

The Effect of Motivation and Work Discipline on Employee Performance with Self-Efficacy as a Moderating Variable

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Abstract

A company cannot develop properly if it is not supported by quality human resources in the company, including by PT. BTS. The purpose of this study was to examine the effect of motivation and work discipline on employee performance with self-efficacy as a moderating variable. The research method used in this research is quantitative with Partial Least Square (PLS-SEM) technique and assisted by SmartPLS 3.0 software. The researcher chose the census technique in the sampling technique, namely all members of the population (All PT.BTS) were used as samples in this study to examine the moderating effect and the direct effect of the related variables. The results of this study indicate that there is an influence of motivation on employee performance, work discipline has no effect on employee performance, self-efficacy affects employee performance, self-efficacy is able to moderate motivation on performance and self-efficacy is able to moderate work discipline on employee performance. The method of determining the number of respondents' eligibility uses the Hair method which states that the respondent may be 5 to 10 times the number of research variable indicators.

Keywords

motivation; work discipline; employee performance; self efficacy



I. Introduction

During a pandemic like this, it has a great influence on human resource management. Challenges that must be faced by each individual, group and organization. In a company there are employees who become one of the important assets, the success of the company can be created by the performance of employees. Performance is an effort to do a job in accordance with the responsibility for the results achieved by employees. Performance plays an important role in increasing the success and goals of the organization, to achieve organizational goals, employees can increase change and maintain good performance. In improving performance, employees are expected to get positive encouragement.

PT. BTS is a national-scale company engaged in the management of oil palm plantations. In realizing the goals expected by the company, employees must have high motivation. Motivation is the desire for something and feel satisfied when that desire is fulfilled. Without motivation in the organization or company, the goals will not be achieved because motivation can be said to be one of the goals or determinants of organizational success (Harahap & Tirtayasa, 2020). Every employee of PT. BTS has different needs, with motivation appearing within them it will be easy for them to achieve these needs. However, employees who do not have low motivation or motivation will also have a low effect on performance.

Motivation alone is not enough to achieve company goals, it requires work discipline that must be applied by every employee. Discipline can be defined as attitudes, actions or behavior in accordance with company regulations. Discipline is also an important role in

an organization. Employees must obey the rules that apply in the organization, the higher the employee discipline, the higher the work success achieved (Rahman et al., 2020). There are still employees who do not comply with company regulations, such as not paying attention to the frequency of attendance such as arriving late, leaving the office early (not in accordance with working hours), not entering the office without information and not wearing the company's full attributes. This is what employees still need to pay attention to the importance of discipline.

Furthermore, it is not only with motivation and work discipline that has enough influence on employee performance. There must be confidence in employees in their ability to complete their tasks. This is called self-efficacy or self-efficacy. Self-efficacy is a person's belief or confidence in his ability to master and produce something. Employees who have high self-efficacy, low stress levels, they believe they can complete the work and (Wastuti, 2018) the problems they face, but employees who have low self-efficacy tend to be lazy or lack confidence in doing work. According to Wastuti (2018), it is not only work ability that determines success in completing work, but self-confidence in abilities so that it increases employee work motivation.

Several previous studies, according to Garaika (2020); Harahap & Tirtayasa (2020); Parashakti & Setiawan, (2019) that motivation has a positive and significant effect on employee performance. In addition, according to Muslimat & Ab Wahid (2021); Feel et al., (2018) that work discipline has a positive and significant effect on performance and Andi Prayogi & Yani (2021) stated that work motivation has a positive and insignificant effect on employee performance. Farisi et al., (2020) based on the results of research conducted that motivation and work discipline simultaneously have a positive and insignificant effect on employee performance. Widyawati et al., (2018) research results show that self-efficacy has no effect on employee performance, but work motivation has an important role in mediating self-efficacy on employee performance. Based on the research gap, the researcher is interested in examining the effect of motivation and work discipline on employee performance with self-efficacy as a moderating variable.

II. Review of Literature

Performance is defined as the results achieved by each individual or employee who works in carrying out tasks in accordance with the responsibilities given (Mangkunegara & Octorend, 2015). Organizations and employees are mutually involved in achieving goals and targets. Organizations should provide comfort to their employees, it will make their work enjoyable and can create a good working environment. Those who make fun in the work environment and meet employee expectations will create an influence on employee performance, which directly affects organizational performance (Bedarkar & Pandita, 2014).

Performance indicators according to Busro (2018) are as follows: work results with efficiency indicators in carrying out tasks, number of work results and work quality. Then the indicators of work behavior include initiative and work discipline as well as personal characteristics, indicators include easy socialization and honesty.

According to (Mangkunegara & Octorend, 2015) motivation is defined as an individual's drive to achieve organizational goals and targets. To achieve the goal, of course, there will be challenges and obstacles. With these challenges, individuals will respond to them as opportunities to move forward. To become an employee who has achievements or to be the best employee will lead to a desire to make a better effort (Thalib et al., 2021). For this reason, the leader must motivate employees to do and carry

out their duties without being asked to do so. Research conducted by Saragih & Simarmata (2019); Parashakti & Setiawan (2019) showed that there was an influence of motivation on employee performance.

H1: There is an effect of motivation on employee performance.

Work motivation that exists in a person becomes the foundation in realizing an attitude that is directed at personal goals. This needs to be supported with good work discipline. Discipline is an operational function of human resource management. Work discipline is defined as actions and attitudes to motivate in order to fulfill various provisions and principles that apply in the organization Mangkunegara & Octorend (2015). Discipline must be formed by the employees themselves with the formation of discipline that will create a comfortable work environment and commitment to all organizational rules and procedures (Febrian & Saputra, 2021). Employees who have a sense of responsibility will the tasks given illustrate good discipline. Motivation and work discipline are still low, such as arriving late, leaving work prematurely and often procrastinating work. Employees who obey the rules that have been set and have high discipline will create more supportive conditions which will have a conclusive effect on the company's activities. Therefore, to create good discipline, leaders and companies motivate employees to comply with all applicable regulations in the company (Muslimat & Ab Wahid, 2021). Research conducted by Waris (2015); Hidayati et al., (2019); Rezeki & Hidayat, (2021) show that there is an effect of work discipline on employee performance.

H2: There is an effect of work discipline on employee performance.

Self-efficacy or self-efficacy has the meaning of an individual's belief that he is able to cope and perform a task or job. Employees who have high self-efficacy will tend to be able and confident in overcoming the complexities and problems faced in the company (Wastuti, 2018). To find out that you have a high level of self-efficacy, it can be marked by a person's ability to perform tasks or solve problems (Efendi, 2013) According to Pillai & Williams, (2004) Self-efficacy is about self-confidence and ability. Self-evaluation will be able to carry out the action, whether or not to do the work given. Self-efficacy also affects one's ability to make decisions related to oneself. Research conducted by Pulungan & Rivai, (2021); Sofiatun & Mansyur, (2021); Fahmi et al., (2019) which states that there is an effect of self-efficacy on employee performance.

H3: There is an effect of self-efficacy on employee performance

Self-efficacy also has an important role in the control process through individual motivation and predetermined work achievements (Walumbwa et al., 2011). Individuals who have confidence in completing tasks show that they have self-efficacy so that they can organize their abilities or motivation which culminate in a well-finished job (Efendi, 2013). This motivational drive will arise in employees if they have the desire. But not all employees are motivated because of financial needs, concern from leaders and praise for achievements or performance will also affect the level of employee motivation (Ariprabowo et al., 2021). According to Laan, (2019) in his research that if the level of self-efficacy is low due to a lack of confidence in completing a difficult task, it will affect motivation and also affect the resulting performance. As in the research of Kusnoto & Sitorus, (2016); Cherian & Jacob, (2013) who gave the results of their writing, namely the effect of self-efficacy on employee performance and self-efficacy on motivation.

H4: Self-efficacy can moderate motivation on employee performance

Regarding self-efficacy, self-confidence that has good work discipline can affect employee performance and job satisfaction. Discipline of the work responsibilities given, obeying the rules that have been set and the presence of employees. Sabirin & Ilham, (2020). Work discipline is used by leaders to change an attitude as well as an effort to increase employee understanding and ability to comply with all applicable company regulations. In line with research Bharata, (2016); Razak et al., (2018) that the effect of work discipline on employee performance and self-efficacy on work discipline.

H5: Self-efficacy can moderate work discipline on employee performance.

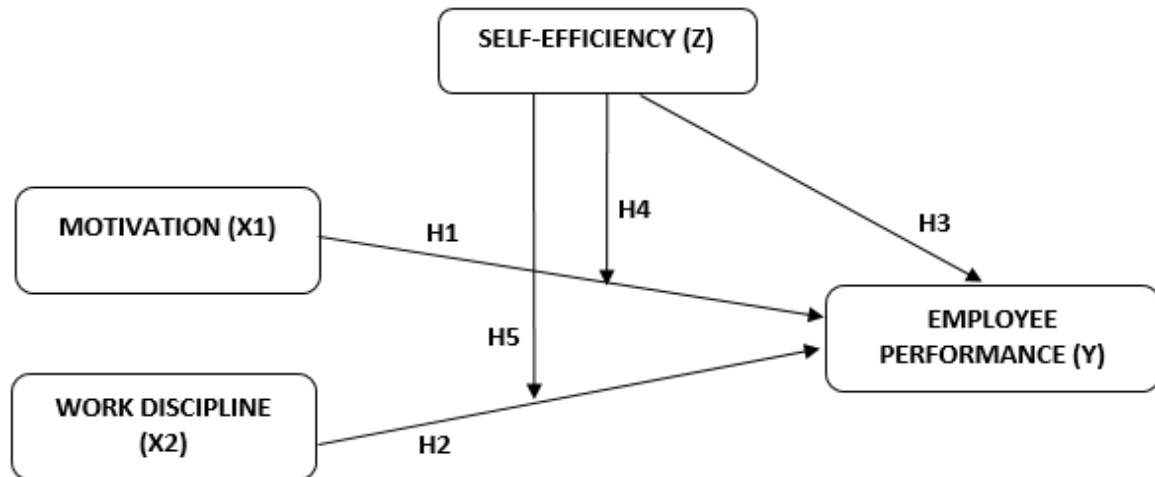


Figure 1. Thinking Framework

III. Research Method

3.1 Research Type

Quantitative research deals with measuring and analyzing variables to get results. Quantitative research was chosen by researchers in this study where this method is appropriate for use in a large population with limited variables. Include the use and analysis of numerical data using special statistical techniques to answer questions such as how, who, how much, when and where (Apuke, 2017) This study is a casual study because of the causal relationship between the variables in the study, namely the influence of motivation and work discipline on employee performance with self-efficacy as a moderating variable PT. BTS. This research is a census research. This study uses a census because to maximize the results of research conducted by researchers at PT. BTS. Based on the level of naturalness, this study used a survey research method with questionnaires and structured interviews.

3.2 Research Desain

Quantitative research uses software such as Smart PLS 3.0 in data processing using Parial Least Square (PLS-SEM). This research will use all employees at PT. BTS as research object (research sample)

3.3 Stages of Research Procedures

This research begins with a pre-survey to obtain data and problems raised by researchers or known as identification of research problems, then literature research is carried out related to the problems and variables raised in this study. After that, a conceptual framework for research related to the problem under study is developed. Then,

identify variables, define hypotheses, and questions, develop research designs, determine sampling techniques, collect data, and process or quantify data and analyze data, to produce discussions and conclusions from the research.

3.4 Population, Sample, Data Source

The population of this study were all employees of PT. BTS as many as 265 people. The research sample used the census technique, namely all members of the population as the research sample, as many as 265 people. Sources of data using primary data and secondary data.

3.5 Variable Operationalization

a. Employee performance

Mangkunegara & Octorend (2015) argue that performance is defined both in terms of quality and quantity in the form of work that has been achieved by each individual who works in an organization and carries out the duties and responsibilities assigned to him. Performance indicators according to Busro (2018) are as follows: work results with efficiency indicators in carrying out tasks, number of work results, and quality of performance. Then the indicators of work behavior include initiative and work discipline as well as personal characteristics, indicators include easy to socialize and honesty.

b. Motivation

Motivation comes from the Latin word *movere* which means drive or driving force. Motivation in management is only aimed at human resources in general and in particular subordinates (Purba and Sudibjo, 2020). Motivation is defined as an individual's drive to achieve goals, meet organizational needs and targets. To achieve the goal, there will be challenges and obstacles. According to (Edy Sutrisno, 2017) there are two factors that can affect motivation, namely internal factors that can affect motivation in the form of the desire to live, the desire to gain recognition. External factors weaken motivation such as working environment, satisfactory compensation, job security and responsibility. According to (Ghozali, 2017) motivation has indicators, namely: salary received, co-workers, working conditions, and promotions obtained, namely the opportunity for employees to obtain promotions or positions in the future.

c. Work Discipline

Work discipline must be formed by the employees themselves, with the formation of discipline it will create a comfortable work environment and can be committed to all organizational rules and procedures (Febrian & Saputra, 2021). Employees who have a sense of responsibility for the tasks assigned illustrate good discipline. Therefore, to create good discipline, leaders and companies must motivate employees to comply with all applicable regulations in the company. Indicators of work discipline according to Mangkunegara & Octorend (2015) are as follows: punctuality in coming to work, punctuality in working hours, compliance with applicable regulations, use of predetermined work uniform attributes and responsibilities in doing and carrying out assigned tasks.

d. Self-Efficacy

Self-efficacy means the individual's belief that he is able to cope and perform a task or job. Employees who have high self-efficacy will tend to be able and confident in overcoming the complexities and problems faced in the company (Wastuti, 2018).

According to (Manara, 2008) indicators of self-efficacy include: the individual has the belief that he can complete certain tasks where he is the one who sets the targets that need to be completed, the individual can motivate himself to do and the attitude needed to complete the job, the individual has the confidence to be able to try with diligent, persistent and hard, the individual believes that he is able to survive in the face of difficulties and obstacles and the individual believes that in any situation he can solve the problem.

3.6 Data Collection Techniques

Data collection techniques used are interviews, observation, and distributing questionnaires via google form or questionnaires to employees of PT. BTS.

3.7 Research Instruments and Data Analysis

Researchers chose to use data analysis techniques with partial Least Square (PLS-SEM), including validity and reliability tests by evaluating the Goodness-of-fit Outer Model and adding descriptive statistics.

a. Descriptive Analysis

This analysis provides an overview of the target subject under study from simple sample or population data without passing generally accepted conclusions (Taherdoost, 2016). The analysis in this study is a description of the problems related to the research variables raised by researchers at PT. BTS, namely the characteristics of employees of PT. BTS includes gender, age, last education, years of service.

b. Quantitative Analysis using Patial Least Squire

PLS-SEM was chosen as the data analysis used with the help of Smart PLS 3.0 software. PLS is used to explain whether there is a relationship between variables. According to (F. Hair Jr et al., 2014) there are 5 stages of PLS analysis, namely the model is conceptualized, the analysis method is determined, the resampling method is determined, the path diagram is drawn, and also the evaluation model.

1. Test Outer Model

a) Validity test

Validity test needs to be done to find out whether the construct is adequate to continue in the research or not. There are three kinds of evaluations carried out, including Convergent and Discriminant Validity and Comparing Average Variance Extracted (AVE) values.

b) Reliability Test

Reliability test measurements were used with Cronbach alpha composite reliability. To meet the reliability test standards, the Cronbach alpha and composite reliability values for the whole are above 0.7 (F. Hair Jr et al., 2014).

2. Test the Inner Model on Structural Model

The structural model or inner model testing is used to see the relationship between the construct, the R-square value, and the significance value of the research model.

IV. Results and Discussion

4.1 Descriptive Statistics

Respondents used as many as 265 respondents, using simple random sampling with Hair Method at least 5 to 10 times the number of indicators. The results of the data in this study, obtained from questionnaires distributed to respondents using google form. The questionnaire in this study contains statement items related to research variables, the questionnaire also contains respondents' self-data consisting of gender, age, last education, employee status and respondents' length of work. The data collected from the respondents are presented as follows:

Table 1. Characteristics of Respondents

| No | Characteristics | Total | Percentage (%) |
|---------------|--------------------------------|------------|----------------|
| 1 | Gender | | |
| | 1. Man | 132 | 49.8 |
| | 2. Woman | 133 | 50.2 |
| Amount | | 265 | 100 |
| 2 | Age | | |
| | 1. < 25 Years | 93 | 35.1 |
| | 2. 25 – 30 Years | 133 | 50.2 |
| | 3. 31 – 40 Years | 35 | 13.2 |
| | 4. > 40 Years | 4 | 1.5 |
| Amount | | 165 | 100 |
| 3 | Last Education | | |
| | 1. High School / Equivalent | 83 48 | 31.3 18.1 |
| | 2. D3 | 126 | 47.5 |
| | 3. S1 | 8 | 3 |
| | 4. S2 | | |
| Amount | | 265 | 100 |
| 4 | Employee Status | | |
| | 1. Permanent Employees | 189 | 71.3 |
| | 2. Contract Employees | 76 | 26.7 |
| Amount | | 265 | 100 |
| 5 | Lenght Of Work | | |
| | 1. < 3 Years | 122 | 46 |
| | 2. 3 – 6 Years | 110 | 41.5 |
| | 3. 7 – 10 Years | 31 | 11.7 |
| | 4. > 10 Years | 2 | 0.8 |
| Amount | | 265 | 100 |

From the table above, it can be seen that the description of the respondents in terms of years of service, most of the respondents had a working period of less than 3 years, as many as 122 respondents (46%), this shows that the employee's work motivation is still very minimal.

4.2 Validity and Reliability Test

a. Test the Validity of Measurement (Outer) Model

Outer model is the relationship between indicators and their constructs. The initial evaluation or testing of the measurement model is reflective, namely with convergent validity. The evaluation of convergent validity begins by looking at the item reliability (validity indicator) which is indicated by the value of the loading factor. The loading factor value less than 0.5 will be omitted in the model and if the factor loading value is more than 0.5 then it has good validity. For research in the early stages of developing a measurement scale, a loading value of 0.5 to 0.60 is considered sufficient. The significant factor loading test can be done with t statistic or p value, if the t statistic value > 1.96 and p value < 0.05 then it has significant validity.

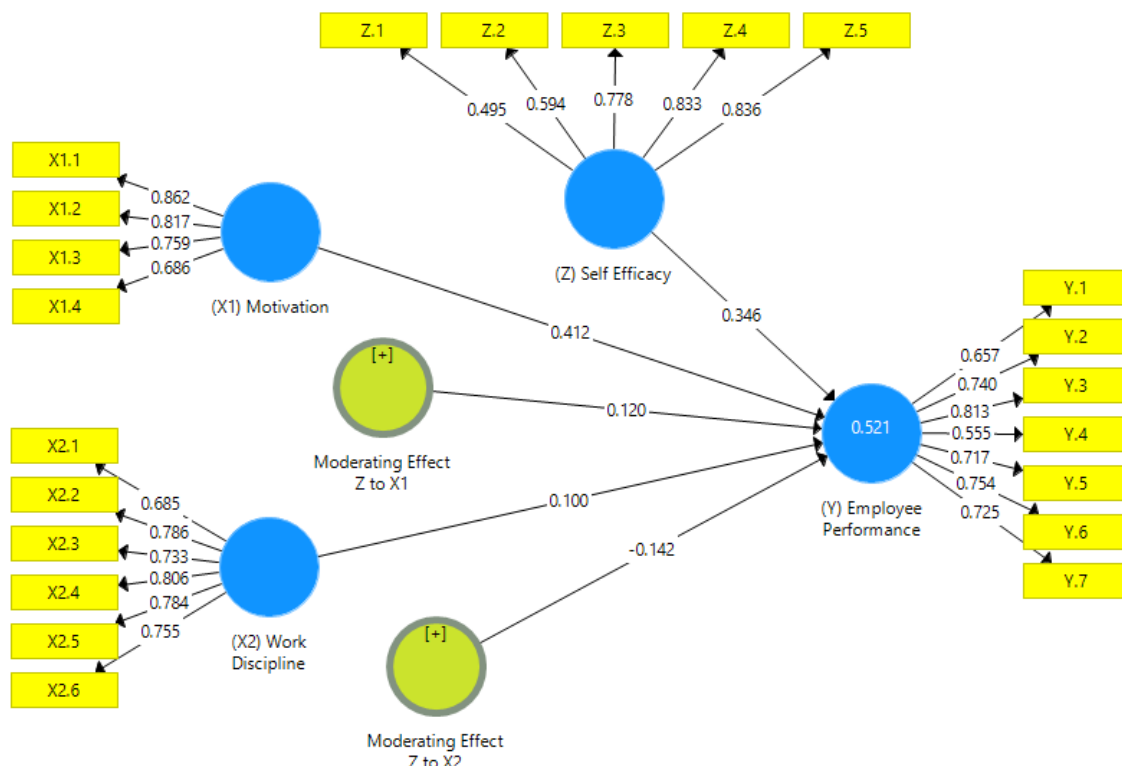


Figure 2. Construct Reliability and Validity

Validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. The validity of the instrument can be proven by some evidence. These evidences include content, otherwise known as content validity or content validity, constructively or known as construct validity, and criteria, otherwise known as criterion validity (Budiastuti & Bandur, 2018). From the outer loading image above, it shows that the respondent's validity test in this study was in accordance with the existing criteria and was valid.

b. Reliability Test

Sugiyono (2013) a reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. Reliability tests performed on the outer model include: Composite Reliability, is data that has a value > 0.7 has high reliability, Cronbach Alpha, namely the reliability test results are strengthened by the

Cronbach alpha value and the expected value is > 0.7 for all constructs, Average Variance Extracted (AVE), this value describes the magnitude of the variance and the expected value > 0.5 . Based on the results of respondent data processing and outer loader images, respondents from this study were reliable and answered the questionnaire questions consistently and the accuracy of the data from respondents deserved to be tested in hypothesis testing.

c. Structural Testing (Inner) Model

Inner model analysis is carried out to ensure that the structural model built is robust and accurate. The evaluation of the inner model can be seen from several indicators including:

Coefficient of Determination (R^2)

The coefficient of determination is the square of the correlation coefficient (R^2) which is related to the independent variable and the dependent variable (Saputri, 2016). In regression, the coefficient of determination is used as the basis for determining the effect of the independent variable on the dependent variable. The formula used is: $KD = R^2 \times 100\%$. The point is to measure how much the model's ability to explain the variation of the dependent variable. The value of the coefficient of determination is between zero to one. From the coefficient value obtained from the data processing of this study, it was obtained that R^2 was the employee performance 0.521. From the coefficient of determination R^2 0.521, it means that the motivation, work discipline and self-efficacy variables on employee performance variables contribute 0.521 or 52.1%, while the rest is influenced by other factors outside of this study.

4.3 Hypothesis Testing

Hypothesis testing is a test that includes the significance value of each path coefficient which states that there is a significant or insignificant effect between constructs. This structural model test is used to test hypotheses between research variables and can be seen from the P value and T statistic value > 1.96 then the effect is significant or if the P value < 0.05 means the effect is significant.

Table 2. Path Coefficient, Hypothesis Testing Results

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics | P Values |
|---|----------------------------|------------------------|-----------------------------------|---------------------|-----------------|
| (X1) Motivation -> (Y) Employee Performance | 0.412 | 0.410 | 0.064 | 6.461 | 0.000 |
| (X2) Work Discipline -> (Y) Employee Performance | 0.100 | 0.100 | 0.067 | 1.488 | 0.137 |
| (Z) Self Efficacy -> (Y) Employee Performance | 0.346 | 0.351 | 0.053 | 6.532 | 0.000 |
| Moderating Effect Z to X1 -> (Y) Employee Performance | 0.120 | 0.117 | 0.059 | 2.032 | 0.043 |
| Moderating Effect Z to X2 -> (Y) Employee Performance | -0.142 | -0.140 | 0.059 | 2.416 | 0.016 |

Table 3. Outer Model

| | (X1) Motivation | (X2) Work Discipline | (Y) Employee Performance | (Z) Self Efficacy | Moderating Effect Z to X1 | Moderating Effect Z to X2 |
|--|--------------------|----------------------------|--------------------------------|----------------------|---------------------------------|---------------------------------|
| (X1) Motivation * (Z) Self Efficacy | | | | | -1.000 | |
| (X2) Work Discipline * (Z) Self Efficacy | | | | | | -1.000 |
| X1.1 | -1.000 | | | | | |
| X1.2 | -1.000 | | | | | |
| X1.3 | -1.000 | | | | | |
| X1.4 | -1.000 | | | | | |
| X2.1 | | -1.000 | | | | |
| X2.2 | | -1.000 | | | | |
| X2.3 | | -1.000 | | | | |
| X2.4 | | -1.000 | | | | |
| X2.5 | | -1.000 | | | | |
| X2.6 | | -1.000 | | | | |
| Y.1 | | | -1.000 | | | |
| Y.2 | | | -1.000 | | | |
| Y.3 | | | -1.000 | | | |
| Y.4 | | | -1.000 | | | |
| Y.5 | | | -1.000 | | | |
| Y.6 | | | -1.000 | | | |
| Y.7 | | | -1.000 | | | |
| Z.1 | | | | -1.000 | | |
| Z.2 | | | | -1.000 | | |
| Z.3 | | | | -1.000 | | |
| Z.4 | | | | -1.000 | | |
| Z.5 | | | | -1.000 | | |

From the data in table 2 above, to answer the proposed hypothesis, it is known that the proposed hypothesis is rejected and accepted. This shows that there are variables that have an effect and do not have an effect. The following are the results of the analysis related to the influence between variables according to the proposed hypothesis:

a. The Influence of Motivation on Employee Performance

The results of the path coefficient based on the T-Statistics value show that the influence of motivation on employee performance has a significance level of 6,461 so that it is stated that motivation has an effect on employee performance and the hypothesis is accepted. The results of this study are in accordance with research conducted by Mangkunegara & Octorend, (2015); Saragih & Simarmata, (2019) which shows that there is an influence of motivation on employee performance. Employees are easily motivated by giving what they want. Motivation as an encouragement and enthusiasm for employees to be able to work well in accordance with the goals to be achieved. In addition, leaders must show enthusiasm and motivate employees to bring up new things or ideas in order to create good employee performance for the achievement of organizational goals.

b. Work Discipline does not affect on Employee Performance

The results of the path coefficient based on the T-Statistic value show that the effect of work discipline on employee performance has a significance level of 1,488 so it is stated that work discipline has no effect on employee performance and the hypothesis is rejected. This is contrary to research conducted by Rezeki & Hidayat, (2021); Hidayati et al., (2019) which shows that there is an influence of work discipline on employee performance. Employees have an important role for the company, if employees do not have good discipline it can have an impact on company activities. Every day company activities that involve employee discipline.

c. The Influence of Self-efficacy on Employee Performance

The results of the path coefficient based on the T-Statistic value show that the effect of self-efficacy on employee performance has a significance level of 6.532 so it is stated that self-efficacy has a positive and significant effect on employee performance and the hypothesis is accepted. An employee who has high self-confidence is able to work well and is able to face challenges and obstacles. An employee with high self-efficacy believes he will be able to solve problems and will be able to make good decisions.

d. Self-efficacy can moderate the Effect of Motivation on Employee Performance

The results of the path coefficient based on the T-Statistic value show that self-efficacy is able to moderate the influence of motivation on employee performance because it has a significance level of 2,032 so that the hypothesis is accepted. Confidence will motivate employees to be able to complete the job and get something they want. The motivation of the leader can also improve employee performance, indicating that the leader cares about his employees.

e. Self-efficacy can moderate the Effect of Work Discipline on Employee Performance

The results of the path coefficient based on the T-Statistic value show that self-efficacy is able to moderate the effect of work discipline on employee performance by having a significance level of 2,416 so that the hypothesis is accepted. Self-confidence will be able to complete the work to make employees become disciplined at work. If there is no high self-confidence, employees will lack discipline at work. Low self-confidence tends to make employees lazy in completing their work.

V. Conclusion

This study provides empirical evidence regarding the effect of motivation and work discipline on employee performance with self-efficacy as moderating. This study uses 265 respondents, who are employees of PT. BTS. The results showed that:

1. The influence of motivation on employee performance. Employees have an important role in the organization, employees who are motivated or motivated by something they want will create good performance. Good employee performance will also affect the company. The company's reciprocity towards employees creates employee motivation and loyalty to the company.
2. Work discipline has no effect on employee performance. Disciplined employees will be able to support the progress and development of the company. Employees must be able to discipline themselves and the company. The lack of employee work discipline and responsibility will have an impact on company performance. This of course must be considered by the company and the leadership whether there are regulations that burden

employees, leaders who ignore employees too much or indeed employees who ignore company regulations. So that employees are not disciplined at work and will make the company's activities constrained or decreased.

3. The influence of self-efficacy on employee performance. Employee self-confidence is needed in the company. An employee who has high confidence in all the work given will be able to do well and be able to complete the work on time. This will be able to improve employee performance.
4. Self-efficacy is able to moderate the influence of motivation on employee performance. Self-confidence will create employee motivation. High self-efficacy will motivate employees to be able to complete work to achieve success. Employees are always optimistic and confident that they are capable of dealing with various problems.
5. Self-efficacy is able to moderate the effect of work discipline on employee performance. Discipline is one of the benchmarks for a company's success. Self-efficacy plays a role in how well a person is in dealing with certain situations and a person's awareness of obeying existing regulations. The better the self-efficacy, the better the employee discipline in complying with applicable regulations and policies. It can increase the achievement and performance that can be achieved.

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