

The Effect Of Self-Efficacy, Training And Competence On Employee Performance With Work Motivation As A Mediator (Empirical Study on Telecom System Sub-Sector Companies)

Rorenso Rakhitta Damma Setiawan
rakhitta21@gmail.com

¹⁾²⁾Universitas Buddhi Dharma

Abstract

This study aims to analyze the influence of self-efficacy, training, and competence on employee performance with work motivation as a mediating variable in a sub-telecom system company. Self-efficacy is an individual's belief in their ability to complete tasks and face challenges at work. Training plays an important role in improving employee skills and knowledge in order to be able to keep up with industrial developments, especially in the telecommunications system sector which is experiencing rapid technological changes. Competence is the main factor in determining the extent to which an employee has the skills, knowledge, and work attitudes that are in accordance with company standards. Work motivation acts as a drive for employees to improve their performance, which is influenced by external and internal factors. This study uses a quantitative approach with the Structural Equation Modeling-Partial Least Squares (SEM-PLS) analysis method. Respondents in this study were employees who worked in a telecommunications system company. The results of this study indicate that Training, Competence and Work Motivation have an influence on employee performance. Meanwhile, Self-Efficacy has no influence on Employee Performance. Self-Efficacy, Training have an influence on Work Motivation and Competence has no influence.

Keywords: Employee Performance, Self-Efficacy, Training, Competence, Work Motivation

INTRODUCTION

Data released by the Institute For Management Development (IMD) about The 2023 IMD World Talent Ranking which discusses the competitiveness score of human resources in countries around the world. It can be seen from the last 5 years that HR performance in Indonesia has fluctuated figures from 2019 – 2023. In 2019 the competitiveness of human resources in Indonesia had a figure of 54.47 and in the following year the quality of human resources in Indonesia experienced a significant decline, this happened due to the world phenomenon related to Covid-19 which caused the quality of human resources in Indonesia to decrease. Where in 2020 it obtained 52.3 points and in 2021 with a score of 47.47. In 2022, the quality of Indonesia's human resources has a fairly low point of 45.16, but in 2023 Indonesia has only strengthened with a score of 51.13 so that Indonesia is ranked 47th in the world or precisely one position below another Southeast Asian country, namely Thailand, which has an HR score of 54.31.

Based on data conducted by the Institute For Management, there are several factors that attract the attention of researchers such as work motivation, training, competence and performance. With several factors that will be researched, the issues that occur in this company are in accordance with the global phenomenon that I have taken so that I can increase the talent of ranking index in 2024.

According to Dahlan (2018) in saying “Broadly speaking, performance can be understood as the result of work achieved by a person or group of people in an organization in accordance with their respective authority and responsibility, to achieve the goals of the organization concerned legally and not in violation of the law in accordance with morals and ethics” (p. 54). (Agustin Fish , 2021)

Based on the definition above, it can be concluded that performance is the ability of an employee who is responsible for the tasks they have so as to get results that are in accordance with the company's goals, to have high performance must also have knowledge, experience and skills as well as the attitude and behavior of a worker. This is a concern for the company because with a decrease in worker motivation, the company will be very difficult to develop and the work done is not in accordance with what the company wants.

Often employee motivation decreases due to the absence of encouragement from within him, causing less than optimal work morale. Individually, work motivation can be seen in efforts to improve their living needs and the organization. Work motivation is carried out to see its influence on attitudes and behaviors at work.

Motivation is a factor that encourages the efforts and desires that exist in humans to perform tasks and responsibilities in every work done so that they get satisfaction for the results achieved. With the addition of the employee's level of enthusiasm and commitment to their work.

A company certainly expects optimal performance from its employees. To achieve optimal performance, one of them can be achieved through self-efficacy. This self-efficacy is a person's motivation to be more enthusiastic in achieving optimal work results. The company must have employees who apply self-efficacy so that they have high confidence to complete the tasks given.

According to, “(Masruroh&São Paulo, 2021) self-efficacy is a measure of the high and low ability that exists in oneself to solve problems in their work. Belief in self-efficacy affects and is related to the assessment of how a person should perform certain actions in the process of performing his duties in the company”.

In telecommunication system companies, training is needed to improve skills or experience in work. In telecommunication system companies, training is needed to improve skills or experience in work. According to (Adianto & Sugiyanto, 2019) in “Training is an

activity designed to provide employees with new skills, concepts and behaviors as an effort to improve employee performance in the organization”.(Zillah et al., 2022)

Of course, employee performance is also related to the competence of a worker, this is to find out the extent to which a worker is competent to the job to be chosen, so as to make the process to achieve the company’s goals faster to be achieved with the competence of the worker and has several aspects such as knowledge, skills and standard work attitudes set by the company.

Competence is a characteristic that is based on the efficiency of a person’s individual work on basic characteristics in the causal relationship with the criteria used as a reference.”(Suherman et al., 2024)

The difference between this study and others is related to the combination of self-efficacy, training, competence, and work motivation as intervening variables. By having high self-efficacy, employees will be able to take full responsibility for their work so that it will make the company grow. Training and competence are needed in every company to improve the expertise of employees so that they can become experts in their fields so that companies can compete both domestically and abroad and improve employee performance levels.

HIPOTESIS

Employee Performance

Performance is the ability of an employee who is responsible for the tasks they have so that they get results that are in accordance with the company’s goals, to have high performance must also have knowledge, experience and skills as well as attitudes and behaviors of a worker. According to Kasmir in (Wahyu et al., 2021) “Performance is the result of work and work behavior that has been achieved in fulfilling the tasks and responsibilities given over a certain period of time.” According to (Chairunnisa et al., 2021a) “Performance is an employee who performs his function in accordance with the responsibilities given and succeeds in quality and quantity”.

Work Motivation

Work motivation is one of the basic human needs that serves as an incentive to meet basic wants and needs. When this motivation is present, the impact can lead to the success of an activity. Employees who have high work motivation tend to try their best to complete their tasks as well as possible. (Muh. Dody Almaruf, 2022). According to (Bangun, 2018) in (Siti Abdillah Nurhidayah, 2023). “Motivation comes from motives or movers. Therefore, the term “motivation” refers to circumstances that can force a person to do certain actions or activities.

Self-Efficacy

Self-efficacy is a part of the individual in the form of trust and belief about the ability to get the best results and is responsible for completing tasks and overcoming all problems in every situation that arises. According to Rustika (2012) in (Saniah et al., 2022) states that “Self-efficacy is the belief that a person can control the situation and achieve positive results. According to Rustika (2012) in (Saniah et al., 2022) states that “Self-efficacy is the belief that a person can control the situation and achieve positive results.

Training

Training is a process to gain learning and improve their skills and knowledge. By applying several training concepts owned by certain organizations. According to (Lolowang et al., 2016) in (Baiti et al., 2021) said that “Training can be interpreted as a process that aims to improve skills and knowledge, so that individuals can carry out their work more effectively.” According to Mangkunegara (2008) in (Febrianto & Sofia Ulfa Eka Hadiyanti, 2022) stated

that training is a process for short-term education that uses systematic and organized procedures where non-knowledge and technical skills are used in the purpose.

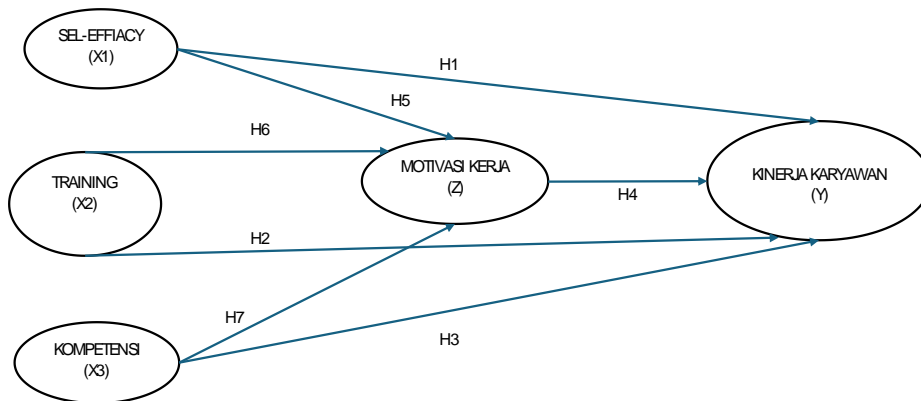
Competence

Every company must have several employees who have competence so that the company can grow. Competency is a basic behavioral trait that explains motivation, personal traits, self-concept, values, knowledge, or skills of a good person at work. According to Wibowo in (Wahyu et al., 2021) “competence is the ability to perform or perform an activity and task based on skills and knowledge supported by the work attitude necessary for the activity.”

Frame of Mind

A frame of thought is a line of thought used in a research that is described as a whole and systematically. The frame of thought used in this study is obtained by the theory that has been explained earlier.

Figure 1. Frame of mind



Research Hypothesis

Self-efficacy on Employee Performance

In difficult circumstances, a person who has high Self Efficacy is less likely to give up and always try harder, while someone who has low Self Efficacy tends to give up when in difficult circumstances (Yofi et al., 2022).

H1 : Self-Efficacy Affects Employee Performance

Training on Employee Performance

The existence of training will create high employee performance so that it can support the success of the company. Employee performance is a very important thing in the company’s efforts to achieve goals. With the high performance of employees, it is hoped that the desired company goals can be achieved.

H2 : Training Affects Employee Performance

Competence to Employee Performance

Competence is closely related to the ability or capability that is applied and produces employees/leaders/officials who show maximum performance are called competent. In addition, competence is a factor that has an impact on employee performance. The company hopes that if employees have competence in their fields, they can improve their performance so that the company can compete with its competitors. . (Chairunnisa et al., 2021b)

H3 : Competencies Affect Employee Performance

Motivation for Employee Performance

Motivation is a very important thing and must be a concern for the company, because motivation is a factor that can determine a person’s performance. The magnitude of the influence of motivation on performance depends on how intense the motivation is given, the greater the motivation provided by the company, the more enthusiastic employees will be in their work.

H4 : Work Motivation Affects Employee Performance

Self-Efficacy Towards Work Motivation

High self-efficacy will also make a person more persistent when facing challenges and more motivated when receiving negative feedback. Individuals provide motivation or encouragement for themselves and direct action through previous levels of thoughts.

H5 : Self-Efficacy Affects Work Motivation

Training on Work Motivation

Before carrying out the training process, a Training Need Analysis must be carried out that focuses on what the problem is, what the wants are and what the needs are so that the training provided is appropriate and on target. (Khoirurrahman et al., 2022). Therefore, motivation can have an impact on what training is taken and what the individual is doing the training for. However, for training to be effective to increase work motivation, it is important for companies to ensure that the training provided is highly relevant to the employee's job and their development needs.

H6 : Training Affects Work Motivation

Competence on Work Motivation

Every company must have several employees who have competence so that the company can grow. This is very important for individuals and companies to have an expert person in what is seen from someone's expertise or experience. With competence, the sense of motivation in individuals can affect the performance given. Competence is the capacity that exists in a person that can make the person able to fulfil what is required by the work in an organization so that the organization is able to achieve the expected results. (Putra et al., 2024).

H7 : Competencies Affect Work Motivation

RESEARCH METHODOLOGY

Based on quantitative testing, this study uses a deductive-inductive approach, which is a problem phenomenon approach followed by hypothesis testing from the research sample, this study aims to test the hypothesis and the results are generalized into general truths, the truth received from the results of proving the hypothesis is expected to be able to answer the phenomenon of the research problem. Research objects are used to obtain data according to specific purposes and uses. In conducting research, each researcher must study the object to be researched and determine the research steps so that the research carried out is in accordance with expectations.

Data Collection Techniques

The data collection technique used is a secondary data collection technique is data obtained indirectly or the collection of information that already exists and has been published previously by other parties such as journals, reference articles in electronic media (Sugiyono, 2021). Primary data collection techniques are data obtained directly from respondents to answer research statements. Primary data obtained by researchers by distributing questionnaires filled out by respondents (Sugiyono, 2021).

Population and Sample

Population is a generalized area consisting of: objects/subjects that have certain quantities and characteristics that are applied by the researcher to be studied and then drawn conclusions, (Sugiyono, 2017) in All employees who work in the company who are the main subjects in this study to evaluate various aspects related to (Rakhitta, 2021) self-efficacy, training, competencies and work motivation that affect employee performance. The population in the study is telecommunication system companies.

Table 1. Companies Researched

Yes	Company Name
1	PT. Megayasa Technology Indonesia
2	PT. Nalayasa Teknologi Indonesia
3	PT. Trimitra Independent Collaboration
4	PT. Our Generation Can

The sample makes what is expected the conclusions from the results that have been obtained according to the characteristics of the population. According to (Sugiyono, 2017) in his book entitled Understanding Qualitative Research said that: “A sample is part of the number and character possessed by the population”. The method of selecting sample respondents used is Simple random sampling (SRS), which is a method where each sampling unit from the population has the same opportunity to be selected as a sample. The recommended sample size is 5 times the number of indicators used in the study, according to the guidelines suggested by the (Sarstedt et al., 2021)

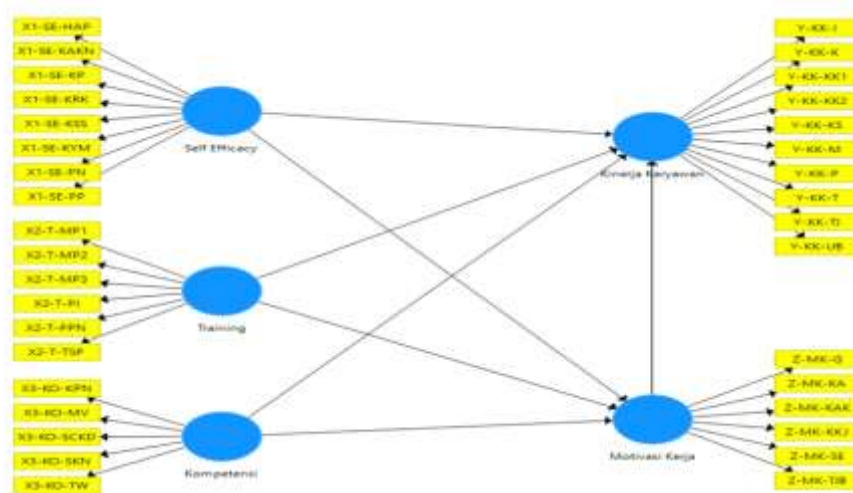
Data collection methods

The method used is questionnaire data, a research questionnaire made based on the variable indicators to be studied. The respondents’ answers used a likert scale of one to five which consisted of strongly disagree (1), disagree (2), neutral (3), agree (4), strongly agree (5). The purpose of using the Likert scale is to quantify the quality of the variables being studied so that they can be tested using statistics. This study uses SmartPLS (Partial Least Square) for data analysis. SmartPLS was chosen for its ability to address a variety of issues that often arise in research data, such as small sample sizes, missing data, and multicollinearity.

Variable Operations

The variable operational table of this study includes variables and indicators from Employee Performance (Y), Work Motivation (Z), Self-Efficacy (X1), Training (X2), and Competency (X3) as follows:

Figure 2. Variable Operations



Source: Data processed for research (2024)

Data Analysis Methods

The method used to process and forecast the results of the research until reaching a conclusion. In this study, the researcher will process research variable data using Smart PLS software.

1. Descriptive Statistics, research variables to find out minimum values, maximum values, mean values and standard deviations.

2. Validity Test and Data Reliability Test, to see the quality of the questionnaire questions and the consistency of respondents in answering questions.
3. The F-Square test, to measure the extent to which structural or exogenous variables affect dependent or endogenous variables in a research model. (Ramadan & Lailla , 2024)
4. Q Square test, to measure the model's ability to predict endogenous indicator values in structural models. Q^2 is calculated using the blindfolding technique (Hair et al., 2022)
5. Hypothesis Test, Testing is needed to prove a hypothesis with a hypothesis measurement standard is accepted if the statistical T value > 1.96 and the T value $<$ of 0.05.
6. Determination Coefficient Test (R Square) is to see the ability of independent variables and the interaction of moderating variables in influencing dependent variables.

ANALYSIS AND DISCUSSION

This study applied primary data obtained by distributing surveys to respondents and this survey was conducted electronically through the Google Form platform and succeeded in collecting 240 respondents. In this study, the researcher used Smart PLS software.

Table 2. Distribution of Respondents by Gender

No	Jenis Kelamin	Jumlah	Presentase %
1	Men	165	68,75
2	Women	75	31,25
Jumlah responden		240	100

Source: Data processed for research (2024)

Most of the respondents were male. The number of male respondents was 165 people or 68.75%, while the remaining 75 people or around 31.25% were women.

Table 3. Distribution of Respondents by Age Group

No	Kelompok Umur	Jumlah	Presentase %
1	< 21 th	8	3,33
2	21 – 29 th	109	45,42
3	30 – 44 th	87	36,25
4	45 – 50 th	33	13,75
5	> 55 th	3	1,25
Total		240	100

Source: Data processed for research (2024)

It can be seen that the age group with the highest number of respondents is 21 to 29 years old with a total of 109 respondents or around 45.42%, while the lowest number of respondents is over 55 years old with only 3 respondents or 1.25%.

Table 4. Distribution of Respondents by Company

No	Company	Responden
1	PT. Megayasa Teknologi Indonesia	87
2	PT. Trimitra Kolaborasi Mandiri	72
3	PT. Nalayasa Teknologi Indonesia	43
4	PT. Generasi Kita Mandiri	38
Total		240

Source: Data processed for research (2024)

Based on the table above, it can be concluded that the most respondents are in the company PT. Megayasa Teknologi Indonesia with 87 respondents, and a small number of respondents in the company PT. Our Generation Can be as many as 38 respondents.

Table 5. Distribution of Respondents by Type of Job

No	Jenis Pekerjaan	Jumlah	Presentase %
1	Engineer	50	20.81
2	Marketing	43	17.92
3	Accounting	38	15.83
4	Tax	25	10.42
5	HRD	16	6.67
6	Teknisi	13	5.42
7	Finance	12	5.00
8	IT	10	4.17
9	Admin	10	4.17
10	Proposal	7	2.92
11	Sales	5	2.08
	Purchasing	5	2.08
	Warehouse	3	1.25
	Driver	1	0.42
	HSE	1	0.42
	Document Control	1	0.42
Total		240	100

Source: Data processed for research (2024)

It can be seen from the table above that the jobs that have the highest number of jobs are Enggineer which has 50 respondents or 20.81%, and based on jobs with a small number are others such as Warehouse, Driver, HSE and Document Control.

Table 6. Distribution of Respondents by Tenure

No	Kelompok Umur	Jumlah	Presentase %
1	1 – 3 th	105	43,75
2	4 – 6 th	71	29,58
3	7 – 9 th	30	12,50
4	10 – 15 th	22	9,17
5	> 15 th	12	5,00
Total		240	100

Source: Data processed for research (2024)

In terms of employee seniority, employees with the longest working period are over 15 years, while the working period is at least 1 year. Judging from the distribution of respondents according to their working period, the highest number of working periods, namely 105 respondents or 43.75%, is between 1 to 3 years. The lowest number of working hours was only 12 respondents or equivalent to 5%.

Statistics Descriptive

Descriptive statistics are statistics that are used to analyze by describing or describing the data that has been collected as it is without intending to make conclusions that apply to generalities or generalizations (Sugiyono, 2021)

Table 7. Statistics Descriptive

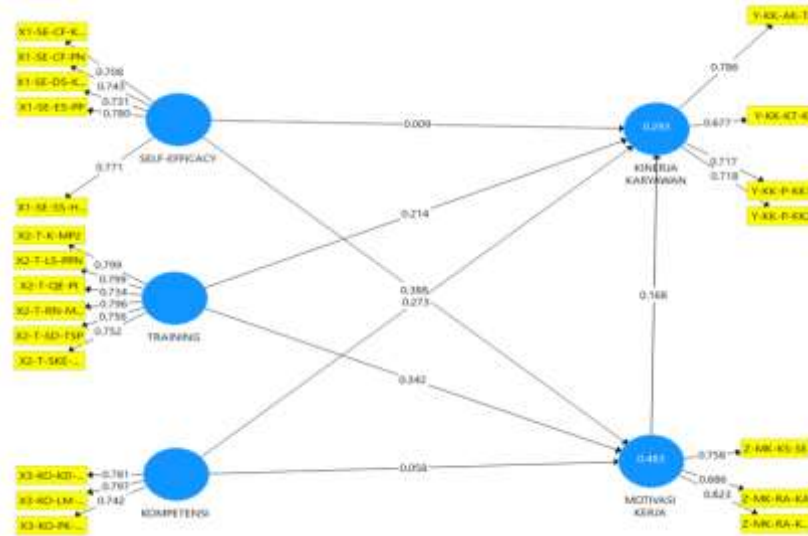
Indikator	Min	Max	Mean	Standard Deviation	Rerata
X1-SE-SC-KAKN	3,000	6,000	5,208	0,590	5,17
X1-SE-SC-KSS	3,000	6,000	5,275	0,591	
X1-SE-DS-KYM	2,000	6,000	5,062	0,769	
X1-SE-CF-PN	2,000	6,000	5,133	0,735	
X1-SE-CF-KRK	3,000	6,000	5,204	0,674	
X1-SE-PF-KP	3,000	6,000	5,192	0,656	
X1-SE-SS-HAP	3,000	6,000	5,188	0,660	
X1-SE-ES-PP	2,000	6,000	5,104	0,759	
X2-T-SD-TSP	3,000	6,000	5,125	0,627	5,14
X2-T-RN-MP1	1,000	6,000	5,071	0,752	
X2-T-K-MP2	1,000	6,000	5,138	0,781	
X2-T-LS-PPN	3,000	6,000	5,138	0,720	
X2-T-QE-PI	2,000	6,000	5,242	0,725	
X2-T-SKE-MP3	2,000	6,000	5,108	0,722	5,26
X3-KO-PK-KPN	3,000	6,000	5,142	0,623	
X3-KO-IS-SKN	4,000	6,000	5,304	0,573	
X3-KO-KD-SCKD	3,000	6,000	5,217	0,628	
X3-KO-K-TW	4,000	6,000	5,362	0,604	
X3-KO-LM-MV	3,000	6,000	5,292	0,638	5,22
Y-KK-P-KK1	1,000	6,000	5,254	0,768	
Y-KK-P-KK2	2,000	6,000	5,154	0,705	
Y-KK-PA-I	1,000	6,000	4,987	0,981	
Y-KK-KL-KS	3,000	6,000	5,404	0,651	
Y-KK-AK-TJ	2,000	6,000	5,117	0,661	
Y-KK-ME-M	1,000	6,000	5,463	0,826	
Y-KK-KT-K	3,000	6,000	5,233	0,622	
Y-KK-FUB-UB	2,000	6,000	5,142	0,630	
Y-KK-KTN-T	4,000	6,000	5,204	0,629	
Y-KK-IP-P	2,000	6,000	5,237	0,729	5,22
Z-MK-KG-G	1,000	6,000	5,267	0,839	
Z-MK-KS-SE	3,000	6,000	5,112	0,719	
Z-MK-RA-KA	2,000	6,000	5,162	0,715	
Z-MK-RA-KAK	2,000	6,000	5,033	0,768	
Z-MK-LK-KKJ	3,000	6,000	5,508	0,612	
Z-MK-AK-TJB	1,000	6,000	5,225	0,707	

Source: Data processed for research (2024)

Outer Model Test Results

The results of this outer model are used to evaluate the quality of the questions in the questionnaire and the extent to which respondents can provide very consistent answers. The following are the results of the outer model that is being researched by researchers.

Figure 3. Outer Model



Data processed for research (2024)

Analysis of the Validity Test

Using Smart PLS software, this measurement is carried out in 2 ways and the results of the analysis have been carried out as follows:

1. Convergent validity is the value of the loading factor on the latent variable with all indicators. Convergent validity is used to test the validity of each indicator in a variable. An individual reflective measure is said to be high if the correlation is > 0.7, meaning that the indicator is considered valid for measuring the construct made. Thus, for the scale development stage, the loading value of > 0.5 is considered sufficient to meet the requirements.

Table 8. Convergent Validity Analysis Results

INDIKATOR	KINERJA KARYAWAN (Y)	MOTIVASI KERJA (Z)	SELF-EFFICACY (X1)	TRAINING (X2)	KOMPETENSI (X3)
X1-SE-CF-KRK			0,708		
X1-SE-CF-PN			0,743		
X1-SE-DS-KYM			0,731		
X1-SE-ES-PP			0,780		
X1-SE-SS-HAP			0,771		
X2-T-K-MP2				0,799	
X2-T-L-S-PPN				0,799	
X2-T-QE-PI				0,734	
X2-T-RN-MP1				0,796	
X2-T-SD-TSP				0,756	
X2-T-SKE-MP3				0,752	
X3-KO-KD-SCKD					0,781
X3-KO-LM-MV					0,797
X3-KO-PK-KPN					0,742
Y-KK-AK-TJ	0,786				
Y-KK-KT-K	0,677				
Y-KK-P-KK1	0,717				
Y-KK-P-KK2	0,718				
Z-MK-KS-SE		0,758			
Z-MK-RA-KA		0,686			
Z-MK-RA-KAK		0,823			

Source: Data processed for research (2024)

2. Discriminant Validity, This measurement uses cross loading values and AVE values. The AVE value generated from each variable must be greater than 0.5

Table 9. Average Variance Extracted Analysis Results

VARIABEL	Average Variance Extracted (AVE)
SELF-EFFICACY (X1)	0,558
TRAINING (X2)	0,598
KOMPETENSI (X3)	0,599
MOTIVASI KERJA (Z)	0,574
KINERJA KARYAWAN (Y)	0,526

Source: Data processed for research (2024)

Based on the table above, it can be found that the AVE value of work motivation > 0.5 or 0.574, employee performance > 0.5 or 0.526, the self-efficacy variable > 0.5 or 0.558, the training variable > 0.5 or 0.598, the competency variable > 0.5 or 0.599.

Reliability Test Analysis

To measure how accurate the coherence of respondents' answers is in the variables that the researcher uses.

1. Composite Reliability, this measurement is used to check the reliability value of a construct variable indicator is said to be reliable if the value > 0.7 indicates high reliability, although 0.5 is still acceptable.

Table 10. Composite Reliability Analysis Results

VARIABEL	Composite Reliability
SELF-EFFICACY (X1)	0,863
TRAINING (X2)	0,899
KOMPETENSI (X3)	0,817
MOTIVASI KERJA (Z)	0,801
KINERJA KARYAWAN (Y)	0,816

Source: Data processed for research (2024)

The Composite Reliability value resulting from the variables of self-efficacy, training, compensation, work motivation and employee performance > 0.7 the Composite Reliability value of the above variables such as > work motivation mediation 0.7 or 0.801, employee performance > 0.7 or 0.816, self-efficacy > 0.7 or 0.863, training > 0.7 or 0.899, competence > 0.7 or 0.817. Judging from the above value, all the variables above > 0.7 so that they can be called reliables.

2. Cronbach's Alpha, Composite reliability test can be strengthened by using Cronbach's Alpha values. This assessment means that if the value of each variable > 0.7, it is considered reliable.

Table 11. Cronbach's Alpha

VARIABEL	Cronbach's Alpha
SELF-EFFICACY (X1)	0,802
TRAINING (X2)	0,865
KOMPETENSI (X3)	0,668
MOTIVASI KERJA (Z)	0,625
KINERJA KARYAWAN (Y)	0,701

Source: Data processed for research (2024)

The Cronbach's Alpha value produced in the variables of employee performance, self-efficacy and training > 0.7 where the Cronbach's Alpha value of the self-efficacy variable > 0.7 or 0.802, training > 0.7 or 0.865, employee performance > 0.7 or 0.701. From the above values, all variables above > 0.7 can be said to have a high level of reliability. For the competency and work motivation variables < 0.7 where the Cronbach's Alpha value of the competency variable < 0.7 or 0.668, work motivation < 0.7 or 0.625. So that the variables of competence and work motivation have a level of reliability that is not so high but is still quite acceptable.

Uji F Square

It is used in the context of Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis to measure the extent to which structural or exogenous variables affect dependent or endogenous variables in the research model (Ramadan & Lailla, 2024).

Table 12. Effect Size

VARIABEL	KINERJA KARYAWAN (Y)	MOTIVASI KERJA (Z)
SELF-EFFICACY (X1)	0,000	0,161
TRAINING (X2)	0,029	0,115
KOMPETENSI (X3)	0,077	0,005
MOTIVASI KERJA (Z)	0,021	

Source: Data processed for research (2024)

Based on the above value, an Effect Sized value (f2) of 0.000 was obtained for self-efficacy on employee performance showing no direct relationship and was classified into the very small category of $0.000 \leq 0.02$. The training variable on employee performance showed a very weak positive relationship and was classified into the small category of $0.029 \geq 0.02$. The competency variable on employee performance showed a very weak positive relationship and was classified as small as $0.077 \geq 0.02$. The variable of work motivation to employee performance showed a very weak positive relationship and was classified into the small category of $0.021 \geq 0.02$. The self-efficacy variable on work motivation was obtained with an Effect Sized value (f2) of 0.161 classified as medium ≥ 0.15 and showed a very moderate positive relationship. Training on work motivation obtained an Effect Sized value (f2) of 0.115, relatively small ≥ 0.02 and showed a weak positive relationship. Competence on work motivation was obtained with an Effect Sized value (f2) of 0.005 which is relatively small ≤ 0.02 and shows a very weak positive relationship.

Uji Q Square

Used to evaluate the predictive power of the model. This test measures the model's ability to predict endogenous indicator values in structural models. Q² is calculated using the blindfolding technique (Hair et al., 2022)

Table 13. Construct Crossvalidated Redundancy

VARIABEL	SSO	SSE	Q ² (=1-SSE/SSO)
KINERJA KARYAWAN	960,000	827,632	0,138
KOMPETENSI	720,000	720,000	
MOTIVASI KERJA	720,000	527,494	0,267
SELF-EFFICACY	1200,000	1200,000	
TRAINING	1440,000	1440,000	

Source: Data processed for research (2024)

Based on the table above, the Q-square value on the variables of employee performance and work motivation > 0. The Q-square value of the employee performance variable is 0.138 and the work motivation variable is 0.267 which means that this research model has predictive relevance where the endogenous variables (Employee Performance and Work Motivation) are able to be predicted by the exogenous variables (Self-efficacy, Training and Competence).

Hypothesis Test Analysis

Testing is required to prove the hypothesis. This study will test the hypothesis, namely with the standard of measurement the hypothesis is accepted if the statistical T value is > 1.96 and the T value is < of 0.05.

Table 14. Uji Hypothesis

MODEL	Original Sample (O)	T Statistics (O/STDEV)	P Values
Self-Efficacy (X1) Terhadap Kinerja Karyawan (Y)	0,009	0,081	0,935
Training (X2) Terhadap Kinerja Karyawan (Y)	0,214	2,489	0,013
Kompetensi (X3) Terhadap Kinerja Karyawan (Y)	0,273	3,637	0,000
Motivasi Kerja (Z) Terhadap Kinerja Karyawan (Y)	0,168	2,008	0,045
Self-Efficacy (X1) Terhadap Motivasi Kerja (Z)	0,388	4,162	0,000
Training (X2) Terhadap Motivasi Kerja (Z)	0,342	3,651	0,000
Kompetensi (X3) Terhadap Motivasi Kerja (Z)	0,058	0,920	0,358

Source: Data processed for research (2024)

From the results above, it can be explained that the largest influence is on the self-efficacy variable on work motivation with a value of 4.162, the second influence is the training variable on work motivation with a value of 3.651, the influence of the three competency variables on employee performance with a value of 3.637, the influence of the fourth training variable on employee performance with a value of 2.489, the influence of the fifth variable of work motivation on employee performance with a value of 2.008 and the smallest influence The first is the competency variable on work motivation with a value of 0.920, the second is the self-efficacy variable on employee performance with a value of 0.081. Based on the above results, it can be concluded that all of these variable models have a positive Path Coefficient value. It is known that the greater the Path Coefficient value, the stronger the result will be.

Coefficient of Determination (R2)

This test is carried out to determine whether it is feasible or not by looking at the results of the research to be researched:

Table 15. Determination Coefficient Results

Variabel	R Square	R Square Adjusted
KINERJA KARYAWAN (Y)	0,293	0,281
MOTIVASI KERJA (Z)	0,483	0,476

Source: Data processed for research (2024)

The R-Square table above is used to see how much self-efficacy, training, competence and work motivation affect employee performance. Based on the data in the table above, there is an R Square value of 0.293. This value shows that around 29.3% of employee performance

can be explained by a combination of independent variables such as self-efficacy, training, competence and work motivation. Other factors that can affect employee performance are 70.7%. For the work motivation variable, it has an R-Square value of 0.483. This value shows that around 48.3% of work motivation can be explained by a combination of independent variables such as self-efficacy, training and competence. Other factors that can affect employee performance are 51.7%.

Regression equations

Table 16. Path Coefficients

MODEL	Original Sample (O)	T Statistics (O/STDEV)	P Values
Self-Efficacy (X1) Terhadap Kinerja Karyawan (Y)	0,009	0,081	0,935
Training (X2) Terhadap Kinerja Karyawan (Y)	0,214	2,489	0,013
Kompetensi (X3) Terhadap Kinerja Karyawan (Y)	0,273	3,637	0,000
Motivasi Kerja (Z) Terhadap Kinerja Karyawan (Y)	0,168	2,008	0,045
Self-Efficacy (X1) Terhadap Motivasi Kerja (Z)	0,388	4,162	0,000
Training (X2) Terhadap Motivasi Kerja (Z)	0,342	3,651	0,000
Kompetensi (X3) Terhadap Motivasi Kerja (Z)	0,058	0,920	0,358

Source: Data processed for research (2024)

Self-efficacy has a P Values value of 0.935 where this number is greater than 0.5. This means that (H1) is rejected. Training has a P Values of 0.013 where the number is smaller than 0.5. This means that (H2) is accepted. The competency has a P Values value of 0.000 where the number is smaller than 0.5. It means that (H3) is accepted. Work Motivation has a P Values value of 0.045 where the number is less than 0.5. (H4) accepted. Self-efficacy has a P Values of 0.000 where the number is less than 0.5. This means that self-efficacy has a significant influence on work motivation, so (H5) is accepted. Training has a P Values value of 0.000 where the number is less than 0.5. This means that training has a significant influence on work motivation, so (H6) is accepted. Competency has a P Values of 0.358 where this number is greater than 0.5. This means that competence does not have a significant influence on work motivation, so (H7) is rejected.

Discussion

Direct Influence of Self-Efficacy on Employee Performance

The value produced by the self-efficacy variable on employee performance with a value of $t(\text{Statistics}) 0.081 < t(\text{calculated}) 1.96$ and a significance level of 0.935, the value is greater than 0.05 Therefore, it can be concluded that H1 is rejected, this means that Self-Efficacy does not have a significant influence on Employee Performance.

The results of this study are in accordance with the research conducted by and in the research it was found that (Fauziyyah & Rohyani , 2022) (Ali et al., 2021) Self-Efficacy does not have a significant effect on Employee Performance. So thus the Self-Efficacy variable does not have a significant effect on Employee Performance.

The Direct Effect of Training on Employee Performance

The value produced by the Training variable on Employee Performance with a value of $t(\text{Statistics}) 2.489 > t(\text{calculated}) 1.96$ and a significance level of 0.013, the value is less than 0.05, so it can be concluded that H2 is accepted, which means that the Training variable has a significant influence on Employee Performance.

The results of this study are in accordance with research conducted by Bagas Satria Anggriawan, Endang Rusdianti and Djoko Santoso (2023) and Dita Putri Chairunnisa, Sunny Li Hoa Ruth Hutagalun, Vera Kinanti and Rosinta Romauli Situmeang (2021) in their research it was found that Training has a significant effect on Employee Performance. So the Training variable has a significant effect on Employee Performance.

The Direct Influence of Competency on Employee Performance

The value produced by the Competency variable on Employee Performance has a value of $t(\text{Statistics}) 3.637 > t(\text{calculate}) 1.96$ and a significance level of 0.000, the value is less than 0.05, so it can be concluded that H3 is accepted, meaning that the Competency variable has a significant influence on Employee Performance.

The results of this study are in accordance with research conducted by Azi Khoirurrahman, Tina Rosa and Arif Haryana (2022) and Marita Diansyah, Handry Sudiartha Athar and Achmad Fauzi (2020) in their research it was found that Competency has a significant effect on Employee Performance. Thus, the Competency variable has a significant effect on Employee Performance.

The Influence of Work Motivation on Employee Performance

The value produced by the Work Motivation variable on Employee Performance with a value of $t(\text{Statistics}) 2.008 > t(\text{calculated}) 1.96$ and a significance level of 0.045, the value is less than 0.05, then it can be concluded that H4 is accepted, meaning that the Work Motivation variable has a significant influence on Employee Performance.

The results of this study are in accordance with research conducted by Dian Nur Aprilia, Prayekti and Kusuma Candra Kirana (2021) and Zahrul Fuadi, Mahdani Ibrahim and Muslim A Djalil (2020) in their research it was found that Work Motivation has a significant effect on Employee Performance. Thus, the Work Motivation variable has a significant effect on Employee Performance.

Indirect Influence of Self-Efficacy on Employee Performance Through Work Motivation

The value produced by the self-efficacy variable on work motivation with a value of $t(\text{Statistics}) 4.162 > t(\text{calculated}) 1.96$ and a significance level of 0.000, the value is less than 0.05, so it can be concluded that H5 is accepted, meaning that the Self-Efficacy variable has a significant influence on Work Motivation.

The results of this study are in accordance with the research conducted by Mohammad Yofi Satria (2022) in his research it was found that Self-Efficacy has a significant effect on Work Motivation.

Indirect Effect of Training on Employee Performance Through Work Motivation

The value produced by the variable Training on Work Motivation with a value of $t(\text{Statistics}) 3.651 > t(\text{calculated}) 1.96$ and a significance level of 0.000, the value is less than 0.05, then it can be concluded that H6 is accepted, meaning that the Training variable has a significant influence on Work Motivation.

The results of this study are in accordance with research conducted by Azi Khoirurrahman, Tina Rosa and Arif Haryana (2022) and Wayan Arya Paramarta and I Putu Purnama Astika (2020) in their research it was found that Training has a significant effect on Work Motivation.

Indirect Influence of Competency on Employee Performance through Work Motivation

The value produced by the Competency variable on Work Motivation with a value of $t(\text{Statistics}) 0.920 < t(\text{calculated}) 1.96$ and a significance level of 0.358, the value is greater than 0.05, then it can be concluded that H7 is rejected, meaning that the Competency variable does not have a significant influence on Work Motivation.

The results of this study are in accordance with research conducted by (Alyzyah Putri Zainal A Takko et al., 2022) and (Astuti & Kurnia, 2020) in their research it was found that Competency does not have a significant effect on Work Motivation.

CONCLUSION

Based on the results of the discussion, it shows that the calculations made with Smart PLS software can be concluded as follows. H1 and H7 are rejected, meaning that there is no significant influence of Self-Efficacy on Employee Performance, there is no significant influence of Competence on Work Motivation. While H2, H3, H4, H5 and H6 are accepted, meaning that there is a significant influence of Training on Employee Performance, there is a significant influence of Competence on Employee Performance, there is a significant influence of Work Motivation on Employee Performance, there is a significant influence of Self-Efficacy on Work Motivation and there is a significant influence of Training on Work Motivation.

In this study, it is very important to remember that each study must have limitations that we need to pay attention to for future research. For the research carried out by the researcher has several limitations, namely the research is only conducted on certain companies in the Telecom System sub-sector, so the results may not be generalized to all companies in the telecommunications sector or other industries. Respondents with diverse educational backgrounds, ages, and work experience can affect data consistency, especially if these differences are not further analyzed.

For further research, researchers should involve more companies in the telecom system sub-sector to improve the generalization of findings. Observe and assess every change in respondents' behavior over time through continuous research and the addition or replacement of the above variables that can affect employee performance more accurately.

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