

RESEARCH ARTICLE

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THE ROLE OF COMPETENCE, EMPLOYEE BEHAVIOR AND SELF -EFFICACY THROUGH EMPLOYEE PERFORMANCE THROUGH JOB MOTIVATION IN PT SANFREMY PRATAMA, MEDAN

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Abstract

Human Resources Trained and skilled from the best education, the very large role of an employee is the most important element. Therefore, the Board of Directors of PT Sanfremy Pratama, Medan continuously provides policies for employees to the income level of an employee which aims to make employees competitive and able to create profitability for PT Sanfremy Pratama, Medan. The purpose of this study is to analyse: (1) Knowing the role of Competence, Employee Behaviour and Self-Efficacy Through Employee Performance at PT Sanfremy Pratama, Medan. (2) Employee Motivation as Moderator on Competence, Employee Behaviour and Self-Efficacy At Raja Tanah Plantation PT SANFREMY PRATAMA, MEDAN . With A Total Population Of 323 People, A Sample Of 179 People Was Obtained With A Tolerance Level Of 0.05 With Accidental Sampling Technique. The analytical technique used is Path Analysis with the help of the Smart PLS 3.0 Program. The results show that: The Conclusion of This Study, Either Directly Or Indirectly, Through Job Motivation, Employee Competence And Behaviour Variables Play A More Significant Role In Employee Performance Than Self -Efficacy Variables. The Implication Of This Research Is That It Is Necessary To Increase Self-Efficacy Attitudes.

Keywords Competence, employee behavior, self -efficacy through employee performance.

INTRODUCTION

Every activity economics and business need Power push to improve productivity and progress company , no except for companies . One of PT SANFREMY PRATAMA, MEDAN must have competent human resources , where competence employee Still Not yet be the main thing . Because still many human resources were appointed Because exists connection kinship , so influence culture organization at PT SANFREMY PRATAMA, MEDAN and influence behavior employees in carrying out his task . Employees are no longer assessed based on ability , but rather through exists

intense relationship , so that those who are promoted and have rank is the employee who has kinship , so Lots employees in low management feel he capable but evaluation superior different , so cause efficacy self employee low or weakened , so influence decline motivation employees and consequences to decreased employee performance in carrying out their duties, so happen decline productivity working at PT SANFREMY PRATAMA, MEDAN finally affecting the financial performance of PT SANFREMY PRATAMA, MEDAN as well decline price commodity plantations , as well The

Covid pandemic has also greatly affected organizational performance and the overall performance of PT SANFREMY PRATAMA, MEDAN.

LITERATURE REVIEW

Competence

(Busro, 2020; Ade Sitorus, Anas And Parlindungan Sihombing, 2022) competency is part of the abilities that must be possessed by employees or workers as a means to create competition and improve the employee's performance and the company's performance. (Suwinardi, 2017; Lase, Sandi Hati, Dakhi, Yohanes and Buulolo, 2021) competency is an employee's ability to improve innovative and creative skills, so that he can differentiate himself from others with the aim of improving company performance.

Employee Behavior

(Winanti, 2011; Darmawan, 2013) Employee behavior is the actions of individual employees in responding to the tasks and responsibilities given, where these actions reflect the work culture that exists within the company or organization. (Ni Nyoman Sarminingsih, I Gede Gama, no date; Chen, Hu and King, 2018) employee behavior also reflects the behavior of the organization that is formed, where employee behavior is an action carried out in the work environment that influences the running of the organization in the coming year and make this action an evaluation in improving the employee's performance (Kamrin, 2018; Intan Fandini and Sunariani, 2020) .

Self-Efficacy

(Sayekti and Kartika, 2016; Islami, 2017) Self-efficacy is an action that exists in employees who always feel that they have something more compared to other employees. (Pandji Anoraga, 2014; Riyadi, 2021) Self-efficacy is something experienced by employees or workers, where workers feel that they have more ability to carry out their duties and responsibilities well.

Work motivation

(Bangun, 2017; Nelfianti, Yuniasih, 2018; Busro, 2020) Work motivation is an encouragement

within employees to always complete their work well so that they can be assessed and able to encourage increased performance of employees and the company or organization. (Bahri And Chairatun Nisa, 2017; Ade Sitorus, Anas And Parlindungan Sihombing, 2022) work motivation is an effort from within the employee himself to complete work with clear, measurable and effective rules in order to increase the company's work productivity, so that it increases and produces good performance.

Employee Performance

(Mathis and Jackson, 2012; Sudarmanto, 2015; Yusuf, 2019) employee performance will emerge if there is an assessment that the work carried out is in accordance with the directions given by the company management, where the assessment carried out is aligned with the company's ability to improve its performance. (Akbar, 2018; Sari, Asri and Medina, 2020) Employee performance is the highest form of achievement of final completion of employee duties and obligations in translating the instructions given, so that satisfactory performance can be achieved by the company or organization.

RESEARCH METHODS

The method used in this research is a quantitative research method using the Path Analysis method using PLS 3.0, where Santosa (2018) quantitative research method using the Path Analysis method is a research method with statistical techniques which is a combination of factors and correlation, where this method is carried out to test the relationship between variables and their influence both directly and indirectly .

Population and Sample

The population in this study is all employees of PT SANFREMY PRATAMA, MEDAN, totaling 323 people, with the sampling technique being accidental sampling, where (Syahrums and Salim (2012) the accidental sampling method is a sampling method, where samples are taken based on the presence of the object to be researched at the research site. The number of samples in this

study was 179 employees of PT SANFREMY PRATAMA, MEDAN with an error rate of 0.05.

The results of the R Square test (R²) of the influence of the independent variable on the dependent variable are as follows:

RESEARCH RESULTS

R, Square (R²) Test Results

The Influence of Competency, Employee Behavior and Self-Efficacy on Employee Performance

Table 1. R Test between Independent Variables and Dependent Variables

Items	R Square	R Square Adjusted
Employee Performance of PT Sanfremy Pratama, Medan	0.788	0.718

Source: PLS 202 Data Processing Results 3

From the R Square results, a value of 0.788 is obtained, where this value means that the variables of competence, employee behavior and self-efficacy have a strong influence on employee performance variables of 78.8%, where the

remaining 21.2% is influenced by other factors outside those discussed in this research.

The Influence of Competency, Employee Behavior and Self-Efficacy on Employee Motivation

Table 2. R Test between Independent Variables and Intervening Variables

Items	R Square	R Square Adjusted
PT SANFREMY PRATAMA Employee Motivation, MEDAN	0.775	0.752

Source: 2023 PLS Data Processing Results

From the R Square results, a value of 0.755 is obtained, where this value means that the variables of competency, employee behavior and self-efficacy have a strong influence on the variable of employee motivation to complete work, amounting

to 75.5%, where the remaining 24.5% is influenced by other factors outside discussed in this research.

The Influence of Employee Motivation on Employee Performance

Table 3. R Test between Intervening Variables and Dependent Variables

Item	R Square	R Square Adjusted
Motivasi Karyawan PT SANFREMY PRATAMA, MEDAN	0.802	0.835

Source: 2023 PLS Data Processing Results

From the R Square results, a value of 0.802 was obtained, where this value means that the variable employee motivation to complete work influences employee performance by 80.2%, where the remaining 25.5% is influenced by other factors

outside those discussed in this research.

F test

The Influence of Competency, Employee Behavior and Self-Efficacy on Employee Performance

Table 4. R Test between Independent Variables and Dependent Variables

	db	JK	KT	F	Sig. F
Regression	3	8,235	6,235	12 3,040	0.00 0
Residual	175	0.356	0.065		
Total	179	7,591			

Source: 2023 PLS Data Processing Results

Based on the table above, it can be concluded that the sig. F of 0.001 is smaller than the significance level of 0.005, which means that simultaneously the competency variables, employee behavior and

self-efficacy have a strong influence on employee performance variables.

The Influence of Competency, Employee Behavior and Self-Efficacy on Employee Performance

Table 5. R Test between Independent Variables and Intervening Variables

	db	JK	KT	F	Sig. F
Regression	3	7,203	7,203	65,040	0.00 1
Residual	175	0.364	0.044		
Total	179	7,564			

Source: 2023 PLS Data Processing Results

Based on the table above, it can be concluded that the sig. F of 0.002 is smaller than the significance level of 0.005, which means that simultaneously the competency variables, employee behavior and self-efficacy have a strong influence on employee

motivation variables in completing work.

t test

The Influence of Competency, Employee Behavior and Self-Efficacy on Employee Performance

Table 6 R Test between Independent Variables and Dependent Variables

Predictors	Coefficient	StDev	Q	p-Value
Competence (X ₁)	0.137	0.127	2,7 50	0.655
Employee Behavior (X ₂)	0.076	0.205	4,2 15	0.632
Self-Efficacy ((X ₃)	7,825	0.623	0.07 5	0.37 5
Employee Performance (Y)	0.230	0.136	0.223	0.756

Source: 2023 PLS Data Processing Results

Based on the table above, it can be concluded that

the T value for the competency variable is 2.750,

which is greater than the significance level of 0.005, which means that the competency variable partially influences the employee performance variable. For the T value of the employee behavior variable, it is 4.215, which is greater than the significant level of 0.005, which means that partially the employee behavior variable has an effect on the employee performance variable and

for the T value of the self-efficacy variable, it is 0.075, which is smaller than the significant level of 0.005, which means that partially the self-efficacy variable has a positive effect. on employee performance variables.

The Influence of Competency, Employee Behavior and Self-Efficacy on Employee Motivation

Table 7 R Test between Independent Variables and Intervening Variables

Predictors	Coefficient	StDev	Q	p-Value
Competence (X ₁)	0.147	0.135	5,443	0.660
Employee Behavior (X ₂)	0.078	0.224	6,107	0.655
Self-Efficacy ((X ₃))	0.158	0.633	0,162	0.602
Employee Performance (Y)	0.245	0.130	0.335	0.770

Source: 2023 PLS Data Processing Results

Based on the table above, it can be concluded that the T value for the competency variable is 5.443, which is greater than the significance level of 0.005, which means that the competency variable partially influences the employee motivation variable in completing work. For the T value of the employee behavior variable, it is 6.107 which is greater than the significant level of 0.005, which means that partially the employee behavior

variable influences the employee motivation variable in completing work and for the T value of the self-efficacy variable, it is 0.162 which is greater than the significant level of 0.005, which means that partially the efficacy variable Self influence on employee motivation variables in completing work.

The Influence of Employee Motivation on Employee Performance

Table 8 R Test between Independent Variables and Intervening Variables

Predictors	Coefficient	StDev	Q	p-Value
Employee motivation (Z)	0.036	0.149	3,234	0.667
Employee Performance (Y)	0.042	0.233	4,077	0.656

Source: 2023 PLS Data Processing Results

Based on the table above, it can be concluded that the T value for the employee motivation variable is 3.234, which is greater than the significance level of 0.005, which means that the competency variable partially influences the employee performance variable of PT SANFREMY PRATAMA, MEDAN. Based on the results of the t test, it can be seen that the regression equation for the PLS model is as follows:

$$Y = 0,230 + 0,137X_1 + 0,076X_2 - 6,825X_3$$

$$Z = 0,245 + 0,147X_1 + 0,078X_2 + 0,158X_3$$

$$Y = 0,042 + 0,036Z$$

To determine the direct and indirect influence of each variable, it can be seen that: The influence of competence on employee motivation in completing work can be seen from the coefficient value of 0.147, which means that competence has a positive value and states that competence influences employee motivation in completing work. The influence of employee behavior on employee motivation in completing work can be seen from the coefficient value of 0.078, which means employee behavior is positive and states that competence influences employee motivation in completing work. The influence of self-efficacy on employee motivation in completing work can be seen from the coefficient value of 0.158, which means that self-efficacy is positive and states that self-efficacy influences employee motivation in completing work. The influence of competence on employee performance in completing work can be seen from the coefficient value of 0.137, which means that competence has a positive value and states that competence influences the performance of employees of PT SANFREMY PRATAMA, MEDAN. The influence of employee behavior on employee performance can be seen from the coefficient value of 0.078, which means that employee behavior is positive and states that employee behavior has an influence on employee performance at PT SANFREMY PRATAMA, MEDAN. The influence of self-efficacy on employee performance in completing work can be seen from the coefficient value of -0.125, which means that self-efficacy has

a negative value and states that self-efficacy influences the performance of employees of PT SANFREMY PRATAMA, MEDAN. The influence of employee motivation on employee performance can be seen from the coefficient value of 0.168, which means employee behavior is positive and states that employee motivation in completing work has an effect on employee performance at PT SANFREMY PRATAMA, MEDAN.

Influence No directly on competence on employee performance on employee motivation in doing work can be seen from the coefficient value of 0.037 ($0.147 \times 0.137 \times 0.036 = 0.0003 + 0.036 = 0.037$), which means that competence influences employee performance through employee motivation in completing work. The influence of employee behavior on employee performance on employee motivation in doing work can be seen from the coefficient value of 0.169 ($0.076 \times 0.078 \times 0.036 = 0.0009 + 0.036 = 0.036$), which means that employee behavior influences employee performance through employee motivation in completing work. Effect of efficacy Self-efficacy towards employee performance and employee motivation in doing work can be seen from the coefficient value of 0.169 ($-6.825 \times 0.158 \times 0.036 = -0.0007 + 0.036 = -0.039$), which means that employee behavior has a negative effect on employee performance through employee motivation in completing work.

CONCLUSION

Based on the results of the t test and the PLS regression equation, it can be concluded that partially the competency variables and employee behavior directly influence the employee performance variable, while partially and simultaneously the competency, employee behavior and self-efficacy variables directly influence the work motivation variable. and directly and indirectly employee competency and behavior variables influence employee performance variables through employee motivation variables in completing work.

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