. (2018) shows that the perception of organizational support influences performance, but in contrast to research conducted by Susmiati et al. (2018) shows that the perception of organizational support does not significantly influence performance. The results of research conducted by Olidio et al. (2015) and Cherian and Jacob (2019) stated that self-efficacy on employee performance has a positive influence. However, Kaseger (2019) and Fahmi (2022) showed different results, with sample selection using purposive sampling, with a sample of 50 people, stating that self-efficacy on employee performance has no effect and motivation also does not have a significant effect. Prasetyo et al. (2022), explained that self-esteem-

based organizations, which are elements of motivation, are mediators in the relationship between organizational support and work performance. This study shows that motivation has a positive effect on performance. The results of the study on the effect of organizational support and self-efficacy on performance provide inconsistent results, there are significant and non-significant results, providing an opportunity to develop the research model by adding a mediating variable (intervening), namely motivation.

From the results of the interview, the decline in employee performance results according to Mrs. Dini as the human capital manager explained that there was counterproductive behavior in employee performance at PT. Grande Famili View. From the side of employees named Samuel (33 years old) and Olin (30 years old) who have worked for 10 years at PT Grande Famili View feel that now in the company it is getting more difficult, such as no leave rights, if permission is not in there is a salary deduction, and the service for 10 years is only a contract employee without any clarity to become a permanent employee as expected so far, and in the Job Creation Law, article 59 of the employment law that regulates the requirements for workers with a certain time contract. With this elimination, there is no limit to the rules for a worker to be contracted, as a result, the worker could be contracted for life or even dismissed midway, this is what makes contract employees at PT. Golden Leaves Malang in East Java feel that there is no support from the organization so that contract employees experience a decrease in self-efficacy and motivation which causes the results of performance achievements which can also affect the quality of service to customers.

Developing service quality, as well as upholding work safety ethics and culture. As a company engaged in the service sector, the organization is synonymous with communication processes that play a role in creating a unity that is able to shape patterns of interaction or behavior among employees. Success in realizing service quality goals depends heavily on employee performance. In addition, the role of employees in the company is also crucial in the process of transforming service to customers. It is almost certain that there will be no improvement in the quality of service results without changes and improvements in employee performance.

Along with the dynamic nature of employee behavior, responsiveness to the work environment requires organizational support, self-efficacy, and motivation from each employee, which will influence employee performance. Furthermore, employee performance in a company is also greatly influenced by organizational support, particularly by encouraging the creation of a work culture and building a conducive internal situation and conditions so that employees can develop their creativity in their work. To achieve maximum results, a manager plays a role in motivating, directing, guiding, protecting, setting an example, and providing encouragement to achieve company goals.

One factor that also influences employee performance is perceived organizational support. With organizational support, employees will feel cared for and appreciated, which will increase their enthusiasm for work and foster trust in the organization. According to Ludiya (2020), organizational support is a way for organizations to encourage employees to improve their performance, because organizational support is one of the significant factors in creating good work motivation.

Organizational support is a crucial factor in improving performance. Robert Kreitner (2019) stated that organizational support is necessary to help individuals feel comfortable giving and receiving useful knowledge on tasks as requested.

Self-efficacy is a sense of self-confidence that exists within a person, a person can

develop or progress also depends greatly on self-efficacy or self-confidence that he has. This also applies to an employee, self-efficacy can also develop an employee's mindset towards customers, self-confidence will also help employees in terms of employee abilities to be able to establish good communication with customers. An employee must appear confident when explaining a product in front of customers, so that it does not look awkward as if they do not master the material of the product, if the employee appears confident when delivering the material then customers will also be more loyal to the company, meaning that the employee's performance can be said to be good.

Self-efficacy which will have a positive impact on performance because with self-confidence and believing that they can complete tasks as optimally as possible, employees can achieve high performance. Helmi and Elita (2019) define self-efficacy as the positive expectations and self-confidence that a person has that they are able to complete well in facing subsequent tasks that are not clearly known and cannot be predicted. Sugmawati (2018) states that self-efficacy is a support for cognitive resources and actions needed that come from individual expertise focused on self-confidence to succeed when carrying out the tasks obtained.

According to Narendra (2020), motivation is a stimulus carried out by an organization that aims to raise work enthusiasm in completing tasks assigned by the organization. Factors that encourage individuals to further improve their performance by acting in certain ways so as to be able to achieve the set goals are the definition of work motivation according to (Setiawan and Andjarwati, 2020). Heryanto (2020) defines motivation as the drive or desire and effort that arises from within an individual to do something. Thus, employee motivation is an employee's awareness and interest in carrying out work activities due to the encouragement and influence of behavioral needs to achieve work success within their company organization. Perceived organizational support creates encouragement in employees and is consistent in developing positive attitudes and demonstrating high levels of work performance that benefit the organization. Prasetyo (2022) explains that self-esteem-based organizations, which are elements of motivation, are mediators in the relationship between organizational support and work performance. Motivation is a process that helps determine the intensity, direction, and persistence of individuals in efforts to achieve goals (Gunawan, 2018). Therefore, this study argues that motivation can mediate the relationship between perceived organizational support and employee performance.

RESEARCH METHODS

This type of research is quantitative (causal) research, which examines the cause-and-effect relationship between independent and dependent variables. Quantitative research is a research method based on the philosophy of positivism and can be used to study specific populations or samples (Sugiyono, 2020).

Population and Sample

A population is the total number of objects or subjects with specific characteristics and qualities determined by the researcher to be studied and then conclusions drawn (Sujarweni, 2019:65). The population in this study was 135 employees at PT. Golden Leaves Malang, consisting of 25 permanent employees and 110 contract employees.

According to Sujarweni (2019:65), a sample is a subset of a population's characteristics used for research. The sampling technique used is probability sampling, namely simple random sampling, where each member of the population has an equal

chance of being selected as a sample.

The sample size in this study uses the Slovin formula because the sample size must be representative so that the results can be generalized. The calculation does not require a sample size table but can be done using simple formulas and calculations. The Slovin formula for determining the sample size is as follows:

$$n = \frac{110}{1 + N(e)^2}$$

$$n = \frac{110}{1 + (110 \cdot 0,05^2)} = 55,3 \text{ atau } 56$$

Based on the calculations above, the sample of respondents in this study was adjusted to 56 respondents.

Analysis Techniques

The data used in this study were analyzed using the Partial Least Square (PLS) approach with the help of the smart PLS 3.0 analysis tool. This approach is a quantitative analysis and was chosen because the model used in this study is a causal relationship and is recursive, meaning it only has a one-way relationship and cannot be a reciprocal relationship. PLS is able to test weak theories and weak data such as small sample sizes or data normality issues (Ghazali, 2015).

The model analysis in this study consists of an outer model and an inner model. The outer model measurement aims to evaluate the validity and reliability of each latent variable and assess its goodness of fit. Meanwhile, the inner model measurement aims to describe the relationships between the latent variables.

Hypothesis testing is carried out by comparing the results of the path coefficient with the T table. A hypothesis is said to have a significant effect if the calculated t value is $> t$ table at 1% degrees of freedom, is said to have an effect if the calculated t value is $> t$ table at 5% degrees of freedom, and is said to have no effect if the calculated t value is $> t$ table at 10% degrees of freedom. Meanwhile, the hypothesis is said to have no significant effect if the calculated t value is $< t$ table at 10% degrees of freedom. The alternative hypothesis is stated to be supported for one-way hypothesis testing (one-tailed) on the 5% alpha hypothesis from the path coefficient value indicated by the T statistic value (T-statistic) $\geq 1,96$. To reject or accept using profitability then H_a is accepted if the p value is $< 0,05$.

RESEARCH RESULTS AND DISCUSSION

Research result

1. Outer Model(Measurement Model and Indicator Validity)

This study used four variables: organizational support, self-efficacy, motivation, and employee performance, with reflective indicators. This examination was conducted to identify the most important, dominant, or appropriate indicators in shaping or reflecting each independent variable.

a. Convergent Validity Test

Convergent Validity namely the loading factor value must be more than 0.7 for confirmatory research and the loading factor value between 0.6 – 0.7 for exploratory research is still acceptable and the average variance extracted (AVE) value must be greater than 0.5. However, for early stage research from the development of the measurement scale, the loading factor value of 0.5 – 0.6 is still considered sufficient (Ghozali, 2015). The relationship model between variables and indicators in the measurement model for Reflective variables, namely organizational support variables,

self-efficacy, motivation and employee performance, is based on the outer Loading table.

From the results of data processing with Smart PLS, it was obtained that the Z2.2 indicator in the Motivation variable which has a loading factor value of less than 0.50, has a low level of validity so that the variable indicator needs to be eliminated or removed from the model. The results of data processing obtained the loading factor value after the Z2.4 indicator was eliminated which can be shown in the following table:

Table 2. Outer Loadings (Factor Loading)

	Organizational Support (X)	Performance Employee (Y)	Motivation (Z2)	Self Efficacy (Z1)
X1.1	0,902			
X1.2	0,963			
X1.3	0,936			
X1.4	0,982			
Y1		0,994		
Y2		0,963		
Y3		0,988		
Y4		0,988		
Z1.1				0,973
Z1.2				0,945
Z1.3				0,982
Z2.1			0,967	
Z2.3			0,796	
Z2.4			0,811	

Source: Data processing results,

Factor Loading is the correlation between the indicator and the variable, if it is greater than 0.5 and/or the p-value = significant, then the indicator is valid and is an indicator/measure of the variable.

Based on the outer loading table above, the Loading Factor (for example, for indicators in the Organizational Support variable (X), X1.1 = 0.902, X1.2 = 0.963; X1.3 = 0.936; X1.4 = 0.982, and so on) is greater than 0.5, thus fulfilling convergent validity. The results of the analysis in the table above show that all indicators in the research variables, namely organizational support, self-efficacy, motivation, and employee performance variables, have a loading factor > 0.5 , thus these indicators fulfill convergent validity.

b. Discriminant Validity Test

Discriminant Validity related to the principle that different construct measures (manifest variables) should not be highly correlated. The way to test discriminant validity with reflexive indicators is by looking at the cross-loading value for each variable which must be > 0.70 .

Table 3. Discriminant Validity

	Organizational Support (X)	Performance Employee (Y)	Motivation (Z2)	Self Efficacy (Z1)
Organizational Support (X)	0,946			
Performance Employee (Y)	0,464	0,983		
Motivation (Z2)	0,269	0,3	0,861	
Self Efficacy (Z1)	0,496	0,741	0,283	0,966

Source: Data processing results,

Based on table 3 above, If the root of AVE is greater than the correlation of the variable, then the discriminant validity is fulfilled. For example, for the variable Organizational Support with 4 indicators (X1.1 to X1.4) has an AVE root of 0.946 greater than its correlation value with other variables 0.464; 0.269; 0.496 etc.; so that the variable, namely the organizational support variable, discriminant validity is fulfilled. Overall, the research variables, namely organizational support, self-efficacy, motivation, and employee performance have a square root value of AVE greater than its correlation value with other variables, so discriminant validity is fulfilled.

c. Reliability and Validity of Variables

Table 3. Composite Reliability Table Average Variances Extracted (AVE)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Organizational Support (X)	0,961	0,973	0,972	0,895
Performance Employee (Y)	0,989	0,992	0,992	0,967
Motivation (Z2)	0,893	2,002	0,895	0,742
Self Efficacy (Z1)	0,965	0,975	0,977	0,934

Source: Data processing results,

The next measurement model is the Average Variance Extracted (AVE) value, which indicates the magnitude of the indicator variance contained by the latent variable. Convergence: An AVE value greater than 0.5 also indicates sufficient validity for the latent variable. Reflective indicator variables can be seen from the Average Variance Extracted (AVE) value for each construct (variable). A good model is required if the AVE value of each construct is greater than 0.5. The test results in Table 4.12 show that the AVE value for the constructs (variables) of organizational support, self-efficacy, motivation, and employee performance has a value greater than 0.5, so it is valid.

Based on table 3 above, Construct reliability is measured by the composite reliability value. A construct is reliable if the composite reliability value is above 0.70, meaning the indicator is consistent in measuring its latent variable. The test results show that the constructs (variables) of organizational support, self-efficacy, motivation, and employee performance have a composite reliability value greater than 0.7, thus being reliable.

2. Structural Model Testing (Inner Model)

Testing of the structural model is done by looking at the R-Square value which is a goodness-fit test of the model. Testing of the inner model can be seen from the R-square value in the equation between latent variables. The R² value explains how much the exogenous (independent/free) variables in the model are able to explain the endogenous (dependent/bound) variables.

Table 4. R Square

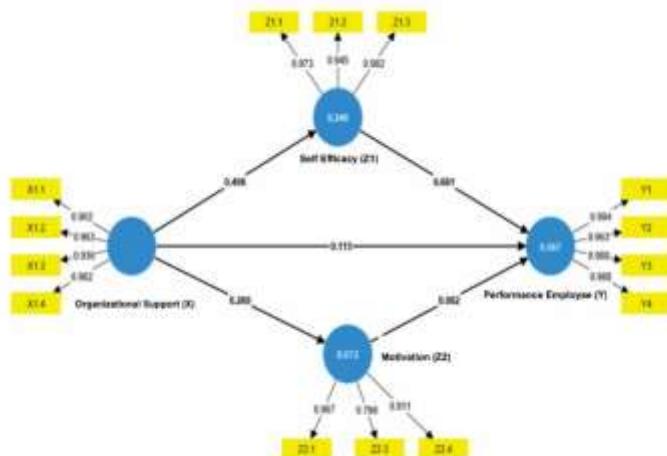
	R Square	R Square Adjusted
Performance Employee (Y)	0,567	0,550
Motivation (Z2)	0,072	0,060
Self Efficacy (Z1)	0,246	0,237

Source: Data processing results

The R² value is 0.567. This can be interpreted as the model being able to explain 56.70% of employee performance phenomena/problems. The remaining 43.30% is explained by other variables (besides organizational support, self-efficacy, and motivation) that have not been included in the model and are error-prone. This means that employee performance is influenced by organizational support, self-efficacy, and motivation, amounting to 56.70%, while 43.30% is influenced by variables other than organizational support, self-efficacy, and motivation.

Hypothesis Testing

Hypothesis testing is carried out to determine the direct and indirect influence between research variables.

**Table 5. Causality Test**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Support (X) -> Performance Employee (Y)	0,115	0,140	0,054	2,145	0,035

Source: Data processing results

Based on the hypothesis testing in Figure 1 PLS Model and Table 5, the causality test (causal relationship) can be interpreted as follows:

1. Organizational Support has a significant positive effect on Employee Performance with a path coefficient of 0.115 where the p-value = 0.035 is smaller than the value of $\alpha = 0.05$ (5%). The indirect influence can be explained as follows:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Support (X) \rightarrow Self Efficacy (Z1) \rightarrow Performance Employee (Y)	0,328	0,302	0,102	3,226	0,001
Organizational Support (X) \rightarrow Motivation (Z2) \rightarrow Performance Employee (Y)	0,022	0,002	0,031	0,708	0,479

2. Organizational support has a significant positive effect on employee performance through self-efficacy with a path coefficient of 0.328, where the p-value = 0.001 is smaller than the value of $\alpha = 0.05$ (5%).
3. Organizational support does not affect employee performance with a path coefficient motivation of 0.022 where the p-value = 0.479 is greater than the value of $\alpha = 0.05$ (5%).

Discussion

This discussion will examine the results related to the hypotheses in this study, namely three hypotheses in this study, one of which is direct and two are indirect.

The Influence of Organizational Support on Employee Performance

Test results indicate that organizational support has a significant positive effect on employee performance. Therefore, strong organizational support will lead to increased employee performance, while weak organizational support will lead to decreased employee performance.

The influence of organizational support on employee performance, by paying attention to the largest loading factor value on the indicator of attention to complaints, namely the company pays attention to employee complaints. This is supported by the opinion of a statement by one employee who stated that organizational support is very important for employees as proof that the company values and cares about employee complaints. When a company pays attention to employee complaints, employees will feel real support from the company, employees will feel emotionally attached and feel a sense of belonging to the company by providing better performance.

The results of this study align with those of Prasetyo et al. (2022), whose study aimed to evaluate the influence of perceived organizational support on employee performance in the general banking sector in East Java. This study revealed that high levels of perceived organizational support positively influenced employee performance in the general banking sector in East Java.

The Influence of Organizational Support on Employee Performance is Mediated by Self-Efficacy

The results of the tests conducted indicate that organizational support has a significant positive effect mediated by self-efficacy. Thus, organizational support is able to provide self-efficacy or confidence in employees regarding their opportunities to successfully achieve certain tasks, thereby encouraging increased performance. Organizational support has an effect on employee performance mediated by self-efficacy, which can be explained by paying attention to the largest loading factor value

on the organizational support variable on the indicator of attention to complaints, namely the company pays attention to employee complaints. In the self-efficacy variable, the largest loading value is on the indicator of confidence in being able to solve problems in various situations, namely the employee's confidence in being able to survive facing difficulties at work.

As a mediator, self-efficacy plays a strong role in mediating the relationship between perceived organizational support and employee performance. Therefore, to improve employee performance, an active organizational role is needed to shape employee self-efficacy, organizational support for feedback and attention to employee complaints. It is hoped that employees will also be able to recognize opportunities to develop their skills to grow with the organization. Thus, employees will develop self-efficacy or confidence in their abilities and believe that their abilities are highly valued and needed by the organization. Therefore, individual employees who have high self-efficacy will be able to choose situations appropriately by adjusting to their individual abilities.

The results of this study support the research conducted by Mutia Dewi and Rostiana (2018) which concluded that Perceived organizational support can improve the individual performance of millennial employees through the mediation of self-efficacy. Rahayu (2018) concluded in her research that self-efficacy significantly mediates the relationship between perceived organizational support and employee work engagement and performance.

The Influence of Organizational Support on Employee Performance Mediated by Motivation

The third hypothesis shows that organizational support has no effect mediated by motivation. The results of the tests conducted showed that organizational support mediated by motivation had no effect. Thus, organizational support was unable to encourage employees to have work enthusiasm towards improving their performance. The ineffectiveness of organizational support on employee performance mediated by motivation is seen from the largest loading on organizational support variables on the largest indicator value, namely awards with an average value of 3.70 for the motivation variable on the award indicator, namely the company gives appreciation for the result of employee work.

In the context of the research results above, Perceived Organizational Support is an employee's belief in the extent to which the organization is prepared to appreciate the efforts made by employees in meeting company demands. If employees believe that the organization provides the support they need, values their contributions, and cares about their well-being, this can encourage employees to strive to their fullest potential to contribute to the organization or company, one of which is through work motivation reflected in strong employee initiatives to complete their work more efficiently and optimize the company's necessary resources. Employees will demonstrate a proactive attitude in return for the company's support they feel. However, what happens is that employees feel that the appreciation the company has given them is still not optimal.

CONCLUSION

Based on the research results, data analysis, and discussions in the previous chapters, the following conclusions were obtained:

1. Organizational support can improve employee performance, demonstrating that higher levels of organizational support contribute to improved employee performance. When companies address employee concerns, superiors provide support, and demonstrate a sense of fairness and appreciation, employees perform better.
2. *Self-efficacy*Mediating organizational support contributes to improving employee performance. Organizational support strengthens employee confidence in completing tasks diligently and can solve problems in various situations, thereby improving organizational performance.
3. Employee recognition requires organizational support to improve employee performance. This recognition requires promotion to permanent positions as a driving factor (motivation) for employee performance. Compensation is no longer the primary motivator for employee performance, as it is already sufficient.

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