Self-Efficacy Analysis as Mediating with Workload and Job Satisfaction Affects e-Performance

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Abstract

This study aims to analyze the role of self-efficacy as a mediator in the effect of workload and job satisfaction on electronic performance (E-Performance). The data analysis method uses a mediation model with self-efficacy variables as intermediaries, measured through the SmartPLS 4.0 application. The sample of this study amounted to 100 people taken from employees of companies engaged in the Logistics Industry. The results showed that workload did not have a significant effect on E-Performance, while job satisfaction had a positive and significant effect. Self-efficacy was found to mediate the relationship between workload and full E-Performance, as well as partially mediate between job satisfaction and E-Performance. The implications of these findings contribute to the understanding of the factors that influence electronic performance in the work environment, by highlighting the role of self-efficacy as a relevant mediator. These conclusions can help organizations in designing more effective management strategies to improve performance in the technological era.

Keywords: Workload, E-Performance, Job Satisfaction, Self-Efficacy .

1. Introduction

Human Resource Management (HRM) is a planned process by an organization to achieve its goals (Supriadi, 2022, p. 8). Human Resource Management is a DM is a management tool that provides effectiveness related to the use of human resources owned by the organization in every activity or activity carried out, so that human resources can be used effectively in achieving organizational goals (Ichsan, Lukman Nasution, &; Dr. Sarman Sinaga, 2021). Human Resource Management in an organization is used to ensure that the organization can achieve its goals through people. (Suprihanto, Putri, &; Press, 2021).

Employee performance as an important factor in the continuity of company operations, performance is an activity to achieve a target, vision and mission, as well as company goals in quantity and quality (Nurhastuti, Marzuki, Sumardjo, &; Supriadi, 2022). Companies in the logistics sector in Indonesia want to build performance by creating value for customers, improving the lives of drivers, building the best products and technology. Performance is highly dependent on employees. Therefore, a form of employee engagement to the company can be termed as performance (Nurhastuti et al., 2022). Employee performance is the result of the work that employees have carried out during a certain period, the success of the company is largely determined by the results of employee performance so that performance measurement must be done fairly and transparently (Azmy, 2022).

Performance evaluation, as an assessment over a period of time, has moved from manual to electronic (e-performance) to improve efficiency. E-performance, through the website, facilitates evaluation, identification of employee strengths and weaknesses, as well as goal setting. Performance results are evaluated periodically to assess the achievement of goals set by the Company (Michael-Ofre &; Opusunju, 2021).

Excessive workload can lead to work overload, resulting in some employees having to work outside of working hours to complete tasks (Rohman &; Ichsan, 2021). A relationship of mutual need between the company and employees is necessary to create an effective reciprocal process (Lumunon, Sendow, &; Uhing, 2019). The importance of aligning workload with

individual employee capacity is seen in the significant impact on performance, where inappropriate workload can reduce employee performance and work efficiency (Poluan, 2018). Lack of human resources can be the cause of high workload, as lack of employees will increase the workload that must be overcome (Poluan, 2018). Job satisfaction is a condition in which employees feel happy with their work, depending on the extent to which the work matches their expectations and desires (Nabawi, 2019). The level of job satisfaction varies depending on the perception of employees, where the more job factors that match expectations, the higher the level of job satisfaction (Nabawi, 2019). Job satisfaction affects employee performance, and employees who are disciplined and enthusiastic while working reflect job satisfaction attitudes that have a positive impact on job outcomes (Susanto, 2019; Putri &; Supriadi, 2022). Feelings of like or dislike towards work reflect job satisfaction, which can be seen from positive and comfortable feelings towards work or vice versa, negative and uncomfortable feelings (Baehaki &; Faisal, 2020; Nurhasan, 2017).

Performance can be assessed by looking at several factors, one of which is *Self-Efficacy* or self-efficacy. *Self-Efficacy* is a belief in the ability that a person has to complete his work (Erawati &; Wahyono, 2019). . *Self-Efficacy* Can develop gradually as the experience and ability of employees in a job increases (Arifin et al., 2021). Based on research Mudrika *et al*., (2021), adjustment of competencies, experience, and Employee education can minimize workload, improve employee performance, and positive results from the implementation of e-performance ((Muazamsyah &; Ardianti (2022). Susanto's Research (2019)) states a positive relationship between job satisfaction and employee performance. However, Ahmad et al., (2019) and Michael-Ofre & Opusunju (2021) shows that workload and e-performance have no significant effect on employee performance. Adiyasa & Windayanti (2019) states that partial job satisfaction is not significant to performance. While Zaluchu (2021) find a significant positive effect of E-Performance on employee performance, and (Ary &; Sriathi, 2019) shows that Self-Efficacy has a significant positive influence on employee performance. Waliulu et al., (2021) and Saleh (2018)) found conflicting results, stating E-Performance and Self-Efficacy had no significant effect on performance. Devi et al., (2022) shows that integrity has no significant effect on performance. With the research gap and phenomenon in the Indonesian logistics industry, this study will further explore Self-Efficacy Analysis as a Mediation with Workload and Job Satisfaction Affects E-Performance.

2.Theoretical Development
E-Performance

E-Performance is a web-based application that plans employee needs and targets, as well as being the basis for providing additional income Windasari (2019). Mukti et al., (2019) Call it a website for online performance appraisal with the ability to input work realization that can be seen by managers. Michael-Ofre & Oposunju (2021) Explains that e-Performance serves as a platform for identifying employee strengths and weaknesses, providing feedback, and setting organizational goals. Kurniasih et al., (2022) Declare e-Performance as an application that assesses performance and provides reviews and additional income. Nurhayati (2019)) defines it as an analytical tool for job needs, workload, and the basis for measuring performance and incentives. Wade (2020) describes e-performance as an application of monitoring and evaluating employee performance directly. Thite (2019, p.201) Detailing that e-Performance is a competency-based system that measures performance on the achievement of objectives and competencies needed. Mukti et al., (2019) Suggest several indicators, including feedback, setting assessment standards, and monitoring attendance and work activity, to measure the implementation of e-Performance.

Workload

Workload as a condition where employees feel the responsibilities given are not in accordance with their abilities. According to Marzuki *et al.,* (2021) Workload is a set of work that must be done in a unit of time, workload overload occurs when the type of work exceeds the ability and work capacity, while a small amount of work will cause boredom and inefficiency. According to Budiasa (2021, p.30) Workload is a form of response from employees as an effort to face problems on the job and to tasks that can be completed on time. According to Harini *et al.,* (2018) Workload is a set of responsibilities that the company assigns to employees by using the potential, knowledge, and skills of employees that must be completed within a certain time. According to Sudiarditha *et al.,* (2019) Workload is work that must be completed by individuals with a certain amount and in time that can take the form of physical or mental. According to Harras *et al.,* (2020, p.67) Workload is the number of tasks in a certain period of time and in it there are many tasks and to complete them requires a high performance.

According to Harras *et al.,* (2020, p.348) There are several indicators to measure workload, namely: Tasks, employees must be able to complete tasks that have a high level of difficulty. Environment, the existence of poor social relations in the work environment. Work system, there is a strict work system so that employees must always focus on working because productivity is everything. Management system, the existence of strict work regulations or procedures so that a sense of boredom arises for employees. Limited facilities, there is a high responsibility but not supported by adequate work facilities so that employees feel tired of mind and energy. Low response, no quick response to a situation causes a hampering of a job. Low performance, ability, skills, and work behavior of employees cannot keep pace with task progress. Mentally weak, employees have sensitive personalities that are easy to give up or lose morale. Lack of appreciation, lack of appreciation from the results of completed work causes a decrease in employee morale.

Job Satisfaction

According to Harras *et al.,* (2020, p.57) Job satisfaction is feeling Employees after completing work where the results have a good impact on employees personally such as salary increases, rewards, and getting praise. . According to Robbins & Judge (2017, p.118) Job satisfaction is a feeling of pleasure in employees with work achieved from job evaluations in accordance with their characteristics. According to Harras *et al.,* (2020, pp 62-63) To assess and measure job satisfaction in employees can use the following indicators: Feelings of happiness, the presence of attitudes or behaviors that show that employees are happy while doing their duties and responsibilities. Enthusiasm of employees, each employee carries out his duties with enthusiasm, optimism, and persistence. Hard work of employees, the existence of happiness in employees can encourage hard work behavior to optimize their work. Employee loyalty, employees who feel satisfied and happy at their work will manifest a loyal attitude to the company.

Self-Efficacy

According to Gallagher & Ciampa (2020, p. 24) *Self-Efficacy* It is a belief in the ability that individuals have in carrying out certain tasks. Oktariani (2018) says that *Self-Efficacy* be A person's belief in one's ability to perform a series of activities to achieve a certain goal. According to Goddess (2019) *Self-Efficacy* is the output of cognitive results in the form of decisions, beliefs about the extent to which individuals measure their ability to carry out the tasks faced by the individual. Jauharotunisa (2019) reveals that *Self-Efficacy* is a person's ability to do the task given, including solving problems with the task. Self-efficacy refers to the strength of belief in an individual's ability to perform a task that will affect work performance (Ningsih &; Hayati, 2020).

Self-Efficacy can be measured through indicators, according to Gallagher & Ciampa (2020, p. 25) There are indicators that can measure *Self-Efficacy* in individuals including: Past experiences *(Past Experience)*, measurable from A person's past experiences have an influence on belief in current abilities. Experience with others *(Vicarious Experiences),* It can be seen from one's observation of other individuals who can be used as role models to increase confidence in their abilities. Verbal Persuasion *(Verbal Persuasion)*, can be measured by a person's ability to strengthen belief in the power possessed to achieve certain goals. Emotional State *(Emotional Cues),* It can be seen from a person's ability to control emotionally in himself when doing activities.

The development of the above theory is harmonized in the following hypotheses:
H_1 :   Workload affects *E-Performance*
H_2 :   Job Satisfaction affects *E-Performance*
H_3 :   Workload affects *Self-Efficacy*
H_4 :   Job Satisfaction affects *Self-Efficacy*
H_5 :   Self Efficacy affects *E-Performance*
H_6 :   Workload affects *E-Performance* mediated by *Self-Efficacy*
H_7 :   Job satisfaction affects *E-Performance* mediated by *Self-Efficacy*
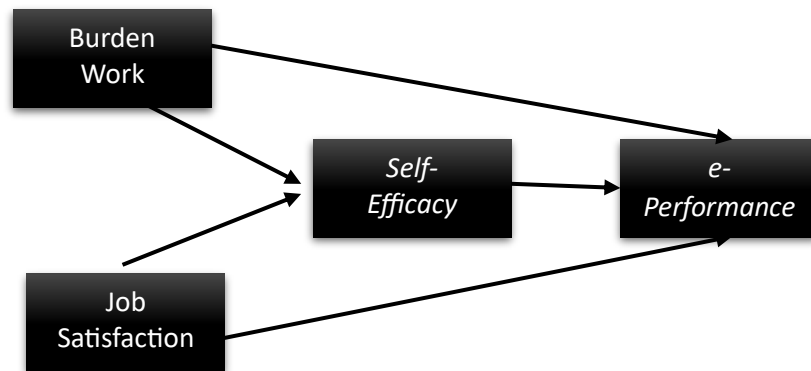

Figure 1. Research Model

3. Methodology

This research was conducted on employees of logistics companies in Jakarta, Indonesia. The sample used was 100 respondents using the random sampling method. Data collection is carried out through data collection in the field through observation and questionnaires.

Table 1. Questionnaire Specific Items

Variable	Ket	%	Category
Self Efficacy Gallagher & Ciampa (2020, p. 24)	SE1	4,54	Tall
	SE 2	4,57	Tall
	SE 3	4,53	Tall
	SE 4	4,47	Tall
	SE 5	4,54	Tall
	SE 6	4,52	Tall
	SE 7	4,58	Tall
	SE 8	4,58	Tall
	SE 9	4,60	Tall
	SE10	4,61	Tall
Workload Harras *et al*., (2020, p.348)	BK1	4,28	Tall
	BK2	4,48	Tall
	BK3	4,46	Tall
	BK4	4,26	Tall
Job Satisfaction Afandi (2016, p.67)	KP1	4,31	Tall
	KP2	4,23	Tall
	KP3	4,47	Tall
	KP4	4,47	Tall
	KP5	4,60	Tall
	KP6	4,43	Tall
	KP7	4,46	Tall
	KP8	4,50	Tall
	KP9	4,60	Tall
	KP10	4,58	Tall
e-Performance *(Nurhayati, 2019),*	E1	4,64	Tall
	E2	4,61	Tall
	E3	4,52	Tall
	E4	4,39	Tall
	E5	4,46	Tall
	E6	4,51	Tall
	E6	4,40	Tall
	E7	4,44	Tall
	E8	4,58	Tall

The research method used is the survey method, which is research conducted on a population by analyzing data obtained from a population and research on behavior. This type of investigation uses correlation (presence or absence of relationship) and relationship (presence of causal relationship).

4. Results and discussion

This research has gone through a process of validity and reliability testing with the results of the analysis as follows:

Table 2. Average variance extracted (AVE) values

No	Variable	Average Varience Extracted (AVE)
1	E-Performance (Y)	0.561
2	Workload (X1)	0.640
3	Job Satisfaction (X2)	0.557
4	Self Efficacy (Z)	0.555

Source: SmartPLS 4.0 Output Result, Data processed, 2023

Based on the AVE output value of the Smart PLS 4.0 program, the AVE value to meet the test must be above 0.50. Based on the previous table, it shows the AVE value in all constructs the value is above 0.50. The highest value result in AVE is in the (Ghozali , 2021, Pp . 68) *Workload variable which is 0.640*, while the lowest AVE value is in the Self Efficacy variable which is 0.555. Based on the output results, it can be concluded that every construct in the four variables in this study is said to be valid. The data processing results for the complete SmartPLS model analysis are shown in Figure below:
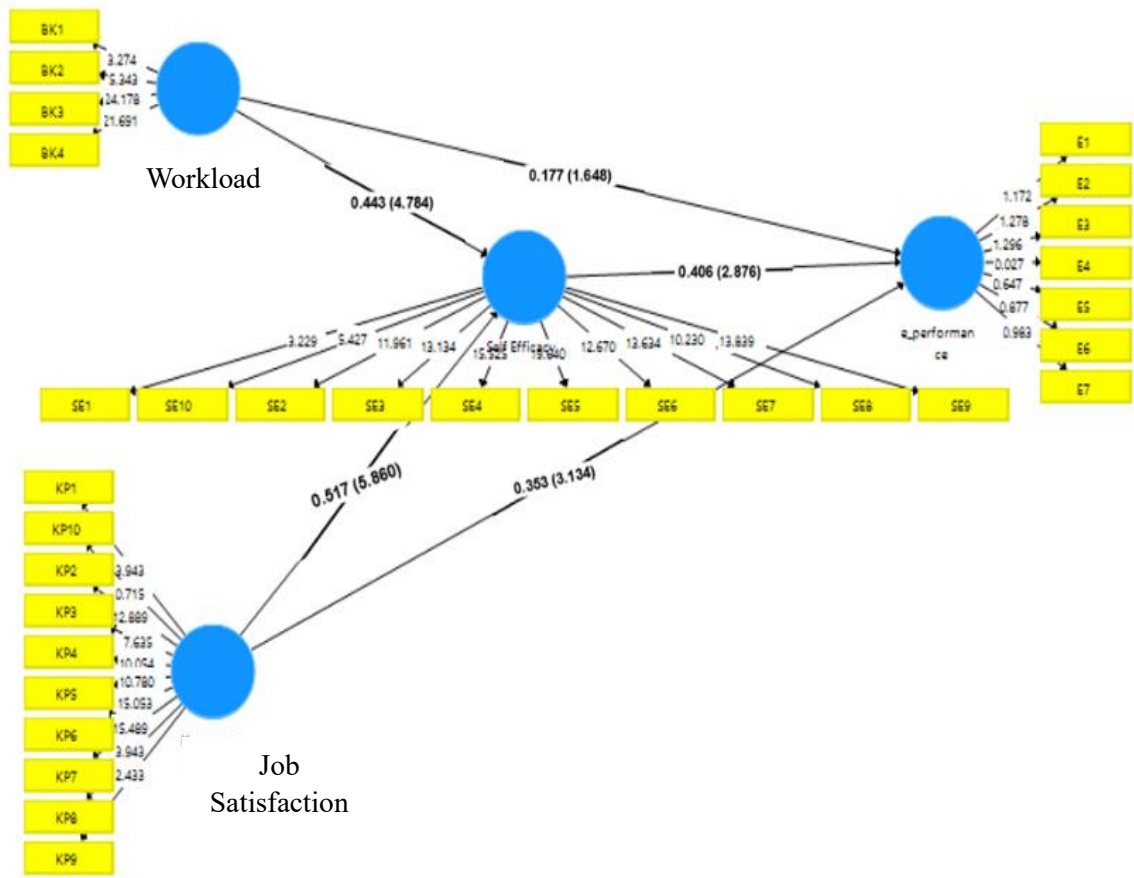
Figure 2. Results of *Structural Equation Modeling* Analysis
Source: SmartPLS 4.0 Output Result, Data processed, 2023

Testing research hypotheses according to (Siswoyo Haryono, 2017) carried out against 7 hypotheses proposed. The T test can be performed by comparing the values of t-Statistics with the value of t-table. To determine the level of significance, you can see the p-value with a predetermined level of significance. Value of t-table can be calculated using the formula df = n - k, where n is the number of samples and k is the number of variables used. So df = 100 – 4 = 96, with a confidence degree of 0.05 or 5%, so it is known t table = 1.985.

Table 3. Statistical T Test Results

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	F *Square*
Workload (X1) -> E-Performance (Y)	0.177	0.181	0.108	1.648	0.100	0.036
Workload (X1) -> Self Efficacy (Z)	0.443	0.437	0.093	4.784	0.000	0.398
Job Satisfaction (X2) -> E-Performance (Y)	0.353	0.348	0.113	3.134	0.002	0.131
Job Satisfaction (X2) -> Self Efficacy (Z)	0.517	0.524	0.088	5.860	0.000	0.543
Self Efficacy (Z) -> E-Performance (Y)	0.406	0.411	0.141	2.876	0.004	0.132

Source: SmartPLS 4.0 Output Result, Data processed, 2023

Based on the results of the table above, it shows that the results of the original sample (O) value for *the Workload variable on e-Performance are 0.177, the Workload* variable on Self Efficacy is 0.443, the Job Satisfaction variable on e-Performance is 0.353, *the Job Satisfaction* variable on Self Efficacy is 0.517, and *the Self* Efficacy *variable* against e-Performance of 0.406. Furthermore, in measuring the effect of the size of the direct influence, the F Square value is used. With criteria for 0.02 low, 0.15 moderate, and 0.35 high. Based on the previous table, it can be concluded the results of the hypothesis and direct influence on the table in this study are as follows: (Hair et al., 2021)

H1: Based on the results of data analysis, a t-count value of 1.648 was obtained, which is smaller than the t-table value of 1.985, with a P Values (significance) of $0.100 > 0.05$. Thus, it can be concluded that Workload does not have a significant influence on E-Performance. Therefore, hypothesis 1 is rejected (Ho is accepted and Ha is rejected) which states that Workload has no effect and is not significant to E-Performance.

H2: The results of data analysis show a t-count value of 4,784, which is greater than the t-table value of 1,985, with a P Values (significance) of $0.000 < 0.05$. So it can be concluded that Workload has a significant influence on Self Efficacy. Thus, hypothesis 2 is accepted (Ho is rejected and Ha is accepted) which states that Workload has an effect and is significant on Self Efficacy.

H3: The results of data analysis resulted in a t-count value of 3.134, which exceeded the t-table value of 1.985, with a P Values (significance) value of 0.002, which is smaller than the significance level of 0.05. Therefore, it can be concluded that there is a significant influence of the Job Satisfaction variable on E-Performance. Thus, hypothesis 3 is acceptable (Ho is rejected and Ha is accepted), which states that Job Satisfaction has a significant influence on E-Performance.

H4: From the results of data analysis, a t-count value of 5,860 was obtained, which is greater than the t-table value of 1,985, with a P Values (significance) value of $0.000 < 0.05$. So it can be concluded that Job Satisfaction has a significant influence on Self Efficacy. Therefore, hypothesis 4 is accepted (Ho rejected and Ha accepted) which states that Job Satisfaction has an effect and is significant on Self Efficacy.

H5: The results of data analysis show a t-count value of 2.876, which is greater than the t-table value of 1.985, with P Values (significance) of $0.004 < 0.05$. Thus, it can be concluded that Self Efficacy has a significant influence on E-Performance. Therefore, hypothesis 5 is accepted (Ho is rejected and Ha is accepted) which states that Self Efficacy has an effect and is significant on E-Performance.

In the results below, which are the results of indirect influence tests carried out through *bootsrapping* on *SmartPLS* 4.0 which can be seen from the specific value of *indirect effects*, as follows:

Table 4 Statistical T Test Results of Indirect Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Workload (X1) -> Self Efficacy (Z) -> E-Performance (Y)	0.180	0.178	0.070	2.564	0.010
Job Satisfaction (X2) -> Self Efficacy (Z) -> E-Performance (Y)	0.210	0.217	0.087	2.428	0.015

Source: SmartPLS 4.0 Output Result, Data processed, 2023

Based on the results of the table above, it shows that the results of *the original sample* (O) value for the *Workload* variable on e-Performance mediated by Self Efficacy are 0.180 and *the Job Satisfaction* variable for e-Performance mediated by Self Efficacy amounted to 0.210. Furthermore, in measuring the effect of the mediation size used the value of Epsilon (v). With reference to the low mediated influence category of 0.01, moderate or moderate influence of 0.075, and high influence of 0.175. So based on the previous table, it can be concluded the results of testing indirect influences on this study, namely: (Lachowicz et al., 2018)

a. Based on the results of testing the indirect effect of the Workload variable on E-Performance mediated by Self Efficacy in the previous table, a t-count value of 2,564 was found, which is greater than the t-table of 1,985, with P Values (significance) of 0.010 < 0.05. This shows that the Workload variable has a significant effect on E-Performance through Self Efficacy. Therefore, it can be concluded that Self Efficacy acts as a significant mediating variable in the relationship between Workload and E-Performance. Furthermore, the mediating role of Self Efficacy has a low effect, indicated by an Epsilon (v) value of 0.032.

b. Based on the results of the indirect effect test of the Job Satisfaction variable on E-Performance mediated by Self Efficacy in the previous table, a t-count value of 2,428 was found, which is greater than the t-table of 1,985, with a P Values (significance) value of 0.015 < 0.05. This indicates that the Job Satisfaction variable has a significant effect on E-Performance through Self Efficacy. Therefore, it can be concluded that Self Efficacy is able to be a significant mediating variable in the relationship between Job Satisfaction and E-Performance. Furthermore, the mediating role of Self Efficacy has a low effect, as seen from the Epsilon (v) value of 0.044.

Based on the results of previous research testing on the effect of Workload and Job Satisfaction on e-Performance with Self Efficacy as a mediating variable in company employees in the South Jakarta area which has been calculated and analyzed through the SmartPLS 4.0 application, it can be explained This study reveals significant findings related to the effect of Workload, Job Satisfaction, and Self Efficacy on employee E-Performance in logistics companies in South Jakarta. The results showed that Workload did not have a significant impact on E-Performance, highlighting that other factors may be more relevant in motivating prospective employees to join companies in the region. Conversely, the findings show that Job Satisfaction plays an important role in improving E-Performance, suggesting that the application of technology in the recruitment process can create greater appeal for prospective employees.

Further analysis revealed that Workload contributes positively and significantly to E-Performance through Self Efficacy mediators as a key driver. This indicates that a positive image of the company, formed through effective handling of Workload, can substantially motivate potential employees to apply for jobs. Conversely, Job Satisfaction also has a positive influence on E-Performance, with Self Efficacy acting as a partial mediator. It emphasizes that logistics companies in South Jakarta can enhance their innovative image through the effective use of technology in recruitment, building a reputation as a modern workplace and responsive to technological developments.

Self Efficacy is identified as a key element influencing e-Performance, reflecting how the company is perceived by society and employees as a work environment that offers growth and positive opportunities. Therefore, continuous management of the development and improvement of Self Efficacy is considered a key strategy to retain and increase the interest of potential employees. As such, logistics companies in the region are expected to leverage these

findings to devise more effective strategies in increasing their attractiveness as desirable and innovative workplaces in this technological age.

5. Conclusion

Based on the results and discussion described above, it can be concluded that this study, entitled "Self-Efficacy Analysis as Mediating with Workload and Job Satisfaction Affects E-Performance: A Case Study in a Logistics Company," explores the complexity of the interaction between self-efficacy, workload, job satisfaction, and electronic performance in the context of the logistics industry. The results of this study revealed a positive relationship between the level of self-efficacy and E-Performance, suggesting that the level of confidence of individuals in their abilities plays an important role in achieving optimal results in logistics activities that use technology. On the other hand, workload is identified as a potential obstacle that can hinder the efficiency of the implementation of electronic-based logistics tasks. The mediation analysis highlights the role of self-efficacy as a significant arbiter, suggesting that individual confidence levels can moderate the impact of workload and job satisfaction on E-Performance in the logistics sector. In addition, these findings confirm that high levels of job satisfaction can make a positive contribution to electronic performance in the context of logistics companies. These conclusions provide valuable insights for logistics company management, highlighting the need to manage workloads, increase self-efficacy, and promote job satisfaction to improve logistics performance in the technological age. These practical implications can help in designing more effective management strategies to support optimal achievement of logistics objectives.

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