



Effect of Self-Efficacy, Work Discipline, Job Satisfaction, and Employee Engagement on Employee Performance

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ABSTRACT

Purpose: This study aims to examine the effects of work discipline, self-efficacy, job satisfaction, and employee engagement on employee performance in a manufacturing company. This research is important to understand how both psychological and behavioral factors influence performance in high-pressure and routine industrial environments. **Methodology:** The study employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to 100 employees of PT Royal Korindah, Purbalingga. The data were analyzed using multiple linear regression with the assistance of SPSS software. **Results:** The findings show that work discipline, self-efficacy, job satisfaction, and employee engagement simultaneously have a significant effect on employee performance. Partially, work discipline and employee engagement have a negative and significant effect, while self-efficacy and job satisfaction have a positive and significant effect on employee performance. **Findings:** The results indicate that excessive discipline and employee engagement may reduce performance, particularly in manufacturing jobs characterized by repetitive tasks and high work pressure. **Novelty and Originality:** This study provides new insights by revealing the potential negative impact of excessive discipline and engagement on performance in the manufacturing sector, which is rarely discussed in previous studies. **Conclusion:** Balanced human resource management that considers employees' psychological conditions is essential to achieve sustainable employee performance. **Type of Paper:** This paper is an empirical research paper.

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INTRODUCTION

Human resources are the most valuable assets in a company, as they are the primary factor determining the organization's success in achieving its objectives effectively and efficiently. Other resources such as capital, methods, and machinery will not yield optimal results without the support of human resources or employees who demonstrate optimal performance (Pasulu et al., 2023).

Employee performance is an important indicator in assessing the effectiveness of human resource contributions to achieving organizational goals. Isidorus (2023) states that performance is a term that generally refers to all activities or actions carried out within an organization over a certain period based on predetermined standards or benchmarks. More specifically, performance is

understood as individual work outcomes evaluated in terms of quality, quantity, timeliness, and the ability to cooperate in order to achieve organizational objectives. Based on this definition, employee performance can be concluded as a key factor in determining organizational success. This is supported by Marisya (2022), who argues that employee performance plays a crucial role in driving organizational progress. When employees are able to demonstrate optimal performance, organizational goals can be achieved effectively.

In the manufacturing industry context, employee performance becomes increasingly critical because production processes are carried out on a large scale through structured manufacturing stages. Manufacturing involves managing human resources across various job roles to transform raw materials and components into final products (Pauji & Nurhasanah, 2022). Therefore, employee performance is one of the determinants of manufacturing companies' competitiveness. Employee performance is influenced by various internal factors, including work discipline, self-efficacy, job satisfaction, and employee engagement.

The first factor influencing employee performance is work discipline. Work discipline refers to employees' attitudes and behaviors in complying with organizational rules and norms to support the achievement of organizational goals. It also includes the implementation of sanctions for employees who violate established regulations (Hapsari & Ichwani, 2022). Several studies have found that work discipline has a positive and significant effect on employee performance, including those by Purnadi et al. (2023), Noviyanti et al. (2023), Alhempri et al. (2024), Cen et al. (2024), Qamari et al. (2024), and Almita et al. (2023). However, other studies, such as Jelly et al. (2024) and Suhartono et al. (2023), reported different findings, indicating that work discipline does not have a significant effect on employee performance.

The second factor influencing employee performance is self-efficacy. Self-efficacy refers to an individual's belief in their ability to successfully perform specific tasks. Individuals with high self-efficacy tend to exhibit strong confidence when facing challenges and are more likely to increase effort and motivation. In contrast, individuals with low self-efficacy are more likely to give up easily, reduce effort, and lose motivation when encountering obstacles (Robbins & Coulter, 2020). Self-efficacy is an important personal resource, as it enhances individuals' ability to perform their work effectively (Roni et al., 2024). Several studies have examined the relationship between self-efficacy and employee performance. Research by Lestari et al. (2024) and Syah and Safrida (2024) found that self-efficacy has a positive effect on performance. Similar findings were reported by Annisa et al. (2024), who showed a significant positive relationship between self-efficacy and employee performance. However, Maaruf Mahdy et al. (2022) found that self-efficacy does not have a significant effect on employee performance.

The third factor affecting employee performance is job satisfaction. Albetris et al. (2024) state that job satisfaction plays an important role in the process of employees' self-actualization. Employees who do not experience satisfaction in their jobs tend to face difficulties in achieving optimal psychological maturity. Conversely, employees who are satisfied with their jobs tend to have higher attendance levels, lower turnover rates, and better performance outcomes compared to those who are dissatisfied. Studies by Riyanto et al. (2021), Alkandi et al. (2023), Udin (2023), Islam et al. (2022), Setiawan Riatmaja et al. (2023), Titisari et al. (2021), and Kustiawan et al. (2022) indicate that job satisfaction has a positive and significant effect on employee performance. However, contrasting results were reported by Fenny and Setyawan (2024), who found that job satisfaction does not have a positive or significant effect on employee performance.

The final factor influencing employee performance is employee engagement. According to Lockwood, employee engagement refers to employees' emotional and intellectual commitment to the organization, which is reflected in positive attitudes such as speaking positively about the organization, demonstrating strong enthusiasm, and exerting extra effort that contributes to organizational success (Aji & Nugraha Wijaya, 2023). Na-Nan et al. (2025) emphasize that employee engagement is essential for a motivated workforce capable of making meaningful contributions to organizational goals. Higher levels of engagement are associated with increased retention and

productivity, which are critical for long-term organizational success. Several studies, including those by Almaaitah et al. (2024), Ravhudzulo and Eresia-Eke (2024), Jindain and Gilitwala (2024), Maryati and Astuti (2022), and Sutanto et al. (2024), found a positive and significant relationship between employee engagement and employee performance. However, Nguyen and Nguyen (2023) reported that employee engagement does not have a significant positive effect on employee performance.

This study is an extension of the research conducted by Lestari et al. (2024) entitled *The Effect of Self-Efficacy and Work Discipline on Employee Performance in Socio-Entrepreneurial Initiatives*. In their study, Lestari et al. examined the effects of self-efficacy and work discipline on employee performance at the Sasana Tresna Werdha RIA Pembangunan Social Institution in Jakarta and found that both variables had a positive and significant effect on employee performance. In contrast to previous studies, this research focuses on employees of PT Royal Korindah, a manufacturing company engaged in the production of false eyelashes. Furthermore, this study extends the research model by incorporating job satisfaction and employee engagement as additional independent variables that are expected to influence employee performance.

METHOD

This study employs a quantitative approach with a survey research design, measured using a 5-point Likert scale. The data obtained were analyzed quantitatively using statistical techniques, with the primary objective of testing the hypotheses formulated previously (Sugiyono, 2013). The population of this study consists of all production department employees at PT Royal Korindah, totaling 474 employees. A random sampling technique was applied, which is a quantitative research method in which each individual in the population has an equal probability of being selected as a sample, thereby ensuring representativeness of the population (Creswell, 2014). Based on calculations using the Slovin formula with a margin of error of 10% and a population size of 474, the required sample size was approximately 83 respondents. However, to facilitate the research process and ensure better representativeness, the number of respondents was rounded up to 100.

Work discipline in this study was measured using indicators of attendance, compliance with work regulations, adherence to work standards, a high level of alertness, and ethical behavior at work, as proposed by Rivai (2005) in Estiana et al. (2023). Self-efficacy was measured using indicators of enthusiasm for work success, achievement of work outcomes, positive contributions to the company, ability to solve work-related problems, confidence in personal competence, and effectiveness in completing tasks, adapted from Maslach et al. (1997) in Zhao and Huang (2025). Job satisfaction was measured using indicators of satisfaction with the job itself, satisfaction with financial incentives, satisfaction with non-financial incentives, satisfaction with job autonomy, and satisfaction with skill development (Alkandi et al., 2023). Employee engagement was measured using the indicators of vigor, dedication, and absorption (Schaufeli et al., 2002). The dependent variable, employee performance, was measured using indicators of work effectiveness and capability, quality of work outcomes, and time management at work (Yoopetch et al., 2021).

A total of 50 measurement items were used in this study, consisting of 10 items for work discipline, 12 items for self-efficacy, 10 items for job satisfaction, 9 items for employee engagement, and 9 items for employee performance. Data collection was conducted through the distribution of questionnaires developed based on the indicators of each variable. Data processing and analysis were carried out using IBM Statistical Product and Service Solutions (SPSS) software.

RESULTS AND DISCUSSION

RESULTS

The characteristics of respondents in this study include gender, age, and length of employment at PT Royal Korindah Purbalingga. Based on Table 1, the majority of respondents were female employees, accounting for 86% of the sample. In terms of age, most respondents were in the 21–30 year age range, representing 49%. Meanwhile, based on length of employment, respondents

with more than five years of service dominated the sample at 76%. These findings indicate that most respondents were female employees of productive age with relatively long work experience in the company.

Table 1. Characteristics of respondents

Description	Category	Frequency	Percentage
Gender	Female	86	86%
	Male	14	14%
	Total	100	100%
Age	17–20 years	6	6%
	21–30 years	49	49%
	31–40 years	41	41%
	41–50 years	4	4%
	Total	100	100%
Length of Employment	< 5 years	24	24%
	> 5 years	76	76%
	Total	100	100%

Source: Data Processed, 2025

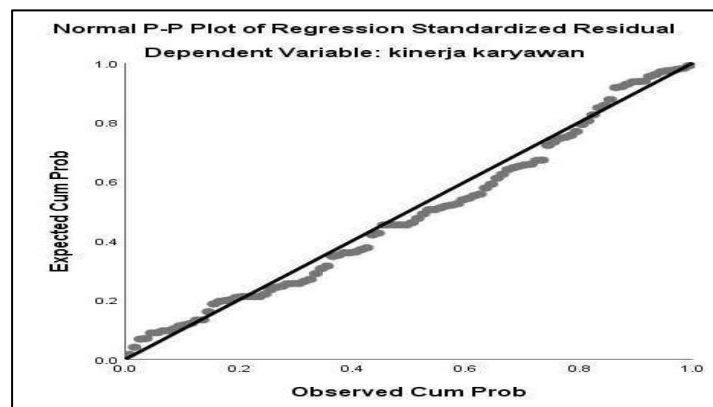
The validity test results indicate that all measurement indicators for the variables used in this study, work discipline, self-efficacy, job satisfaction, employee engagement, and employee performance were valid, as all indicators had r-values greater than the r-table value of 0.195. Based on the reliability test results shown in Table 2, all variables achieved Cronbach's Alpha values greater than 0.6, indicating high reliability. This confirms that the measurements consistently and reliably assess the constructs of work discipline, self-efficacy, job satisfaction, employee engagement, and employee performance.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Work discipline	0.662	Reliable
Self-efficacy	0.827	Reliable
Job satisfaction	0.795	Reliable
Employee engagement	0.698	Reliable
Employee performance	0.849	Reliable

Source: Data Processed, 2025

Based on Figure 2, the Normal P-P Plot of Regression Standardized Residuals for the dependent variable (employee performance) shows that the residual points are distributed around and follow the diagonal line. This indicates that the residuals are normally distributed. Therefore, the regression model used in this study meets the normality assumption.

Figure 2. Normality Test Results

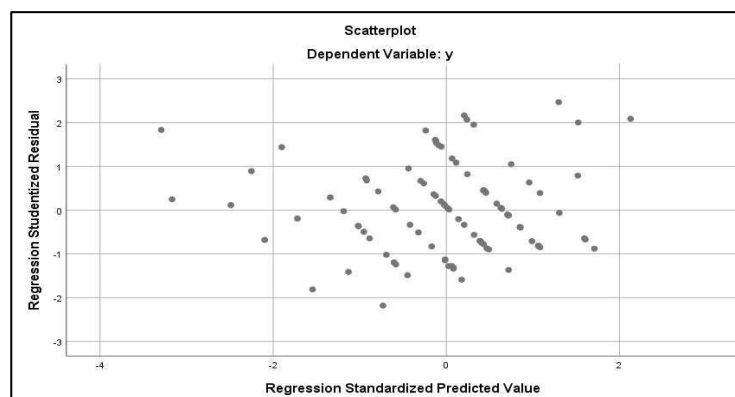
Based on Table 3, the Variance Inflation Factor (VIF) values for work discipline (X1), self-efficacy (X2), job satisfaction (X3), and employee engagement (X4) are 1.232, 1.904, 1.417, and 1.556, respectively. All VIF values are below 10, and the tolerance values exceed the minimum acceptable level of 0.1. This indicates that there is no multicollinearity in the data.

Table 3. Multicollinearity Test Results

Model	Tolerance	VIF
Work discipline	0.812	1.232
Self-efficacy	0.525	1.904
Job satisfaction	0.706	1.417
Employee engagement	0.643	1.556

Source: Data Processed, 2025

Based on Figure 3, the data points are randomly scattered around the horizontal line at zero and do not show a clear pattern. This random distribution indicates the absence of heteroscedasticity in the data, meaning that the residual variance remains constant across different levels of predicted values. Thus, the regression model satisfies one of the important assumptions in regression analysis.

Figure 3. Heteroscedasticity Test Results

Based on Table 4, the multiple regression equation is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$$

$$Y = 47,169 - 0.578X_1 + 0.287X_2 + 0.188X_3 - 0.109X_4 + e$$

The constant value of 47.169 represents the condition when employee performance (Y) is not influenced by work discipline, self-efficacy, job satisfaction, or employee engagement. In other words, if all independent variables are zero, the baseline value of employee performance is 47.169.

Table 4. Multiple Regression Test Results

Variable	Unstandardized Coefficient (B)
Constant	47.169
Work discipline	-0.578
Self-efficacy	0.287
Job satisfaction	0.188
Employee engagement	-0.109

Source: Data Processed, 2025

Based on Table 5, the correlation coefficient (R) value of 0.895 indicates a strong and positive relationship between all independent variables simultaneously and employee performance. The R Square value of 0.802 indicates that 80.2% of the variation in employee performance can be explained by work discipline, self-efficacy, job satisfaction, and employee engagement, while the remaining 19.8% is influenced by other factors outside the model.

Table 5. Multiple Correlation and Coefficient of Determination Results

Model	R	R Square	Adjusted R Square	Std. Error
1	0.895	0.802	0.793	0.822

Source: Data Processed, 2025

Based on Table 6, the significance value of the F-test is 0.000, and the calculated F value is 96.019. Since the significance value is less than 0.05 and the calculated F value exceeds the critical F value (2.473), the null hypothesis is rejected and the alternative hypothesis is accepted. This indicates that work discipline, self-efficacy, job satisfaction, and employee engagement simultaneously have a significant effect on employee performance.

Table 6. F-Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	259.463	4	64.866	96.019	0.000
Residual	64.177	95	0.676		
Total	323.640	99			

Source: Data Processed, 2025

Based on Table 7, the partial t-test results show that if the significance value is less than 0.05 or the calculated t-value exceeds the t-table value (1.984), then the independent variable has a significant effect on the dependent variable. Conversely, if the significance value is greater than 0.05 or the calculated t-value is less than the t-table value, then no significant effect exists.

The results show that work discipline has a significance value of 0.000 (< 0.05) and a calculated t-value of -14.925 (< 1.984), indicating that work discipline has a negative and significant effect on employee performance. Self-efficacy has a significance value of 0.000 (< 0.05) and a calculated t-value of 8.940 (> 1.984), indicating a positive and significant effect on employee performance. Job satisfaction has a significance value of 0.000 (< 0.05) and a calculated t-value of 6.798 (> 1.984), indicating a positive and significant effect on employee performance. Employee engagement has a significance value of 0.002 (< 0.05) and a calculated t-value of -3.154 (< 1.984), indicating a negative and significant effect on employee performance.

Table 7. Partial Significance Test (t-Test) Results

Variable	B	Std. Error	Beta	t	Sig.
Constant	47.169	1.950	-	24.186	0.000
Work discipline	-0.578	0.039	-0.757	-14.925	0.000
Self-efficacy	0.287	0.032	0.564	8.940	0.000
Job satisfaction	0.188	0.028	0.370	6.798	0.000
Employee engagement	-0.109	0.035	-0.180	-3.154	0.002

Source: Data Processed, 2025

Table 8. Summary of Hypothesis Testing Results

Code	Hypothesis	Result
H1	Work discipline has a positive and significant effect on employee performance	Rejected
H2	Self-efficacy has a positive and significant effect on employee performance	Accepted
H3	Job satisfaction has a positive and significant effect on employee performance	Accepted
H4	Employee engagement has a positive and significant effect on employee performance	Rejected

Source: Data Processed, 2025

DISCUSSION

The Effect of Work Discipline on Employee Performance

The results of this study indicate that work discipline has a negative and significant effect on employee performance. Theoretically, work discipline is often understood as an essential element in establishing order and improving work effectiveness. However, the contrasting results found in this study suggest that the discipline indicators used attendance, compliance with regulations, adherence to work standards, high vigilance, and ethical behavior are perceived more as sources of pressure rather than motivation. These findings are consistent with previous studies by Suhartono et al. (2023), Sanjaya (2020), Jelly et al. (2024), and Sari (2021).

In the context of production work at PT Royal Korindah, where work rhythms are fast-paced, quality standards are strict, and tasks tend to be monotonous, high disciplinary demands may lead to role stress and job strain. Employees may perceive disciplinary requirements as forms of excessive supervision, sanctions, or restrictions that reduce psychological comfort. This is in line with Bandura's Social Cognitive Theory (1986), which explains that excessively demanding work environments can influence individual perceptions and subsequently affect work behavior. This view is further supported by Sari (2021), who found that highly regulated work environments can create role overload, particularly in fast-paced production lines.

Moreover, indicators such as high vigilance and strict adherence to work standards can generate emotional pressure, as even minor errors may impact product quality. This psychological burden can reduce performance, especially when employees perceive low levels of control over their work. These results align with the findings of Suhartono et al. (2023), who reported that discipline based on strict control can have negative effects on employee performance.

Thus, the negative relationship found in this study indicates that discipline perceived as pressure may reduce work effectiveness, meaning that higher discipline scores are associated with lower productivity.

The Effect of Self-Efficacy on Employee Performance

Self-efficacy was found to have a positive and significant effect on employee performance, supporting Bandura's Social Cognitive Theory, which emphasizes that individuals' beliefs in their capabilities influence motivation, effort, and persistence at work. These findings are consistent with previous studies by Kim (2023), Saleem et al. (2022), Lestari et al. (2024), Syah and Safrida (2024),

Darmawan and Anggelina (2022), and Annisa et al. (2024), all of which reported that self-efficacy contributes positively and significantly to performance outcomes. Self-efficacy influences the level of effort, perseverance, and individuals' responses to stressful situations.

The self-efficacy indicators used in this study confidence in work success, problem-solving ability, positive contribution, personal competence, and effectiveness in completing tasks are directly related to individuals' ability to manage work challenges and pressures. These indicators were shown to play a crucial role in improving the quality and timeliness of work outcomes.

Bandura (1986) emphasized that individuals with strong self-efficacy perceive difficult tasks as challenges rather than threats. Accordingly, the findings of this study reinforce the fundamental role of self-efficacy in predicting employee performance, particularly in jobs that require precision and consistency, such as false eyelash production at PT Royal Korindah.

The Effect of Job Satisfaction on Employee Performance

This study found that job satisfaction has a positive and significant effect on employee performance. These results confirm classical theories such as Herzberg's Two-Factor Theory, as discussed by Robbins and Coulter (2020), which posits that job satisfaction enhances motivation and individual performance. The findings are consistent with previous studies by Riyanto et al. (2021), Udin (2023), and Alkandi et al. (2023), which identified job satisfaction as a key determinant of improved performance.

Job satisfaction indicators include satisfaction with the job itself, satisfaction with financial and non-financial incentives, job autonomy, and opportunities for skill development. These indicators are closely associated with positive work experiences that enhance commitment, comfort, and intrinsic motivation. This is in line with Robbins and Coulter (2020), who stated that employees with higher levels of job satisfaction demonstrate greater professional involvement and produce higher-quality work outputs. Therefore, the findings of this study further strengthen the argument that job satisfaction is a consistent factor in improving employee performance.

The Effect of Employee Engagement on Employee Performance

Employee engagement was found to have a negative and significant effect on employee performance. The indicators of employee engagement include vigor, dedication, and absorption. Contrary to the core assumptions of engagement theory proposed by Schaufeli et al. (2002), which suggest that vigor, dedication, and absorption should enhance performance, the negative findings indicate that high engagement is not always productive, particularly in repetitive and intensive production work.

These findings are consistent with previous studies by Liana et al. (2024), Munparidi and Sayuti (2020), Hadi and Mahadika (2019), and Nguyen and Nguyen (2023), which explain that high engagement in labor-intensive work can trigger physical and emotional exhaustion, ultimately reducing productivity. Ravhudzulo and Eresia-Eke (2024) also noted that when high workloads are not balanced with organizational support, engagement can turn into psychological pressure. This condition is highly relevant to PT Royal Korindah, where linear and repetitive tasks cause employees who feel overly absorbed in their work to experience burnout.

Thus, the negative results indicate that employee engagement, when not accompanied by adequate managerial support and balanced workloads, can become counterproductive.

CONCLUSION

Based on data processing, discussion, and the results of various statistical tests conducted in the study on the effects of work discipline, self-efficacy, job satisfaction, and employee engagement on employee performance at PT Royal Korindah, it can be concluded that work discipline has a negative and significant effect on employee performance. This indicates that an increase in work discipline, as perceived in this study, actually leads to a decline in employee performance. In contrast, self-efficacy and job satisfaction are proven to have positive and

significant effects on employee performance, suggesting that higher levels of self-confidence and job satisfaction result in better performance outcomes. Employee engagement also has a negative and significant effect on employee performance, indicating that excessive engagement may lead to fatigue and subsequently reduce performance. Simultaneously, the four variables significantly influence employee performance, contributing 80.2% to performance variation, while the remaining portion is explained by other factors not examined in this study.

The company is advised to re-evaluate the implementation of work discipline to ensure that it does not create excessive pressure and instead serves as a motivational mechanism for employees. In addition, the company should enhance employees' self-efficacy through training programs, mentoring, and opportunities for personal development. Job satisfaction should also be strengthened by improving incentive systems, working conditions, and interpersonal relationships among employees. Finally, employee engagement should be managed in a balanced manner to prevent work fatigue that may reduce productivity. For future research, it is recommended to incorporate additional variables that may influence employee performance and to expand the research scope to include different companies or industrial sectors in order to improve the generalizability of the findings.

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