

The Role of Self-Efficacy as a Moderation of The Influence of Individual Characteristics and Work Professionalism on Employee Performance

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Abstract

Performance is a very important and interesting part because it has proven to be very important, an institution wants employees to work hard according to their abilities to achieve good work results, without good performance from all employees, success in achieving goals will be difficult to achieve. Performance basically includes mental attitudes and behaviors that always have the view that the work carried out at this time must be of better quality than the implementation of past work, for the future to be of better quality than at present. The purpose of this study was to determine the role of self-efficacy as a moderator of the influence of individual characteristics and work professionalism on employee performance (Study on Malang Strudle Souvenirs from Malang City). Data collection using questionnaires or by providing a list of questions to respondents. While the analysis method uses the Structural Equation Model - Partial Least Square (SEM-PLS) with the help of the SmartPLS tool. From the results of the study, individual characteristics have a significant effect on employee performance. Work professionalism has a significant effect on employee performance. Self-efficacy has a significant effect on employee performance. Individual characteristics do not have a significant effect on employee performance moderated by self-efficacy. Work professionalism does not have a significant effect on employee performance moderated by self-efficacy

1. INTRODUCTION

Human resources are the main asset for organizations that are planners and active actors of various activities in the organization. Human resources have thoughts, feelings, desires, status, and educational backgrounds whose mindset can be brought into an organizational environment. Human resources are not like money, machinery, and materials that are positive in nature and can be fully regulated in supporting the achievement of company goals. So the success of an organization is supported by compensation and career development opportunities given to the members of the organization. The achievement of organizational goals also does not only depend on technology, but rather depends on the human beings who carry out their work. The

ability to provide good work results to meet the needs of the organization as a whole is a contribution of employee performance.

Performance appraisals conducted by the company to evaluate or assess the success of employees in carrying out their duties. This performance appraisal is important for the company at the same time, employees also need feedback for improvements and improvements to better performance. The assessment can be done by comparing the work results achieved by employees with the work standards. If the work results obtained reach or exceed the standard of work, it can be said that the performance of an employee is included in the good category. Conversely, a job whose work results do not meet the standard of work are included in the category of poor performance or low performance. Performance appraisal in a company organization is very important by the success of the competencies possessed based on the results of employee work. High focus can increase employee performance productivity. The occurrence of low employee performance can cause a company or organization to suffer losses which can then damage the quality of a company (Paais, 2018).

This study discusses the role of self-efficacy as a moderator of the influence of individual characteristics and work professionalism on employee performance at Malang Strudle Souvenirs Malang City. This research was carried out because of the rampant contemporary souvenir business phenomenon popularized by artists in various cities in Indonesia. This research is important considering that Malang Strudel tries to position its local consumer culture positioning by positioning its strudel products as typical Malang souvenirs. While each consumer certainly has a different perception of each other. So the researcher wanted to see how the influence of Malang Strudel brand positioning on consumer perception of strudel products as typical Malang souvenirs.

Contemporary souvenir business opportunities are also skyrocketing when these celebrities take advantage of the popularity of their names. By profiteering from the artist's name, of course, this business immediately attracted public attention. Based on the explanation of Schiffman & Kanuk (2008) that celebrities can be an influential force in generating interest or actions related to the purchase or use of selected goods and services. In fact, if you look further, this business comes armed with a typical regional souvenir label as well as the name of a region. The majority of products marketed are processed types of pastry, cakes, and pies that are created and have many similarities with their competitors in the contemporary souvenir business. But actually the cakes offered are not native to the region they carry. In other words, the contemporary souvenir business is a commodification of celebrity popularity inserted through the products offered.

Currently, Malang Strudel is a trend of contemporary souvenirs in Malang City. Malang Strudel was chosen in this study because this brand is a pioneer of the contemporary souvenir business that was first established in Malang and even in Indonesia. Malang Strudel carries Teuku Wisnu as a celebrity who popularized his brand. Meanwhile, the CEO of Malang Strudel is Donny Kris. Similar to other types of contemporary souvenirs, Malang Strudel tries to present culinary products that are completely different from local souvenir products. Malang Strudel sells strudel cake

products. Strudel is a pastry, a traditional Czech pastry and is a typical Austrian cuisine from the European continent. In other words, Malang Strudel offers pastry-type products that are certainly not typical foods from Indonesia.

Based on data in 2017-2019, Malang Strudle Souvenirs Malang City experienced a decline in performance which can be seen from the company's declining revenue, due to a decrease in the number of customers. One of the declining sales results and the company's net profit is due to the number of employees who leave which greatly interferes with the achievement of the company's goals. If you look at the overall number of employees who left in 2017 was 8 people. The total number of employees who left in 2018 was 13 people, so the number of employees who left increased by 5 people. The total number of employees who left in 2019 was 41 people, so the number of employees who left experienced an increase of 20 people. This shows that if the number of employees who leave is inconsistent and tends to increase, it can be said that there is a problem of high desire to stop working, as shown below.

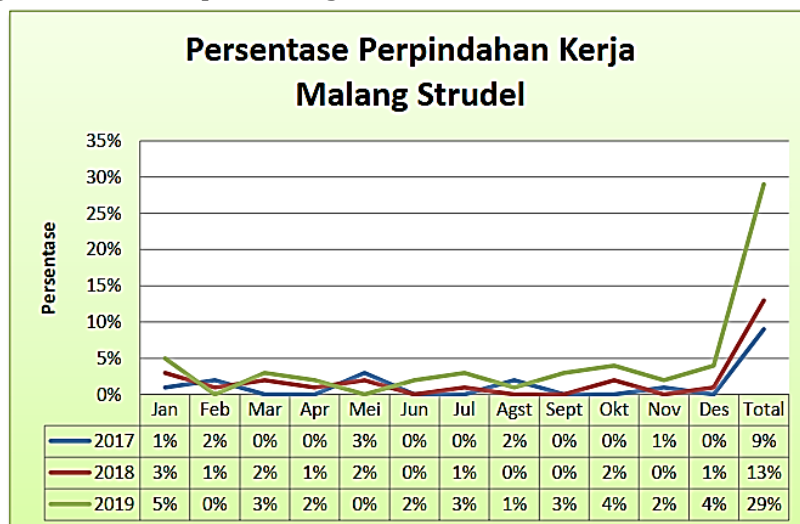


Figure 1. Percentage of Job Transfers of Malang Strudel Employees in 2017-2019

Robbin & Judge (2015) states that employees who are dissatisfied with their work or other factors related to their work, will be able to reduce their commitment to the organization or company. Their dissatisfaction is generally always associated with performance problems.

One of the things that needs to be considered in performance problems is individual characteristics. As stated by Lishandy (2018), it is important to do human resource management by looking at individual characteristics. This is so that the process produces employees with character to achieve the company's goals. Sopiah & Sangadji (2018) that individual characteristics are biographical traits, personalities, perceptions and attitudes that can affect employee performance. Every human being has individual characteristics that are different from one another. This is in accordance with what Gibson et al. (2017) stated that individual characteristics are abilities and abilities, background and demographics. The classification of demographics is gender and race. Employee behavior determines outcomes, they can result in positive long-term achievement or performance and self-growth or vice versa. Where performance is a result of work achieved by a

person in carrying out the tasks assigned to him which is based on skills, initiative, experience and seriousness as well as time.

2. LITERATURE REVIEW

Individual Characteristics

According to Robbins & Judge (2015), individual characteristics include age, gender, marital status, number of dependents and length of service in the organization. Meanwhile, according to Subyantoro & Suwanto (2020), everyone has different views, goals, needs and abilities from each other. This difference will carry over into the world of work, which will cause one person's satisfaction with another to be different, even though they work in the same place.

Profesionalisme Kerja

Professionalism in work is the most important aspect to achieve success in work. An employee who has a professional attitude can position himself to be able to understand his duties and responsibilities, be focused and consistent with his work affairs. According to Sedarmayanti (2017), professionalism is a person who masters the scope of his duties and responsibilities, has the knowledge, ability, experience and strong will to always innovate towards progress and independence.

Self-Efficacy

Self-efficacy is self-assessment, whether it is possible to do good or bad actions, right or wrong, can or cannot do it according to the requirements. Self-efficacy is different from aspiration, because ideals describe something ideal that should be (can be achieved), while efficacy describes the assessment of one's ability (Alwisol, 2012).

Employee Performance

Performance is the end result of work activities in an organization (Robbins & Coulter, 2016). According to Afandi (2018), performance is the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not against the law and not contrary to morals and ethics.

3. RESEARCH METHODS

Referring to the formulation of the problem that has been set out in the previous chapter, this research is postivism, with a type of explanatory or explanatory research. Based on raw data or primary data collected from respondents, it is then processed through Smart Partial Least Square (PLS) which produces information/data for the purpose of testing research instruments (outer models), and inferential statistical analysis in the form of paths (inner models), and parametric statistical tests or hypothesis testing.

The subject in this study is an employee of Malang Strudle Souvenirs of Malang City. The object of this study is the role of self-efficacy as a moderator of the influence of individual characteristics and work professionalism on employee performance. The location of this research is in 7 outlets of Malang Strudel Area of Malang Raya. The population in this study is all employees of Malang Strudle Souvenirs Malang City who

are located in 7 Malang Strudel outlets in the Greater Malang Area as explained earlier with a total of 66 people. The method of sample extraction in this study is saturated sample or census. In this study, sampling was used using a non-probability sampling technique, namely by using saturated sampling or total sampling. The reason is because of the relatively small population, namely only 66 employees were sampled in this study.

Technically, the primary data in this study was obtained from the results of filling out a questionnaire distributed to Malang Strudel Souvenirs employees of Malang City. The internal data in this study is used as an overview of the research site. In this case, it is Malang Strudel Souvenirs of Malang City.

In this study, data analysis was carried out using Structural Equation Modeling (SEM), SEM is a multivariate analysis technique developed to cover the limitations of previous analysis models that have been widely used in statistical research. The models in question include regression analysis, path analysis, and confirmatory factor analysis. The reason for using this method is that the number of samples required in this study is relatively small and the Smart PLS analysis does not have to have a normal distribution.

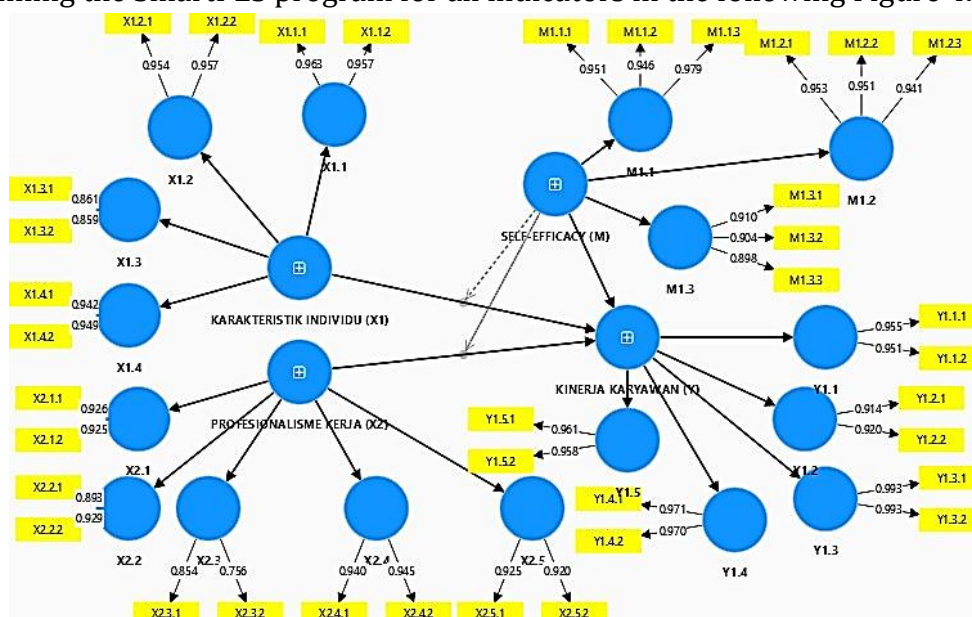
4. RESULTS AND DISCUSSION

Results

Outer Loadings

The outer loadings of the measurement model with reflective indicators can be seen from the correlation between the item score and the construct score. Individual indicators are considered reliable if they have a correlation value above 0.70. However, in developmental stage research, a scale of 0.60 is still acceptable (Chin, 1998). Based on the results for outer loadings, all indicators have a loading above 0.70 and are significant.

The following is an overview of the outer loading value in the outer model generated after running the SmartPLS program for all indicators in the following Figure 4.2:



Gambar 2. Outer Model

Construct Reliability and Validity

The validity and reliability of the constructs of the indicators (items) that form latent constructs by conducting Confirmatory Factor Analysis (CFA) (Ghozali & Latan, 2015). Internal Consistency Reliability measures how capable an indicator is of measuring its latent constructs. The tool used to assess was Cronbach's alpha and composite reliability.

Table 1. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)
Karakteristik Individu (X1)	0.944	0.948
Profesionalisme Kerja (X2)	0.944	0.947
Kinerja Karyawan (Y)	0.983	0.983
Self-Efficacy (M)	0.975	0.977

From the table above, Cronbach's alpha values, Individual Characteristics (X1) are 0.944, Work Professionalism (X2) is 0.944, Employee Performance (Y) is 0.983, and Self-Efficacy (M) is 0.975, all of which are greater than 0.70. Likewise, the Composite reliability value, Individual Characteristics (X1) of 0.948, Work Professionalism (X2) of 0.947, Employee Performance (Y) of 0.983, and Self-Efficacy (M) of 0.977, all of which are greater than 0.60. So it can be said that all indicators are able to measure their latent constructs.

Convergent Validity

Convergent Validity is determined based on the principle that the measures of a construct should have a high correlation. The convergent validity of a construct with reflective indicators is evaluated with Average Variance Extracted (AVE).

Table 2. Average Variance Extracted (AVE)

Variabel	Average variance extracted (AVE)
Karakteristik Individu (X1)	0.724
Profesionalisme Kerja (X2)	0.668
Kinerja Karyawan (Y)	0.866
Self-Efficacy (M)	0.835

From the table above, the Average Variance Extracted (AVE) value of Individual Characteristics (X1) is 0.724, Work Professionalism (X2) is 0.668, Employee Performance (Y) is 0.866, and Self-Efficacy (M) is 0.835, all of which are greater than 0.50. This means that the construct can explain 50% or more of the variance of the indicator.

Fornell-Larcker Criterion

Another method for assessing discriminant validity is to use the Fornell-Larcker Criterion, which compares the square root value of the Average Variance Extracted (AVE) of each construct with the correlation between the other constructs in the model. The

following are the results of the Fornell-Larcker Criterion in the resulting study in the following table.

Table 3. Fornell-Larcker Criterion

Variabel	Karakteristik Individu (X1)	Kinerja Karyawan (Y)	Profesionalisme Kerja (X2)	Self-Efficacy (M)
Karakteristik Individu (X1)	0.851			
Kinerja Karyawan (Y)	-0.206	0.931		
Profesionalisme Kerja (X2)	0.806	-0.159	0.817	
Self-Efficacy (M)	-0.176	0.877	-0.118	0.914

The table above shows that the square root value of AVE (Fornell-Larcker Criterion) of each construct is greater than the correlation value between the constructs and other constructs in the model. So it can be said that the model is said to have a good discriminant validity value.

Structural Model Evaluation

Inferential statistics include all methods related to the analysis of a part of the data (e.g., or often referred to as a sample to then arrive at forecasting or drawing conclusions about the entire parent data (population). In inferential statistics, parameter estimation is held, hypotheses are made, and hypotheses are tested until they arrive at generally accepted conclusions.

The following is an overview of the path analysis in the inner model generated after running the SmartPLS program for all relationships between constructs in the following Figure:

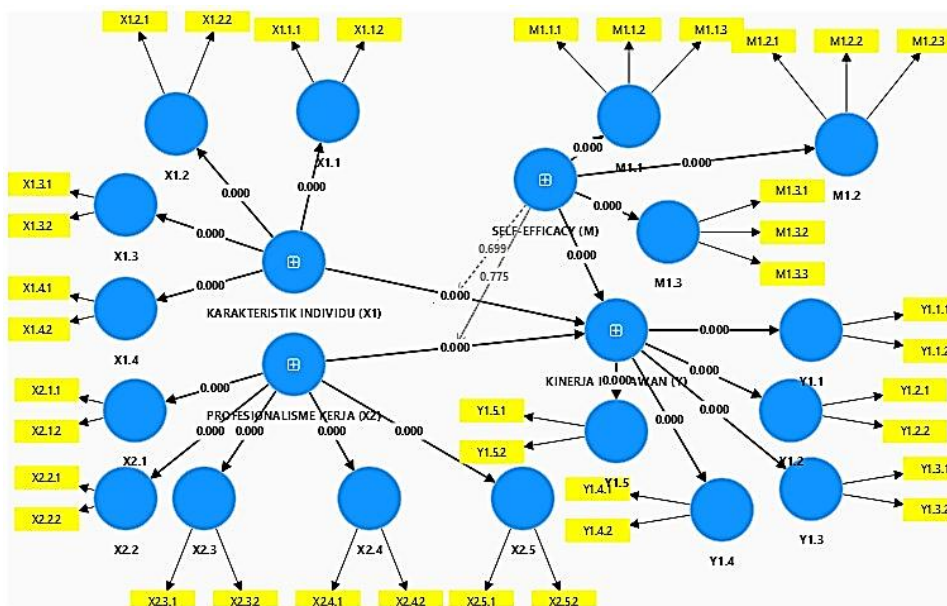


Figure 3. Inner Model

Structural model evaluation can be carried out to ensure that the constructed structural model is accurate as seen from the R-Square value, Predictive Relevance (Q2) value, and Path Coefficients (Vinzi et al, 2010).

Hypothesis Test Results

The hypothesis test in this study was carried out by looking at the T-Statistics value and the P-Values value. The research hypothesis can be declared acceptable if the T-Statistics value > 1.96 and the P-Values value < 0.05 (Yamin & Kurniawan, 2011). The following are the results of the hypothesis test obtained in this study through the path coefficients on the SmartPLS output below:

Table 4. Summary of Hypothesis Test Results

<i>Path</i>	<i>T-Statistics</i>	<i>P-Values</i>
Karakteristik Individu (X1) → Kinerja Karyawan (Y)	27.981	0.000
Profesionalisme Kerja (X2) → Kinerja Karyawan (Y)	38.277	0.000
<i>Self-Efficacy</i> (M) → Kinerja Karyawan (Y)	45.677	0.000
<i>Self-Efficacy</i> (M) x Karakteristik Individu (X1) → Kinerja Karyawan (Y)	0.386	0.699
<i>Self-Efficacy</i> (M) x Profesionalisme Kerja (X2) → Kinerja Karyawan (Y)	0.286	0.775

Effect Size (f^2)

After knowing the significance of the relationship between variables, an analysis is also needed to see how large the effect of the relationship between variables is. In PLS, to assess the effect size between the variables, it is done with Effect Size or f^2 (f-square). The interpretation of the same f^2 value recommended by Cohen (1988) is that 0.02 has a small influence, 0.15 has a moderate influence, and 0.35 has a large influence on the structural level.

Table 4. Effect Size (f^2)

Variabel	f^2
Karakteristik Individu (X1)	0.475
Profesionalisme Kerja (X2)	0.513
<i>Self-Efficacy</i> (M)	15.749
<i>Self-Efficacy</i> (M) x Karakteristik Individu (X1)	0.002
<i>Self-Efficacy</i> (M) x Profesionalisme Kerja (X2)	0.001

Discussion

The Influence of Individual Characteristics on Employee Performance

The results of the hypothesis test show that individual characteristics have a significant effect on employee performance. These results are in accordance with the results of research by Iswan et al. (2024), Dunan & Abdullah (2024), and Dwiyanita et al. (2023) which concluded that individual characteristics can have a significant effect on performance. Judging from how large the effect of the relationship between variables is,

the effect of Individual Characteristics on Employee Performance is 0.475 which means that it has a strong effect because it is above the value of 0.35.

Human existence is the most special resource, the privilege that exists in humans is the only resource in a company that has different thoughts, feelings, and personalities. Different employee personalities make employees have their own characteristics so that they form an individual characteristic in employees. The good and bad characteristics of individual employees depend on how they apply them. Individual characteristics in an organization or company are also very important in creating quality human resources. Individual characteristics in an organization or company are also very important in creating quality human resources. According to Triatna (2016), individual characteristics include interests, skills, education, and work experience. Interest is an attitude that makes a person happy with certain objects of tendencies or ideas. This is followed by a feeling of pleasure and a tendency to look for the object that is pleasing (Nirha & Chairiyaton, 2021).

The Influence of Work Professionalism on Employee Performance

The results of the hypothesis test show that work professionalism has a significant effect on employee performance. These results are in accordance with the results of research by Paraswati (2021), Ambiko et al. (2023), and Li (2022) who concluded that work professionalism has a significant effect on employee performance. Judging from how large the effect of the relationship between variables is, the effect of Work Professionalism on Employee Performance is 0.513 which means that it has a strong effect because it is above the value of 0.35.

In work, every human resource must have professionalism because professionalism contains expertise, skills, and abilities in doing work and has high quality and quality there is a desire to spur the mission in progress to develop their career and the company. This is where professionalism is needed that plays a role in organizations at various levels of management to move existing human resources rationally so that performance achieves the goals and objectives to be achieved. Professionalism must also be able to accommodate changes both on a clinical and global scale due to the dynamics of an increasingly developing society.

The Effect of Self-Efficacy on Employee Performance

The results of the hypothesis test show that self-efficacy has a significant effect on employee performance. These results are in accordance with the results of research by Sari & Sulistio (2024), Nurkhakiki et al. (2024), Dwiyanita et al. (2023), and Li (2022) which revealed that self-efficacy can have a significant effect on performance. Judging from how large the effect of the relationship between variables is, the effect of Self-Efficacy on Employee Performance is 15,749 which means that it has a strong effect because it is above the value of 0.35.

One of the most important aspects of the success rate of an organization determined by human resources is employee performance (Sudarmanto, 2018). This opinion is in line with that stated by Mathis & Jackson (2011) who stated that to see the extent of the role of human resources in achieving organizational success can be seen from the performance of human resources (employee performance). This means that

organizations must be able to see an employee's talents to improve employee performance and as an opportunity to create a greater competitive advantage for the organization.

The Role of Self-Efficacy in Moderating the Influence of Individual Characteristics on Employee Performance

The results of the hypothesis test showed that individual characteristics did not have a significant effect on the performance of self-efficacy-moderated employees. Actually, Self-Efficacy in this case has the property of "strengthening" moderation because the value is positive which has an original sample value of 0.021. Judging from how large the effect of the relationship between variables is, the effect of Self-Efficacy moderation on the influence of Individual Characteristics on Employee Performance is 0.002 which means that it has no effect because it is below the value of 0.02. This causes individual characteristics to have no significant effect on the performance of employees who are moderated by self-efficacy.

From previous analysis, it is known that Individual Characteristics directly have a significant effect on Employee Performance. Then Self-Efficacy directly has a significant effect on Employee Performance. However, Self-Efficacy does not play a significant role in moderating the influence of Individual Characteristics on Employee Performance. Thus, it can be said that the Self-Efficacy variable is classified as a Moderator Predictor. This means that the influence of the M variable on the Y variable in the first estimate has a significant effect and the influence of the X*M interaction in the second estimate is not significant. This means that the moderation variable only acts as an independent variable in the relationship model that is formed.

The Role of Self-Efficacy in Moderating the Influence of Work Professionalism on Employee Performance

The results of the hypothesis test showed that work professionalism did not have a significant effect on the performance of employees who were moderated by self-efficacy. Actually, Self-Efficacy in this case has the property of "strengthening" moderation because the value is positive which has an original sample value of 0.016. Judging from how large the effect of the relationship between variables is, the effect of Self-Efficacy moderation on the influence of Work Professionalism on Employee Performance is 0.001 which means that it has no effect because it is below the value of 0.02. From the results of the previous analysis, it is also known that Work Professionalism directly has a significant effect on Employee Performance. Then Self-Efficacy directly has a significant effect on Employee Performance. However, Self-Efficacy does not play a significant role in moderating the influence of Work Professionalism on Employee Performance. Thus, it can be said that the Self-Efficacy variable is classified as a Moderator Predictor. This means that the influence of the M variable on the Y variable in the first estimate has a significant effect and the influence of the X*M interaction in the second estimate is not significant. This means that the moderation variable only acts as an independent variable in the relationship model that is formed.

5. CONCLUSION

Referring to the results of this study, the following conclusions can be drawn:

1. Individual characteristics have a significant effect on employee performance.
2. Work professionalism has a significant effect on employee performance.
3. Self-efficacy has a significant effect on employee performance.
4. Individual characteristics do not have a significant effect on the performance of employees who are moderated by self-efficacy.
5. Work professionalism does not have a significant effect on the performance of employees who are moderated by self-efficacy.

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