

**THE EFFECT OF SELF-EFFICACY AND WORKLOAD ON EMPLOYEE PERFORMANCE
THROUGH MEDIATING VARIABLES OF JOB SATISFACTION
(Case Study on Regional Financial and Asset Management Agency of West Java Province)**

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ABSTRACT. *The purpose of this study is to determine the impact of self-efficacy and workload on employee performance through the mediating variables of job satisfaction in regional financial and asset management institutions in West Java Province. The importance of knowing and analyzing employee performance is the fundamental reason for government activities and government goals in West Java Province to be achieved optimally. This study adopted a quantitative approach using primary and secondary data. The research data was collected using a questionnaire-form instrument, measured using Likert scale. The sample of this study included 122 government officials as respondents. The collected data is then analyzed gradually, starting from testing the validity and reliability of the question items on the research instrument, then testing classical assumptions so that the data can be used for the next stage. Additionally, the data were analyzed by conducting multiple regression to determine the direct impact of self-efficacy variables and workload on employee performance. The path analysis used in this study aimed to identify the indirect effects of self-efficacy variables and workload on employee performance through job satisfaction variables. The research results show that self-efficacy and workload have a significant impact on employee performance, with a determination value of 67.4%. Job satisfaction can have a positive and significant impact of 11.4%. The analysis results of the job satisfaction variable path can mediate the impact of self-efficacy and workload on employee performance.*

Key words: *Self-Efficacy; Workload; Job Satisfaction and Performance.*

INTRODUCTION

The high complexity of the role of human resources in facing change makes the field of human resource management a very strategic element in an organization. The success of an organization largely depends on the quality of its human resources. Government HR (Human Resource) Management aims to optimize the work of employees in the public sector from aspects of management functions such as planning, implementing, organizing, controlling, or supervising. One of the challenges facing organizations in the future is to create an increasingly diverse organization but at the same time demand more efficient, effective, and productive management, then the organization's dependence on high-quality human resource management will be even greater (Bruggen, 2017).

The Regional Financial and Asset Management Agency of West Java Province is a Regional Apparatus formed based on Regional Regulation No. 6 of 2016 on the Establishment and Arrangement of Regional Agencies in the Province of West Java, which

merged the responsibilities and functions of the Finance Office and the Regional Real Estate Management Office. Furthermore, to fulfill the provisions as mentioned above, the Regional Financial and Asset Management Agency also prepared a Strategic Plan for 2017-2018 which in this case combines, adjusts, and continues the Strategic Plan of the Bureau of Finance and the Strategic Plan of the Bureau of Regional Property Management that has been prepared previously (Year 2013-2018). This is an effort from the Regional Financial and Asset Management Agency in maintaining and even improving the performance achievements that have been achieved by the Bureau of Finance and the Bureau of Regional Property Management.

Furthermore, on an ongoing basis, the Regional Financial and Asset Management Agency has prepared a Strategic Plan 2018-2023 and currently refers to Minister of Home Affairs Instruction No. 52 of 2022 on Preparation of Regional Development Planning Documents for Regions Expiring in 2023 and New Autonomous Regions, which mandatorily mandates Regional Governments to prepare

Regional Development Plans for 2024-2026 as a reference in the preparation of strategic plan for regional apparatus 2024 – 2026. One of the policy directions that is a priority in the Strategic Plan of the Regional Financial and Asset Management Agency of West Java Province for 2024-2026 to increase the capacity and capability of Apparatus Resources (ASN), this is certainly a form of organizational commitment in improving service quality and efforts to achieve organizational goals effectively, efficiently, and optimally.

Efforts to achieve organizational goals as stated in the vision and mission of the local government and the strategic plan of the Regional Financial and Asset Management Agency will certainly be greatly influenced by organizational performance. Furthermore, organizational performance will certainly depend on how individuals in the organization perform, both structurally and functionally.

Based on Presidential Directive No. 7 of 1999 on Accountability for Performance of Government Agencies Each Government Agency is an Integral Part of the Administration of the State Government is required to account Carry out its primary mission and functions and have the authority to manage resources in accordance with strategic plans established by each agency. The Regional Financial and Asset Management Agency of West Java Province has the obligation to prepare a Performance Accountability Report for Government Agencies which is complemented by performance determination in accordance with the Regulation No. 29 of 2010 of the Minister on Strengthening the Reform of State Machinery and Bureaucracy on the Guidelines for the Preparation of Performance Assessment and Performance Accountability Reports of Government Agencies.

Based on data on the realization of the performance achievements of the Regional Financial and Asset Management Agency of West Java Province in 2021 and 2022, the achievement of the Key Performance Indicators from Regional Financial and Asset Management Agency achieved the main target of achieving an Unqualified Fair Opinion on

financial statements. In the process of auditing financial statements carried out by the Auditor, in this case carried out by the Audit Board, there are 4 main dimensions tested by the auditor, namely compliance with government accounting standards, appropriate disclosures, compliance with laws and regulations, and effectiveness of internal control systems.

In addition, the achievement of key performance indicators at the Regional Financial and Asset Management Agency of West Java Province is also supported by several tiered performance indicators at the level of program performance indicators, activity performance and sub-activity performance.

The Covid-19 pandemic that has occurred since early 2020 and until now has turned into an endemic has indirectly brought many changes in the structure, culture, and procedures in the operationalization of the organization. one of them is the change in work patterns and culture since the implementation of Work from Home. Changes in work from home patterns provide new nuances in achieving organizational performance. The implementation of the work from homework pattern that is carried out can be likened to a double-edged knife, where there is a state civil apparatus that has high self-belonging to work able to continue to contribute to the achievement of organizational goals, while on the other hand there is a state civil apparatus that positions the implementation of work from home like a holiday without workload.

On the same occasion, Based on the results of the researcher's interviews with the Secretary of the Regional Financial and Asset Management Agency of West Java Province, who ex officio concurrently serves as an official of personnel guidance within the scope of BPKAD West Java, based on the results of an evaluation of employee performance targets for 2021 – 2022, several phenomena related to the personal performance of civil servants were found, including:

1. Many employees complete work with low quality work and the quantity of work that does not meet the work targets that have been set.

2. Many employees are less responsible in completing their work.
3. Many employees are less able to coordinate with other employees and lack the initiative to complete work according to the time set by the leadership.
4. Many employees feel uncomfortable with the work environment so that employees lack enthusiasm in completing work.
5. There are employees who like challenges and have a strong desire to succeed, but some seem to have mediocre efforts.
6. Employees are not responsive in doing additional work received by employees outside of the standard work owned by the employee.
7. Many employees lack expertise in accordance with the main duties and functions of the field.

Paying attention to this, researchers tried to see and measure the relationship between BPKAD performance achievement through several theoretical approaches, the first seen from the aspect of self-efficacy of BPKAD employees, the second from the workload received by BPKAD employees, and the third seen from the aspect of performance satisfaction.

LITERATURE REVIEW

Employee Performance

Performance is the overall result of a person during a certain period in carrying out tasks, such as work standards, targets or target criteria that have been determined in advance and have been mutually agreed upon (Veithzal, 2017: 97).

Employee performance is more than just information that provides companies with information for promotions or setting wages. But how companies motivate employees and create plans to correct performance declines can be avoided. It is necessary to evaluate employee performance and provide employees with good opportunities to achieve their career plans in terms of strengths and weaknesses, so that companies can determine salaries, provide

promotions, and can see employee behavior (Johari et al., 2018).

As Wirawan (2019: 5) said that performance is the output produced by the functions or indicator indicators of a job or a profession in a certain time.

Self Efficacy

Bandura (1997: 3) perceived Self-efficacy is the belief in one's ability to organize and execute the courses of action required to deal with future situations. Efficacy beliefs influence how people think, feel, motivate themselves, and behave".

Furthermore, Woolfolk in Amalia and Pramusinto (2020: 17) "Self Efficacy is a person's beliefs about the competencies he has in a particular field. So that with confidence in one's abilities, it is expected to increase one's interest". Another opinion that can explain the concept of self-efficacy can be seen from the opinion of Kaakeh et al., (2020) which gives the view that "Self-efficacy is a belief that exists in a person that affects the amount of motivation. Self-efficacy is very important for a person because a belief in one's self is very useful in the future."

Workload

Mardiyanto (2018) defines workload as the amount of work that must be carried by a position/organizational unit and is the product between work volume and time norms. In line with this opinion, Moekijat, (2018) argues: "Workload is something that must be completed by a group or someone in a certain time to be seen in an objective and subjective point of view. Objectively, workload can be translated as the total time spent or the sum of all activities used. Meanwhile, from a subjective point of view, workload is a measure/benchmark used by someone to statements about the burden of excessive work, measures of work pressure, and satisfaction from the work".

Not only that, but workload can also be interpreted as a description of tasks in the list of

jobs, responsibilities, reporting relationships, and working conditions (Dessler, 2017: 169). Workload is an activity in processing information needed to perform a task with the aim of achieving expectations and available capacity in accordance with existing provisions (Ghalenoei et al., 2022). Workload is also a perceived relationship between the amount of mental processing ability or resources and the amount required by workers (Gray & Nowland, 2018).

Workload refers to the intensity of the work assignment. This is a source of mental pressure for employees to be able to complete the work given. Workload is the number of work targets, or the results of targets achieved on the average type of work (Anasi, 2020).

Job Satisfaction

According to Kreitner and Kinicki (2019: 271): Job satisfaction is "the effectiveness or emotional response to various aspects of work.". Davis and Newstrom (1985: 105) describe "job satisfaction is a set of employee feelings about whether or not their job is pleasant". In line with the above opinion, Robbins (2017: 78) describes job satisfaction as "a general attitude towards a person's job that shows a difference between the amount of appreciation workers receive and the amount they believe they should receive". Job satisfaction is an affective or emotional response to various facets or aspects of a person's work, so job satisfaction is not a single concept.

A person may be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. Job Satisfaction is the (positive) attitude of workers towards their work, which arises based on an assessment of the work situation (Pio, 2022).

RESEARCH METHODOLOGY

The research object contains two variables examined in this study, namely the independent variable, the dependent variable and the mediation variable. The position of self efficacy variable (X1) and workload (X2) as independent variables, while employee performance variable (Y) as the dependent variable and work satisfaction as mediating variables. The subjects of this study are employees in the Regional Financial and Asset Management Agency of West Java Province. The population in this study is all employees within the Regional Financial and Asset Management Agency of West Java Province. The sampling method used was random sampling, so the sample size used in this study was 122 national civil servants.

Research methods used in this study is an explanatory survey method. This method aims to explain the relationship between variables through hypothesis testing. Sugiyono (2017: 9) states that the explanatory survey method is used to explain the cause-and-effect relationship between two or more variables through hypothesis testing. Meanwhile, according to Abdurahman, et al. (2018: 19), survey research methods are quantitative studies, and surveys generally use Questionnaire as a data collection tool. Using this method, the author will collect data by distributing questionnaires to understand the relationships between the four variables, namely self efficacy variable (X1), workload variable (X2), work satisfaction variable (Z) and employee performance variable (Y). Based on this description, the author conducted field observations to obtain research data that is in line with the research objectives, namely knowing the effect of self-efficacy and workload on employee performance through variations in job satisfaction mediation within the Regional Financial and Asset Management Agency of West Java Province.

Based on the framework of thought described, the conceptual model of this study can be illustrated as follows:

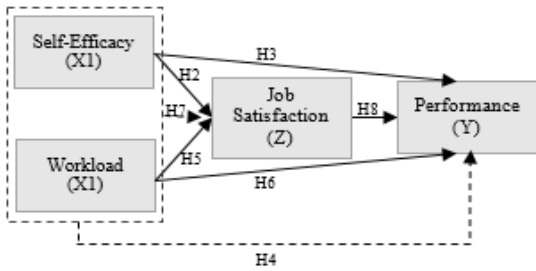


Figure 1 Conceptual Framework of Research

Research Hypothesis:

- H1: There are conditions of self-efficacy, workload, job satisfaction and employee performance at the Regional Financial and Asset Management Agency of West Java Province.
- H2: Self-efficacy has an influence on the performance of employees of the Regional Financial and Asset Management Agency of West Java Province.
- H3: Workload has an influence on the performance of employees of the Regional Financial and Asset Management Agency of West Java Province.
- H4: Self efficacy and workload have an influence on the performance of employees of the Regional Financial and Asset Management Agency of West Java Province.
- H5: Self efficacy has an influence on the job satisfaction of employees of the Regional Financial and Asset Management Agency of West Java Province.
- H6: Workload has an influence on job satisfaction of The Regional Financial and Asset Management Agency of West Java Province.
- H7: Self efficacy and workload have an influence on job satisfaction of the Regional Financial and Asset

Management Agency of West Java Province.

H8: Job satisfaction has an influence on the performance of employees of the Regional Financial and Asset Management Agency of West Java Province.

RESULT

Respondent Characteristics

Tabel 1. Characteristics of Responders by Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	69	57%	57%	57%
	Female	53	43%	43%	100%
	Total	122	100%	100%	

Source: Research Data, 2023

Based on Table 1, It is understood that there are more male respondents than female respondents. The number of male respondents was 69, accounting for 57%, and the number of female respondents was 53, accounting for 43%.

Tabel 2. Characteristics of Responders by Age Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<25 years	19	16%	16%	16%
	25-35 years	42	34%	34%	50%
	36-45 years	23	19%	19%	69%
	46-50 years	21	17%	17%	86%
	>50 years	17	14%	14%	100%
	Total	122	100%	100%	

Source: Research Data, 2023

Based on Table 2, It is understood that compared to other age groups, the highest number of respondents are between 25 and 35 years old, which is 42 people or 34%. Ages less than 25 years as many as 19 people or 16%, 26-45 years old as many as 23 people or 19%, 46-50 years old as many as 21 people or 17% and employees over 50 years old as many as 17 people or 14%. The data shows that the number of employees with mature age is higher than employees under the age of 25 years. So, it is expected to provide accurate data to describe the condition of self-efficacy in employees at BPKAD West Java Province.

Tabel 4.3

Characteristics Responders by Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SMA/Sederajat	9	7%	7%	7%
Diploma	27	22%	22%	29%
Sarjana (S1)	63	52%	52%	81%
Magister (S2)	23	19%	19%	100%
Doktor (S3)	0	0%	0%	
Total	122	100%	100%	

Source: Research Data, 2023

Based on Table 4.3, It is understood that compared with other academic qualifications, the number of respondents with a bachelor's degree is the largest, at 63 people, accounting for 52%. Then high school graduates/equivalent have the least number of respondents, which is only 9

people or 7%. Employees with diploma education level as many as 27 people or 22% and master level (S2) as many as 23 people or 19%.

Tabel 4.4

Characteristics Responders by Working Period

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <2 tahun	18	15%	15%	15%
3-4 tahun	32	26%	26%	41%
5-6 tahun	33	27%	27%	68%
>6 tahun	39	32%	32%	100%
Total	122	100%	100%	

Source: Research Data, 2023

Based on Table 4.4, it is known that most employees have worked for more than six years, namely 39 people or 32%. Then the working period of 3-4 years is 32 people or 26%, the working period of 5-6 years is 33 people or 27% and the working period is under two years which is 18 people or 15%.

Validity and Reliability Test

The validation of questionnaire items was conducted with the assistance of SPSS version 28. Based on the questionnaire administered to 122 respondents at the Regional Financial and Asset Management Agency of West Java Province, data on respondents answers were collected to describe the conditions related to the variables and other information related to this research. The data collected are as follows.

Tabel 5.

Research Instrumental Validity Test

Variabel	No. Item	R hitung	R tabel	Information
Self Efficacy (X1)	X1.1	0.598	0.1764	Valid
	X1.2	0.476	0.1764	Valid
	X1.3	0.472	0.1764	Valid
	X1.4	0.434	0.1764	Valid
	X1.5	0.533	0.1764	Valid

	X1.6	0.714	0.1764	Valid
	X1.7	0.632	0.1764	Valid
	X1.8	0.625	0.1764	Valid
	X1.9	0.546	0.1764	Valid
	X1.10	0.508	0.1764	Valid
	X1.11	0.462	0.1764	Valid
	X1.12	0.192	0.1764	Valid
Workload (X2)	X2.1	0.707	0.1764	Valid
	X2.2	0.454	0.1764	Valid
	X2.3	0.510	0.1764	Valid
	X2.4	0.558	0.1764	Valid
	X2.5	0.502	0.1764	Valid
	X2.6	0.670	0.1764	Valid
	X2.7	0.648	0.1764	Valid
	X2.8	0.537	0.1764	Valid
	X2.9	0.565	0.1764	Valid
	X2.10	0.451	0.1764	Valid
Job Satisfaction (Z)	Z.1	0.846	0.1764	Valid
	Z.2	0.873	0.1764	Valid
	Z.3	0.715	0.1764	Valid
	Z.4	0.713	0.1764	Valid
	Z.5	0.655	0.1764	Valid
	Z.6	0.781	0.1764	Valid
	Z.7	0.728	0.1764	Valid
	Z.8	0.752	0.1764	Valid
	Z.9	0.729	0.1764	Valid
	Z.10	0.658	0.1764	Valid
	Z.11	0.732	0.1764	Valid
	Z.12	0.530	0.1764	Valid

Performance (Y)	Y.1	0.524	0.1764	Valid
	Y.2	0.437	0.1764	Valid
	Y.3	0.480	0.1764	Valid
	Y.4	0.398	0.1764	Valid
	Y.5	0.551	0.1764	Valid
	Y.6	0.574	0.1764	Valid
	Y.7	0.558	0.1764	Valid
	Y.8	0.621	0.1764	Valid
	Y.9	0.549	0.1764	Valid
	Y.10	0.530	0.1764	Valid
	Y.11	0.365	0.1764	Valid
	Y.12	0.443	0.1764	Valid

Source: Research Data, 2023

Validity test results based on research instruments, it is evident that the variables of organizational culture, work motivation, and employee performance have calculated "r" values greater than the critical "r" value ($r_{hitung} > r_{Table}$), indicating that the research instrument

used is valid. Furthermore, all significance values in the SPSS output (Version 28) are less than 0.05 ($0.000 < 0.05$). Therefore, all the questionnaire items in this research instrument are considered valid.

Table 6. Research Instrumental Reliability Test

Variabel	Nilai Cronbach's Alpha	Cut of Value	Information
Self Efficacy (X1)	0.830	0.6	Reliabel
Workload (X2)	0.828	0.6	Reliabel
Job Satisfaction (Z)	0.872	0.6	Reliabel
Performance (Y)	0.832	0.6	Reliabel

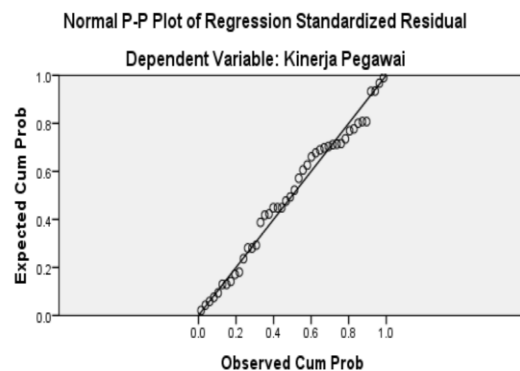
Source: Research Data, 2023

Based on Table 6. and judging from the reliability test results output using SPSS version 28, the Cronbach alpha values of variables such as self-efficacy, workload, job satisfaction, and employee performance are all higher than the cutoff value (>0.6). Therefore, the research instrument used is considered reliable or consistent and is suitable for use in subsequent research.

Normality test

The normality test is used to determine whether the regression model used has residuals distributed normally. In a regression, if non-normally distributed residuals are found, it can result in a poor, inconsistent, or inefficient regression model. The normality test of data aims to ensure that the sample data comes from a population with a normal distribution. In this normality test, the Kolmogorov-Smirnov Test method is used. The test is conducted by comparing the maximum deviation values obtained from the variable calculations with the Asymp. Sig (2-tailed) value at an alpha level of 0.05. If the absolute value of the maximum deviation is less than the Kolmogorov-Smirnov table value and the Asymp. Sig (2-tailed) value is greater than the specified alpha (0.05), it can be concluded that the variable data is not normally distributed. The normality test using the Kolmogorov-Smirnov Test method was conducted with the assistance of the SPSS V. 28 software program. The results of the normality test through graphical

representation can be seen in the following figure.



Source: Processed data, 2023

Figure 1. Normality Test

Based on the scatter plot line in figure 4.2, The propagation points follow and are located around the diagonal, so it can be concluded that the processed data is normally distributed data, so this study satisfies the normality test.

Multicollinearity Test

To detect the presence of multicollinearity in a regression model, you can examine the tolerance and variance inflation factor (VIF) values. If the tolerance value is less than 0.1 or the VIF is greater than 10, it indicates the presence of multicollinearity. On the other hand, if the tolerance value is greater than 0.1 or the VIF is less than 10, it indicates that there is no multicollinearity. The test for multicollinearity was conducted with the assistance of SPSS V. 28 software program, and the results are presented in Table 7. as follows.

Table .7
Multicollinearity Test Results

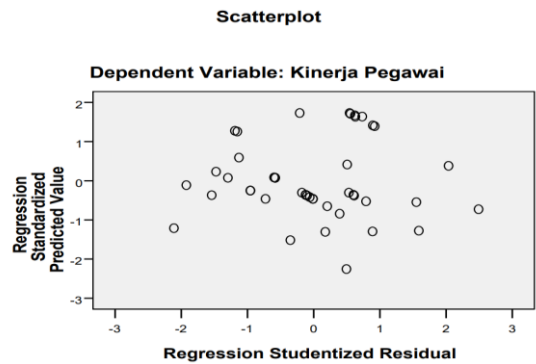
No	Variabel	N	Coliniery Statistic		Keterangan
			Tolerance	VIF	
1	Self Efficacy	122	0,609	1,642	Tidak Terjadi Multikolinearitas
2	Workload	122	0,615	1,627	Tidak Terjadi Multikolinearitas
3	Job Satisfaction	122	0,905	1,105	Tidak Terjadi Multikolinearitas

Source: Research Data, 2023

Judging from the results of the multicollinearity test, the tolerance value of the self-efficacy variable (X1) is 0.609, the workload (X2) is 0.615, and the job satisfaction (Z) is 0.905, that is, >0.100. Likewise, the VIF value shows that the VIF value of the variables self-efficacy (X1) is 1.642, workload (X2) is 1.627 and job satisfaction (Z) is 1.105 which means <10. So, it can be concluded that the indication of the existence of multicollinearity in the regression equation is not proven. In other words, no multicollinearity occurs in equations or relationships that occur between independent variables can be tolerated so that it will not interfere with regression results.

Heteroscedasticity Test

The purpose of the heteroskedasticity test is to determine whether the samples were correctly drawn from the corresponding population, or in other words, to check whether the regression residuals have unequal variances. A regression model that exhibits heteroskedasticity will yield biased parameters, leading to errors in its treatment. A good model should exhibit homoskedasticity, meaning there is no heteroskedasticity present. Using the SPSS V. 28 software program, The results of the Heteroskedasticity Test can be found in the table of coefficients that interprets the results of the Heteroskedasticity Test (also called the Glejser test). In this test, the variable Abs_RES serves as the dependent variable. The results of the heteroskedasticity test are shown in the table below.



Source: Processed data, 2023

Figure 2. Heteroscedasticity Test Result

In figure 2. The points are randomly distributed with no pattern between the zero point, above and below the zero line, and above and below the zero line. This suggests or can be inferred that the regression model is not heterogeneous.

DISCUSSION

The Effect of Self-Efficacy (X1) on Employee Performance (Y) at the Regional Financial and Asset Management Agency of West Java Province.

Tabel 4.8
Regression Test Results of X1 on Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.637	3.151		4.328	.000
	Self_Efficacy	.717	.066	.706	10.916	.000

a. Dependent Variable: Performance
Source: Data processed (2023)

Generally speaking, the formula of the linear regression equation is $Y = a + bX$. To find the values of the regression coefficients in this study, see the output in Table 4.8.

a = Constant for nonstandard coefficients. In this case, the value is 13,637. This number is a constant, meaning that in the absence of self-efficacy (X1), the consistent value for employee performance (Y) is 13,637.

b = The number of regression coefficients. The value is 0.717. This number means that for every 1% increase in self-efficacy (X1), employee performance (Y) increases by 0.717. Based on the positive value of the regression coefficient, it can be said that self-efficacy (X1) has a positive impact on employee performance (Y), so the regression equation is $Y = 13,637 + 0.717X1$.

The Effect of Workload (X2) on Employee Performance (Y) at the Regional Financial and Asset Management Agency of West Java Province.

Tabel 4.9
Regression Test Results of X2 on Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.202	2.233		8.116	.000
	Work_Load	-.710	.051	-.761	13.180	.000

a. Dependent Variable: Performance
Source: Data processed (2023)

Generally speaking, the formula of the linear regression equation is $Y = a + bX$. To find the values of the regression coefficients in this study, see the output in Table 4.9.

a = constant number of unstandardized coefficients. In this case, the value is 18,202. This number is a constant, meaning that without workload (X2), the consistent value for employee performance (Y) is 18,202.

b = number of regression coefficients. Its value is -0.710. This number means that for every 1% increase in workload (X2), employee performance (Y) decreases by -0.710.

According to the negative value of the regression coefficient, it can be said that workload (X2) has a negative impact on employee performance (Y), so the regression equation is $Y = 18.202 - 0.710X2$.

The Effect of Self-Efficacy (X1) and Workload (X2) on Employee Performance (Y) at the Regional Financial and Asset Management Agency of West Java Province

Tabel 4.10
Regression Test Results of the Effect of X1 and X2 on Y

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.911	2.592		3.437	.001
	Work_Load	-.725	.064	-.539	8.211	.000
	Self_Efficacy	.381	.067	.375	5.717	.002

a. Dependent Variable: Performance
Source: Data processed (2023)

Generally speaking, the formula of the multiple linear regression equation is $Y = a + bX1 + bX2$. To find the values of the regression coefficients in this study, see the output in Table 4.10.

a = constant number of unstandardized coefficients. In this case, the value is 7,911. This number is a constant, meaning that the consistent value for employee performance (Y) without self-efficacy (X1) and without workload (X2) is 7,911.

$b1$ =number of regression coefficients. The value is 0.381. This number means that for every 1% increase in self-efficacy (X1), employee performance (Y) increases by 0.381. $b2$ =number of regression coefficients. Its value is -0.725. This number means that for every 1% increase in workload (X2), employee performance (Y) decreases by -0.725.

According to the positive value of the regression coefficient, it can be said that self-efficacy (X1) and workload (X2) have a positive impact on employee performance (Y). Therefore the regression equation is $Y = 7.911 + 0.525X1 - 0.725X2$.

Effect of Self-Efficacy (X1) on Job Satisfaction (Z)

Tabel 4.11
Regression Test Results of X1 on Z
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.159	7.360		3.146	.002
	Self_Efficacy	.499	.153	.285	3.251	.001

a. Dependent Variable: Work_Satisfaction
Source: Data processed (2023)

Generally speaking, the formula of the linear regression equation is $Y = a + bX$. To find the values of the regression coefficients in this study, see the output in Table 4.11.

a = constant number of unstandardized coefficients. In this case, the value is 23,159. This number is a constant, meaning that in the absence of self-efficacy (X1), the consistent value for job satisfaction (Z) is 23,159.

b = number of regression coefficients. The value is 0.499. This number means that for every 1% increase in self-efficacy (X1), job satisfaction (Z) increases by 0.499. According to the value of the positive regression coefficient, it can be said that self-efficacy (X1) has a positive impact on job satisfaction (Z), so the regression equation is $Y=23.159+0.499X2$.

The Effect of Workload (X2) on Job Satisfaction (Z)

Tabel 4.12
Regression Test Results of X2 on Z
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	29.137	5.867		4.966	.000
	Work_Load	.453	.148	.289	3.060	.003

a. Dependent Variable: Work_Satisfaction
Source: Data processed (2023)

Generally speaking, the formula of the linear regression equation is $Y = a + bX$. To find the values of the regression coefficients in this study, see the output in Table 4.12.

a = constant number of unstandardized coefficients. In this case, the value is 29,137. This number is a constant, meaning that with no

workload (X2), the constant value of job satisfaction (Z) is 29,137.

b = number of regression coefficients. The value is 0.453. This number means that for every 1% increase in workload (X2), job satisfaction (Z) increases by 0.453. According to the positive value of the regression coefficient, it can be said that workload (X2) has a positive impact on job satisfaction (Z), so the regression equation is $Y=29.137+0.453X2$.

Effect of Self-Efficacy (X1) and Workload (X2) on Job Satisfaction (Z)

Tabel 4.13
Regression Test Results of the Effect of X1 and X2 on Z
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.864	7.521		2.774	.004
	Work_Load	.255	.186	.152	1.374	.002
	Self_Efficacy	-.336	.193	-.192	-1.736	.001

a. Dependent Variable: Work_Satisfaction
Source: Data processed (2023)

Generally speaking, the formula of the multiple linear regression equation is $Y = a + bX1 + bX2$. To find the values of the regression coefficients in this study, see the output in Table 4.13.

a = constant number of unstandardized coefficients. In this case, the value is 20,864. This number is a constant, meaning that without self-efficacy (X1) and workload (X2), the consistent value for job satisfaction (Z) is 20,864.

$b1$ =number of regression coefficients. The value is 0.225. This number means that for every 1% increase in self-efficacy (X1), job satisfaction (Z) increases by 0.225.

$b2$ =number of regression coefficients. The value is -0.336. This number means that for every 1% increase in workload (X2), job satisfaction (Z) decreases by -0.336.

Based on the positive value of the regression coefficient, it can be said that self-efficacy (X1) has a positive impact on job satisfaction (Z), and workload (X2) has a negative impact on job satisfaction (Z), so the

regression equation is $Y = 20.864 + 0.225X1 - 0.336X2$.

Effect of Job Satisfaction (Z) on Employee Performance (Y)

Tabel 4.14
Regression Test Results of the Effect of Z on Y
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
	(Constant)	38.484	2.339	16.452	.000
	Work_Satisfaction	.202	.050	.349	.000

a. Dependent Variable: Performance
Source: Data processed (2023)

Generally speaking, the formula of the linear regression equation is $Y = a + bX$. To find the values of the regression coefficients in this study, see the output in Table 4.14.

a = constant number of unstandardized coefficients. In this case, the value is 38,494. This number is a constant, meaning that in the absence of job satisfaction (Z), the consistent value for employee performance satisfaction (Y) is 38,494.

b = number of regression coefficients. The value is 0.202. This number means that for every 1% increase in job satisfaction (Z), employee performance (Y) increases by 0.202. According to the value of the positive regression coefficient, it can be said that job satisfaction (Z) has a positive impact on employee performance (Y), so the regression equation is $Y = 38.494 + 0.202X2$.

The Effect of Self-Efficacy Variables (X1), Workload (X2) Through Job Satisfaction (Z) on Employee Performance (Y) in the Regional Financial and Asset Management Bada of West Java Province

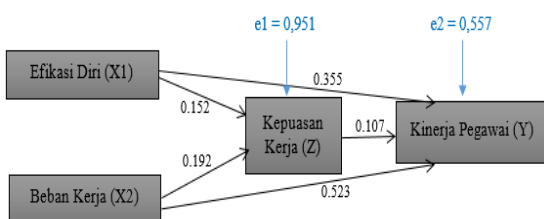


Figure 3.

According to the influence of X1 to Z on Y: it can be seen that the direct influence of X1 on Y is 0.355. And the indirect effect of X1 on Y through Z is the beta value of Z on Y and then the total indirect effect is: $0.355 + 0.016 = 0.371$. According to the calculation results, the direct impact value is 0.355, which is 35.5%, and the indirect impact value is 0.016, which only accounts for 1.6%, but the job satisfaction variable still contributes an additional 1.6%. Therefore, this study found that the direct effect of self-efficacy on the performance of BPKAD employees in West Java Province is greater than its indirect effect (through job satisfaction).

Based on the effect of XZ on Y through Z: It is known that the direct effect of XZ on Y is 0.523. And the indirect effect of XZ on Y through Z is the beta value of Z on Y and then the total indirect effect is: $0.523 + 0.021 = 0.544$. According to the calculation results, the direct impact value is 0.523, or 52.3%, and the indirect impact value is 0.021, accounting for only 2.1%, but the job satisfaction variable still contributes an additional 2.1%. Therefore, this study found that the direct effect of workload on employee performance is greater than the indirect effect (through job satisfaction) on BPKAD employees in West Java Province.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results and discussion of the research, several conclusions can be drawn as follows:

1. Based on descriptive analysis, this study shows that the self-efficacy, workload, job satisfaction and employee performance status of BPKAD in West Java Province are at medium levels, so there is a need to increase the difference in self-efficacy and workload to improve workload . Influence improves employee job satisfaction, thereby improving employee performance.
2. According to direct research results, BPKAD West Java Province self-efficacy has a significant impact on employee performance with a value of 49.8%, while

- others are affected by other factors that are not included in the research variables.
3. According to the results of the study, BPKAD West Java workload has a direct impact on employee performance with a value of 59.2% and some other factors are affected by other factors that are not included in the study variables.
 4. The research results show that self-efficacy and workload have a significant impact on performance at the same time, with a value of 68.0%, and are partially affected by other factors not included in the research variables.
 5. According to the direct research results, self-efficacy has a significant impact on employee job satisfaction in BPKAD West Java Province, with a value of only 8.1%, while others are affected by other factors that are not included in the research variables.
 6. The results of the study show that workload has a direct and significant impact on job satisfaction of BPKAD employees in West Java Province, with a value of only 7.2%, while other factors are affected by other factors not included in the study variables.
 7. According to the results of the same period of research, self-efficacy and workload have a significant impact on the job satisfaction of BPKAD West Java employees, with a value of only 9.5%, and are partially affected by other factors not included in the study variables.
 8. According to direct research results, BPKAD West Java Province job satisfaction has a significant impact on employee performance, its value is only 12.20%, and some other factors are affected by other factors that are not included in the research variables.
- Based on these conclusions, the researcher recommends the following:
1. According to direct research results, BPKAD West Java Province job satisfaction has a significant impact on employee performance, its value is only 12.20%, and some other factors are affected by other factors that are not included in the research variables.
 2. Organizational leaders are advised to be able to provide clear goals and expectations: This will provide a clear understanding of what is expected of employees and will help them set achievable targets for themselves.
 3. Organizational leaders are advised to improve skills development: Investing in training programs that focus on improving employees' skills and competencies will not only improve their self-efficacy but also their job performance. Training programs should include experiential exercises and role-playing activities to provide employees with a "guided mastery experience."
 4. Organizational leaders are advised to encourage supportive and positive relationships: Encouraging open and two-way communication between leaders and employees will help build mutual trust and create a supportive environment.
 5. Organizational leaders are advised to be able to provide resources and support: Ensure that employees have the resources, tools, and support necessary to perform their duties effectively. This can include providing access to technology, offering mentoring or coaching programs, and creating a culture that encourages collaboration and teamwork.
 6. Organizational leaders are advised to appreciate success: Acknowledge and celebrate employee achievements and successes. through formal recognition programs, awards, or even simple expressions of thanks.
 7. Organizational leaders are advised to promote a growth mindset: Organizational leaders should encourage employees to adopt a growth mindset, which is the belief that skills and abilities can be developed through dedication and hard work. By cultivating a growth mindset, employees are more willing to face and accept challenges learning opportunities, and strive to continually improve.
 8. Organizational leaders are advised to be able to divide work proportionally for all employees, this will provide a sense of

justice and security to all employees, so that they can work optimally for the achievement of personal goals and organizational goals.

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