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The importance of having self-efficacy, self-esteem, job satisfaction on employee performance during the pandemic in state-owned companies

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ABSTRACT

Purpose – Employee performance is a study that has received wide attention. Performance-forming factors are found with various variations that continue to grow. In the setting of the Covid-19 pandemic, employee performance is examined as part of how workers deal with different work conditions. This paper aimed to investigate the effect of self-efficacy and self-esteem on employee performance by using job satisfaction as an intervening variable. **Methodology** – This study uses a quantitative approach with Structural Equation Model (SEM) analysis techniques to test the model and provide an evaluation of prior related research. AMOS is used as data processing software. Data were collected from 160 Generation X employees of PT. PLN Persero DIY and Central Java Distribution Area. The results were then analyzed using the SEM technique. **Findings** – As hypothesized, self-esteem and self-efficacy proved to, directly and indirectly, affect the employees' job satisfaction and work performance. This study provides scientific facts that employee performance models can be built on a cause-and-effect relationship with the variables of self-efficacy, self-esteem, and job satisfaction. The findings of this study also have a managerial impact on the management of employees within the State-Owned Enterprises. **Originality** – The COVID-19 outbreak has changed for generation X. However, how the internal factors affect the work performance in Generation X has not been well understood. Thus, the research aimed to explore those interactions.



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Introduction

Since the outbreak of COVID-19 in early 2020, several problems have been raised, including health and economic sectors. As a result, policies were issued to reduce the potential transmission (Hörisch, 2021), including limiting human mobility that has affected standard routine; shifting to work from home (WFH) mode for most industries (Ipsen et al., 2021). Despite its flexibility in time, this working method is a new approach for most employees; hence it causes several problems for them (Choudhury et al., 2021). Those problems are typically related to the gap in technological mastery between generations in the office (Ruiz-Equihua et al., 2021). In this case, generation X often faces difficulties applying technological advances, creating a wide gap with the younger generations (Berraies et al., 2017; Koksai, 2019). Those obstacles indirectly affect employees' performance, causing the feeling of dissatisfaction while affecting the company's

service performance (Andrade et al., 2020). Work performance is the most desirable aspect of professional relations for both the company and employees (Abedini Koshksaray et al., 2020).

McNichols (2010), in The Generation Theory, divided generations into Baby Boomers, X, Y, and Z, among which the active employees from PT. PLN Central Java and DIY Distribution Area fall into Generation X, Y, and Z. Of 221 employees observed, the majority (160) were under Generation X (Figure 1). Thus, most of them were considered elderly and slow in accepting the advancement of technology used for the service.

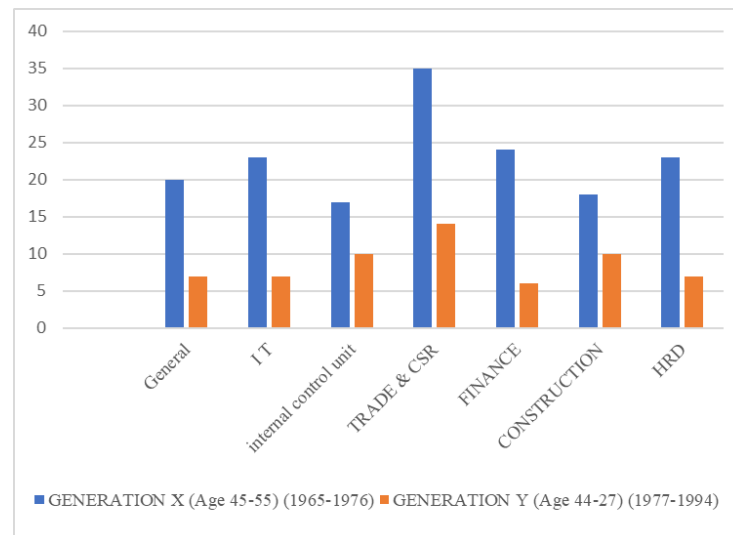


Figure 1. Classification of employees' generation in PT. PLN Central Java and DIY Distribution Area

Naturally, people have faith and belief that they can accomplish a job well, despite every struggle they go through (Lyons & Bandura, 2019), expressed in their self-efficacy and self-esteem. Self-efficacy is sincerity embedded in a personage's ability to complete work to achieve maximum results (Singh et al., 2019). This attitude describes employee confidence in their ability to carry out a specific task and level of performance (Kaakeh et al., 2020; Lyons & Bandura, 2019; Rieder et al., 2021). This trait plays a role as an internal motivation that is consequential in an employee's performance (Vaghefi et al., 2020). Meanwhile, self-esteem refers to a personage's way of viewing, appreciating, and loving himself (Lianopoulos et al., 2020). This feeling can be an impetus for someone to succeed with proper management (Korzynski et al., 2020; Xu et al., 2020).

Previous studies and reports showed that self-esteem and self-efficacy affected employee working performance positively and significantly (Akgunduz, 2015; Hur et al., 2020; Kimberly et al., 2019; Korzynski et al., 2020; Sebayang & Sembiring, 2017). However, others reported differently (Korzynski et al., 2020), creating a gap in this understanding.

Given this explanation, the focus of this study was to analyze some performance-related problems of employees performing technological applications during the COVID-19 outbreak in PT. PLN Persero; is a state-owned corporation in Indonesia. The obstacles concerning the ability to operate the mobile-based application "Aplikasi Pelayanan Pelanggan Terpusat (AP2T)" were that employees aged 47 to 55 years old experienced 21 problems from September to December 2020. Therefore, employees having self-efficacy and self-esteem to increase their job satisfaction to keep them motivated is essential. Furthermore, job satisfaction was considered a mediator of higher performance. Thus, this research aimed to analyze the effect of self-esteem and self-efficacy on working performance through job satisfaction as an intervening variable.

Purpose and Contribution

Based on the problems taking place in PT. PLN Persero Central Java and DIY Distribution Area, the internal motivation was likely having an essential role in keeping the working performance of the employees. Several studies described that one of the antecedents of employee performance is Self-Efficacy (Vaghefi et al., 2020). However, research on the relationship between the two variables coupled with Self-Esteem, supported by Job Satisfaction as an intervening variable in State-Owned-Companies, was still rarely done. Based on this, this study aimed to examine the effect of Self-Efficacy and Self-Esteem on the Performance of Generation X Employees, with job satisfaction as an intervening variable.

Theoretical focus and hypotheses

Theoretical focus

This research implemented Social Cognitive Theory, a theory explaining and emphasizing the idea that most human learning occurs in a social environment (Saleme et al., 2020). Humans observing other people acquire knowledge, rules, skills, strategies, beliefs, and individuals (Yanuardianto, 2019). Social Cognitive Theory explains the framework for planning, implementing, and evaluating (Abdullah, 2019). The characteristic of Social Cognitive Theory is the main role given to self-regulation. The behavior is regulated and motivated primarily by internal reactions to actions-related self-assessment (Saleme et al., 2020)

Hypotheses

In the context of work performance, Self-Efficacy is the ability and the level of confidence of an employee to complete the job (Hur et al., 2020). Kaakeh et al. (2020) highlighted the importance of an employee possessing self-efficacy because self-efficacy positively affects the performance of salespeople. Meanwhile, Hur et al. (2020) ascertained that employees' self-efficacy encourages creativity in doing work. The level of creativity shows an employee's level of confidence to complete the job and has positive implications for employee performance. As a result, the individuals-embedded self-efficacy needs to be strengthened by the value of doing work in a patterned and completed manner (Rimper & Kawet, 2014).

H1: Self-Efficacy has a positive effect on employee performance

Sebayang & Sembiring (2017) indicated a positive and significant effect of Self-Esteem on employee performance. They proposed that a person with high Self-Esteem tends to value and perceive themselves as having competence and usefulness. Meanwhile, Korzynski et al. (2020) described self-esteem as how an individual views themselves as having the ability, meaning, value, and competence that are valuable for the company and the job.

H2: Self-Esteem has a positive effect on employee performance

Employees complete work caused by a good judgment (Costantini et al., 2019) that will affect the company's performance and the employee, leading to job satisfaction (Sang et al., 2019). Some scholars proposed a positive correlation between self-efficacy, self-esteem, employee performance, and job satisfaction (Bellou et al., 2018; Hur et al., 2020; Korzynski et al., 2020; Yener et al., 2020). For example, employees' efforts are conducted optimally to realize job satisfaction (Yener et al., 2020). There is a positive relationship between Self-Efficacy with variables such as time management, achievement, and job satisfaction (Yener et al., 2020).

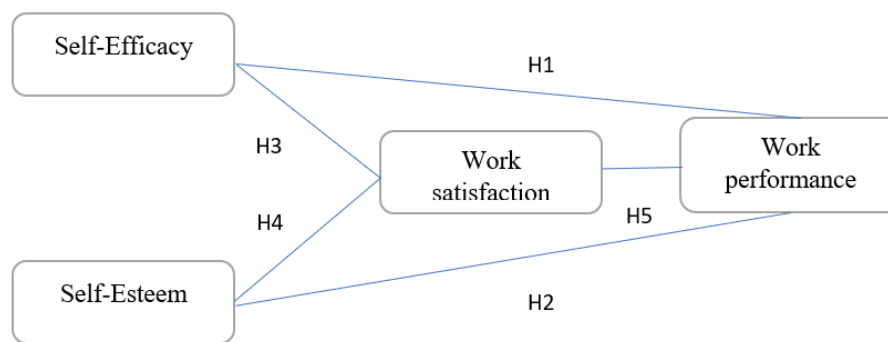
Individual confidence to complete the work is an influential factor to realize time management and employee job satisfaction (Andrade et al., 2020). Rieder et al. (2021) stated that in addition to causing positive or negative behavior, it also creates job satisfaction for employees towards their work. Furthermore, the relationship between self-efficacy, well-being at work, and job satisfaction is stronger among executives with a high level of sustainability practices and vice versa (Singh et al., 2019).

H3: Self-Efficacy has a positive effect on Job Satisfaction

Job satisfaction is closely related to the attitudes and behavior of employees to do their responsibility in the company, especially concerning the employee's own self-worth beliefs, including self-esteem (Papaioannou et al., 2021). Self-Esteem is an employee's perception of seeing and assessing the results achieved by analyzing how far the behavior meets their ideal (Bellou et al., 2018). Self-Esteem is formed from within and how someone treats the employee (Akgunduz, 2015). Therefore, individuals with high Self-Esteem will generate confidence in their abilities, a sense that their presence is needed, self-confidence, and, most importantly, awareness of worth. Several conceptual approaches explaining the positive relationship between Self-Esteem and job satisfaction summarized the relationship between the three (Bellou et al., 2018). Meanwhile, changes in behavior, self-achievement and work experiences belong to other factors creating job satisfaction (Kim et al., 2019).

H4: Self-Esteem has a positive effect on Job Satisfaction

Employees would achieve job satisfaction when companies fulfilled their needs. Job satisfaction is a positive and negative affective state that a person has from making judgments or experiences (Sang et al., 2019). So, suppose a company wants to have good employees. In that case, a well-maintained reciprocal relationship will lead both to a mutually beneficial symbiosis that results in the creation of satisfaction and affects the performance of the employees in a company. Companies expecting maximum employee performance must pay attention to and meet aspects related to the employees' needs that can lead to employees satisfaction, as there is a positive relationship between job satisfaction and employee performance (Kim et al., 2019; Sang et al., 2019; Soomro et al., 2018).

H5: Job Satisfaction has a positive effect on Employee Performance**Figure 2.** Conceptual model**Method****Participant and data collection**

The sample of this study (160) was all permanent employees categorized as generation X from General Affairs, IT, Internal Control Unit (SPI), Commerce & CSR, Finance, Construction & Distribution sections, and HR department. Employees were sampled using the census technique, in which all members of the population are the samples (Sugiyono, 2017).

The data were collected using questionnaires distributed to PT PLN (Persero) employees categorized the generation X (45-55 years). The questionnaire presented in Google Drive and packaged in an attractive and easy-to-understand display contained 17 indicators discussing Self-Efficacy, Self-Esteem, Employee Performance, and Job Satisfaction. The questionnaire was expected to be completed in approximately 20 working days, and the target set at the beginning was 14 working days. The 160 respondents worked in General Affairs, Information and Technology (IT), Secretariat of Internal Control Unit (SPI), Commerce and CSR, Finance (Budget & Accounting), Construction and Distribution, and HR department. Problem encountered was the late return of the questionnaire, which caused delays in the data processing.

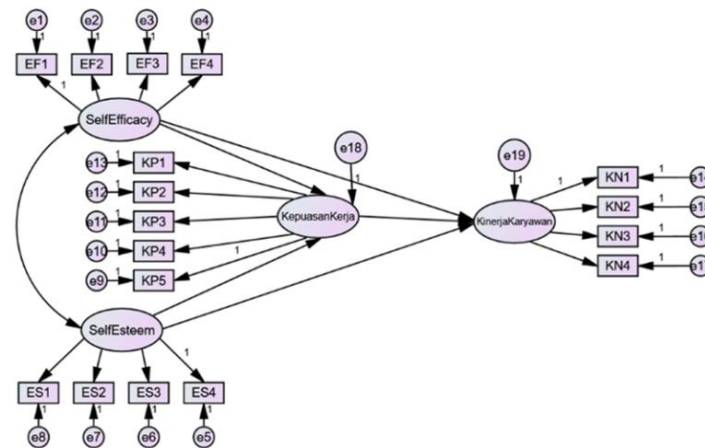
Generation X respondents aged between 45 and 55 were 80 (50%) male and 80 female (50%). Their educational background was 13.8% of Diploma graduates, 80% of bachelor graduates, and 6.3% of master's graduates. Most of the senior employees have been working for more than ten years.

Measures

Data collected were based on a questionnaire asking about Self-Efficacy (four indicators), Self-Esteem (four indicators), Employee Performance (four indicators), and intervening variables, Job Satisfaction (five indicators). The questions asked referred to the definition of theory – Self-Efficacy & Self-Esteem (Lyons & Bandura, 2019) and Organizational Behavior, which discusses Employee Performance and Job Satisfaction. The questionnaire was designed to ask respondents to indicate their level of agreement or disagreement with a series of questions about an event they experienced. The score given to every answer was 1 (strongly disagree) to 7 (strongly agree).

The data collected were analyzed using Structural Equation Model (SEM), while the evaluative criteria used were Goodness-of-fit (GOF). GOF shows how well the specified theoretical structure represents reality as represented by the data (Hair et al., 2019). After a model was estimated, the fit model compares the theory with the reality by assessing the similarity of the estimated covariance matrix (based on theory) with the reality (represented by the observed covariance matrix). Then, examining chi-square (χ^2) was performed as the fundamental measure of the statistical difference between the observed and estimated covariance matrices.

Examining chi-square (χ^2) was performed as the fundamental measure of the statistical difference between the observed and estimated covariance matrices. With the AMOS version 24.0 program installed, SEM was used to test the influence between research, independent, and independent variables. According to (Joseph F. Hair, Risher, et al., 2019), conducting research using SEM in the analysis will make it easier, especially when answering the formulation of research problems that are both regression and dimensional. The data analyzed as the theoretical approach is displayed in Figure 3.

Figure 3. Theoretical models of research

Note: EF = self-efficacy; ES= self-esteem; KP=job satisfaction; KN=employee performance

Results and Discussions

Measurement result

Initial evaluation using GOF showed that the value of the Critical Ratio (CR) of each indicator met the criteria > 1.96 . The P-value of all indicators met the significant criteria below ≥ 0.05 . The analysis resulted that the research model could be analyzed further without modification or adjustment.

The Goodness of Fit index test for the full-structural model showed that all tested criteria met the fit criteria, except for AGFI. It was 0.883, slightly below the 0.90 fit criterion (marginal fit). The value of Critical Ratio (CR) skewness on all indicators did not have a value exceeding ± 2.58 . Thus, the data was normally distributed because the critical ratio (CR) value was below the absolute value of ± 2.58 ; the data in this study passed the normality test. The value of the Mahalanobis distance in this study was below the Chi-Square of 40,790, meaning that there were no cases of multivariate outliers.

Furthermore, the value of the determinant of the sample covariance matrix was 0.0000713, above 0, meaning that there were no multicollinearity and singularity problems. Meanwhile, the standardized loading estimate value of all indicators was above 0.50. Thus, all hands were declared valid as a variable measuring tool. As the output results of all data met the required value, which was not outside ± 2.58 , the research model was considered sufficient.

Hypothesis Testing

Testing the hypotheses was performed by reviewing the value of the Critical Ratio and the level of significance in the regression weights table, as shown in Table 1. Self-Efficacy had a CR value of 2.163, more than 1.96, and a P-value of 0.031, less than 0.05. Thus, Self-Efficacy has a positive and significant effect on employee performance. Therefore, hypothesis 1 is accepted.

Self-Esteem had a CR value of 2.252, more than 1.96, and a P-value of 0.024, less than 0.05. Thus, Self-Esteem had a positive and significant effect on employee performance. Therefore, hypothesis 2 is accepted. Self-Efficacy also showed a positive and significant effect on job satisfaction because the CR value was 2.763, more than 1.96, and the P-value was 0.006, less than 0.05. Therefore, hypothesis 3 is accepted.

Table 1. Regression Weights between Variables

			Est	S.E	C.R.	P	Label
Job Satisfaction	<---	Self Efficacy	.341	.123	2.763	.006	par_14
Job Satisfaction	<---	Self Esteem	.381	.139	2.739	.006	par_15
Work Performance	<---	Self Efficacy	.247	.114	2.163	.031	par_16
Work Performance	<---	Self Esteem	.291	.129	2.252	.024	par_17
Work Performance	<---	Job Satisfaction	.427	.112	3.798	***	par_18

Self-Esteem had a positive and significant effect on job satisfaction because the CR value was 2.739, more than 1.96, and the P-value was 0.006 or less than 0.05. Therefore, hypothesis 4 is accepted. Job satisfaction had a positive and significant effect on employee performance because the CR value was 3.798, greater than 1.96, and the P-value was smaller than 0.05. Therefore, hypothesis 5 is accepted.

The variables were tested to identify the relation pattern of each variable from a research construct, direct, indirect, and total effect. The direct effect is the coefficient of influence of all the lines depicted by one-pointed arrows (Hair et al., 2019). From the data, the Self-Esteem variable had directly influenced. The self-Efficacy variable had a direct influence on employee performance by 0.262. The self-Esteem variable had a direct influence on employee performance by 0.372. The self-efficacy variable had a direct effect on job satisfaction of 0.377; meanwhile, the direct influence of the Job Satisfaction variable on the employee performance variable was 0.410.

However, those two variables also indirectly affected work performance. The direct-indirect effect of Self-Esteem on employee performance through the Intervening Variable was 0.153. Meanwhile, the indirect effect of the Self-Efficacy variable on employee performance through the intervening variable was 0.155. As shown in Table 2, the total effect of the Self-Esteem variable on Employee Performance was 0.426, and of Self-Esteem on Job Satisfaction was 0.372. The self-Efficacy variable had a total impact on employee performance of 0.417, and Self-Efficacy affected Job Satisfaction by 0.377. The job satisfaction variable influenced employee performance by 0.410.

Table 2. Standardized Total Effects (Group number 1 - Default model)

	SelfEsteem	SelfEfficacy	JobSatisfaction	WorkPerformance
Job Satisfaction	.372	.377	.000	.000
Work Performance	.426	.417	.410	.000

Self-Efficacy in PT PLN (Persero) Distribution Central Java & DIY positively affected employee performance. In other words, with employees' high self-efficacy, employee performance will be better. The result for Self-Esteem was also the same. These results were in line with the ones of Hur et al. (2020), Kaakeh et al. (2020), and Rimper&Kawet (2014). In this study, Self-Efficacy had a positive influence on employee performance. Of all the independent variables, Self-Efficacy had a significant positive effect on the dependent variable, direct or indirect.

Self-Efficacy is a belief about the probability or mindset that a person can carry out the tasks he has in his work well and produce job performance (Lyons & Bandura, 2019). Self-efficacy can also describe a person's belief in his ability to complete a specific task at a particular job level (Lyons & Bandura, 2019). This self-perception of self-efficacy can make individuals measure their usefulness and role in dealing with a condition (Yener et al., 2020). The existing self-efficacy can make a person believe in his ability to take actions according to expectations and determined through previous goals (Vaghefi et al., 2020). Self-efficacy is obtained, increased, and changed through several sources, such as the experience of mastering an achievement, vicarious experience, social persuasion, and emotional arousal (Lyons & Bandura, 2019).

This study found that self-efficacy and self-esteem convincingly significantly affect job satisfaction. In the setting of workers during a pandemic, job satisfaction has experienced a significant change in perspective, where work from home policies in many sectors encourage jealousy of workers in vital industries, who must continue to work from the office with significant risks. Job satisfaction is ultimately achieved by the self-efficacy and self-esteem of the workers themselves; rather than being influenced by the environment. This study finds that job satisfaction positively and significantly affects employee performance.

Job satisfaction in this model is found through internal encouragement and enriching studies (Pratama & Dihan, 2017). Workers with self-integrity that appear in self-confidence in facing risks and are motivated to complete work are proven to produce job satisfaction. The conditions in the model analyzed in this study also gave birth to an understanding that indirectly, job satisfaction bridges the relationship between self-efficacy and self-esteem on performance. This fact means that the concept of employee performance can be transformed transformatively through job satisfaction.

The experience and performance given and done were an achievement in the past. Vicarious experience is a social model that produces experience (Hussain et al., 2020). Social persuasion is the level of confidence in the author and the nature of the results realized (Rieder et al., 2021; Singh et al., 2019). A person with self-efficacy can change the assumption that they previously felt unable to become optimistic and overcome the current conditions (Abdullah, 2019). In contrast, those without low self-efficacy will think and judge that they

will not be able to do something they are facing (Lyons & Bandura, 2019). People with low levels of efficacy tend to give up easily and give up hope, while people with high self-efficacy tend to have high morale because they have a heightened sense of challenge to work and will try hard to answer and complete work well (Hur et al., 2020). Hence, Self-Efficacy became a supporting system in Generation X's struggles with technology during the COVID-19 outbreak in the past two years.

A person with self-efficacy can change the assumption of being unable to become optimistic and overcome the current conditions (Lyons & Bandura, 2019). People with high self-efficacy tend to have high morale because they have a heightened sense of challenge in their work and will strive for Self-Esteem (Kaakeh et al., 2020). Self-Esteem is defined as an individual's way of assessing the achievement of work results, which are analyzed based on the depth and intensity of these results that meet the standards ideal according to personal (Korzynski et al., 2020). In contrast, a person without or with low self-efficacy thinks and judges that they will not be able to do something they are facing (Tims et al., 2014). People with low levels of efficacy tend to give up easily and give up hope (Vaghefi et al., 2020). A self-Esteem is also a form of individuals assessing themselves on their abilities, competencies, self-meaning, and self-esteem (Costantini et al., 2019). Self-esteem is more general than Self-Efficacy regarding self-ability in a professional context (Korzynski et al., 2020).

On the other side, Self-Esteem exhibited the same direct and indirect effect on work performance, meaning that individuals could do assessment and evaluation on what they had done. The existing self-evaluation indicated that a person had self-esteem, self-assessment of his abilities, and self-recognition. Self-Esteem (Akgunduz, 2015) is self-evaluation to foster a sense of self-respect accustomed to fostering an attitude of acceptance or rejection of self-meaning, self-ability, success, and self-worth. A person with high Self-Esteem is respected and assumed that he has competence in doing his job and is valuable to his surroundings. Conversely, a person with low Self-Esteem was relatively more difficult to accept reality and tended to be pessimistic about his ability and competence in doing his job. Performance is one of the measuring tools for employees in quality and quantity based on agreed standards.

The level of performance was high and good when employees completed the work appropriately and on time, following the directions and instructions given. Performance is one of the measuring tools for employees in quality and quantity based on agreed standards (Macchi Silva & Ribeiro, 2020). Employee performance is how an employee achieves predetermined and formulated requirements (Jena, 2021). Performance is a combination of several interrelated elements, including the abilities and interests of an employee, the abilities and acceptance of work, and employee motivation (Huang et al., 2020; Sarwar & Muhammad, 2020). Thus, it was understandable that those two variables become direct and indirect factors for job satisfaction and working performance.

Managerial Implications

The findings of this study are expected to be a tool for companies to make decisions and formulate strategies to improve employee performance. First, the steps are increasing Self Efficacy or an employee's belief in his ability to complete work. Second, increasing Self Esteem by evaluating the results achieved and analyzing how far behavior fulfills his ideal of being able to affect the completion of the work. Employees having high Self Efficacy and Self Esteem values prove to influence their performance in the company well.

The existing Self-Efficacy and Self Esteem in employees prove to increase employees' job satisfaction. It is understandable as the creation of trust and ability of an employee to complete the work will make the employee achieve the target and complete his work. As a result, the employee was satisfied and responsible for completing the job. Self Esteem evaluates the results achieved by analyzing how far the behavior meets employees' ideals, such as meaningfulness, self-competence, and usefulness. Self Esteem will encourage an employee to complete his responsibilities and create a sense of satisfaction with his work. The completion of this work will have a good impact on employee performance. The last factor is the satisfaction that arises from completing the work. Completed work will encourage feelings of being satisfied and reduce the burden on employees. Well-completed jobs are due to employees feeling capable of their abilities and analyzing their behavior to fulfill their ideal to improve their performance.

The last factor is the satisfaction arising from completing the work. Completed work will encourage feelings of being satisfied and reduce the burden on employees. Well-completed jobs are due to employees feeling capable of their abilities and analyzing their behavior to fulfill their ideal to improve their performance.

Conclusions

Self-Efficacy and Self-Esteem positively and significantly affect Generation X employees of PT. PLN Persero. Although some limitations occur, such as the scoring and the delayed submission, the findings suggest that

those two factors positively affect the performance. Then, in creating job satisfaction, companies can develop employee self-efficacy and self-esteem rather than trying to invest in the physical work environment. For example, in a start-up company, job satisfaction can be fostered through a strong internalization process and build confidence that employees will always be able to face challenges and achieve success. If this condition is achieved, as the findings of this study, job satisfaction will be formed and can build employee performance in parallel. The belief and thought of the employees that they always have good quality to get the job done are to be well maintained. Consequently, companies can provide training to increase knowledge and prepare employees to be qualified to complete work.

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