


The Influence of Job Characteristics, Employee Competence and Self-Efficacy on Employee Performance in Building B PT BIG Brebes Regency

The Effect of Job Characteristics, Employee Competence and Self-Efficacy on Employee Performance in Building B of PT Big Brebes Regency

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ARTICLE INFO	ABSTRACT
<p>Article History: Received: 13 August 2024 Revised: 16 August 2024 Accepted: 20 August 2024</p> <p>Keywords: Job Characteristics, Employee Competence, Self-Efficacy, Employee Performance</p>	<p><i>This study aims to determine the influence of job characteristics on employee performance, the influence of employee competence on employee performance, the effect of self-efficacy on employee performance, the influence of job characteristics, employee competence and self-efficacy together on employee performance in Building B PT BIG Brebes Regency. This study uses a quantitative descriptive approach and the type of research is an empirical study supported by a survey. The population in this study is all employees of the production department in Building B PT BIG, Brebes Regency totaling 853 people. The sampling technique in this study uses the Slovin FORMULA with a margin of error of 10% obtained by 90 respondents. The data used is primary data in the form of a questionnaire instrument. The results of the study showed that occupational characteristics had an effect on employee performance in Building B PT BIG Brebes Regency with a t-value of calculating occupational characteristics (X1) > t table (1.996 > 1.98793) and a significant value of 0.049 < 0.05 ; employee competence had an effect on employee performance in Building B PT BIG Brebes Regency with a t-value of employee competency calculation (X2) > t table (7.679 > 1.98793) and a significant value of 0.000 < 0.05; Self-efficacy affects employee performance in Building B PT BIG Brebes Regency with a value of t calculation of self-efficacy (X3) > t table (10.596 > 1.98793) and a significance value of 0.000 < 0.05; job characteristics, employee competence, and self-efficacy together affect employee performance in Building B PT BIG Regency Brebes with a value of F > table = 137,982 > 2.32 at a significance level of 0.05.</i></p> <p style="text-align: right;"><i>This is an open access article under the CC BY-SA license.</i></p>
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Abstract

This study aims to determine the effect of job characteristics on employee performance, the effect of employee competence on employee performance, the effect of self-efficacy on employee performance, the effect of job characteristics, employee competence and self-efficacy together on employee performance in Building B PT BIG Brebes Regency. Research This use approach descriptive quantitative and type his research studies empirically supported with a survey. The population in this study were all employees of the production division in Building B PT BIG Brebes totaling 853 people. The sampling technique in this study used the Slovin FORMULA with a margin of error of 10%, 90 respondents were obtained. The data used were primary data in the form of a questionnaire instrument. The results of the study showed that job characteristics had a positive and significant effect on employee performance in Building B PT BIG Brebes Regency with a calculated t value of job characteristics (X1) > t table (1.996> 1.98793) and a significance value of 0.049 < 0.05; employee competence has a positive and significant effect on employee performance in Building B PT BIG Brebes Regency with a calculated t value of employee competence (X2) > t table (7.679 > 1.98793) and a significance value of 0.000 < 0.05; self-efficacy has a positive and significant effect on employee performance in Building B PT BIG Brebes Regency with a calculated t value of self-efficacy (X3) > t table (10.596 > 1.98793) and a significance value of 0.000 < 0.05; job characteristics, employee competencies, and self-efficacy jointly influence employee performance in Building B PT BIG Brebes F table value > F count = 137.982 > 2.32 at a significance level of 0.05.

Keywords: Job Characteristics, Employee Competence, Self-Efficacy, Employee Performance

1. INTRODUCTION

Human resources are the workforce that processes the company. The level of success of the company follows the operational standards set by the company which is assessed from the results of employee performance. Employee performance can get good or bad results. Employee motivation will affect employee discipline and the results that have been set by the company as the company's goals. Performance in an organization is the answer to the success or failure of the organization's goals that have been set [1]. Performance refers to the results of work given by someone, either in the form of goods or services, which are usually the basis for assessing individuals or organizations. The quality and quantity of work results are indicators of performance; the better the work results, the higher the performance [2]. That employee performance is the result of work given by someone during a certain period [3]. Performance is the result achieved by an employee in accordance with the duties and authority of his job [4]. One way to optimize employee performance is effective communication in the company environment.

Employee performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of an organization which is outlined through the strategic planning of an organization [5]. Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him [6]. In addition, according to (Wau et al., 2021) states that employee performance is a function of the interaction between ability and motivation [7]. It can be concluded that employee performance is a result of work that has been carried out and can be seen in terms of quality and quantity so that the strategy and results can be assessed whether they are in accordance with the goals, vision and mission that have been set.

Performance is the achievement of work or work results, both in quality and quantity, achieved by an employee in a period of time in carrying out work tasks in accordance with the responsibilities given to him [8]. Performance is basically something that employees do or do not do so that they affect how much they contribute to the institution or organization [9].

performance indicators used for this study refer to Robbin's opinion in (Farida, 2017) which can be measured by:

a. Quality of Work

Work quality is how well an employee does what is supposed to be done. The dimensions of work quality are measured by: neatness, accuracy, and work results.

b. Quantity of Work

The quantity of work is how long an employee works in one day. This quantity of work can be seen from the speed of work of each employee and is measured by: speed and ability.

c. Responsibility

Responsibility for work is the employee's awareness of their obligation to carry out the work given by the Company and is measured by: work results and decision making.

d. Cooperation

The willingness of employees to participate with other employees or employees vertically and horizontally both inside and outside of work so that work results are better and measured by: cooperation and solidarity.

e. Initiative

Initiative from within the company members to do work and solve problems in work without waiting for orders from superiors or showing responsibility in work that has become the obligation of employees or employees. Initiative is measured by the ability to solve problems without waiting for orders from superiors

Employee performance assessment at PT BIG Brebes is carried out based on Employee Work Targets (SKP). Employee work performance assessment is carried out based on SKP values and work behavior. SKP values are employee work targets set in accordance with their main tasks and functions. Employee work target assessment consists of quantity, quality, time and cost. While work behavior is any behavior, attitude or action carried out by employees or not doing something that should be done in accordance with the provisions of laws and regulations. Employee work behavior assessment consists of discipline, cooperation, commitment, competence, target achievement, self-efficacy, and job characteristics.

PT BIG Brebes is a manufacturing company, namely one type of company that can support the

creation of jobs so that it can help improve the Indonesian economy. PT BIG is located at Jalan Cendrawasih Km 20 Sawah Ladang, Tanjung, Tanjung District, Brebes Regency, Central Java and is engaged in manufacturing. As one of the largest manufacturing companies in Brebes, of course in its daily activities the company focuses on improving employee performance and the profits obtained. Employee performance can be measured or assessed from the targets achieved. Recapitulation of employee performance assessments of PT BIG Brebes in 2023 to obtain company goals and organizations are needed to meet performance needs. The employee performance factors are explained as individual factors, consisting of abilities and expertise, demographic background, psychological factors, consisting of perceptions of attitudes, personality, learning, burden, stress, and motivation of a person, and organizational factors, consisting of resources, leadership, rewards, *job design structure* [11].

The gap phenomenon that occurs at PT BIG Brebes related to employee performance is that the availability of adequate resources is a key factor in supporting optimal employee performance. The phenomenon of employee performance gaps, including work equipment and infrastructure, is a serious problem that needs to be addressed immediately. Lack of employee training and development in using new technology or work equipment can cause their skills to become obsolete and not in accordance with job needs. Employees who work in an environment with inadequate resources may feel frustrated and dissatisfied with their work, which can reduce motivation and commitment to the company.

Job Characteristics

One of the factors that affect employee performance is job characteristics. Job characteristics according to Handaru, et al. (2013) in [12] are different characteristics between one type of job and another that are specific and are the core of the job that contains the characteristics that exist in all jobs and are felt by workers so that they affect work behavior towards their jobs. Job characteristics are related to how employees assess the tasks in their jobs [13]. A motivational approach to designing jobs was developed which was put forward using a job characteristics approach model called job characteristics theory. Good organizing needs to pay attention to job characteristics and organizational commitment in order to achieve organizational goals effectively and efficiently [14].

Job characteristics are an effort to identify the task characteristics of a job, how those characteristics are combined to form different jobs, and their relationship to employee motivation, satisfaction, and performance. So job characteristics, in addition to being able to create employee job satisfaction, will also affect employee work results and employee commitment to the organization. Jobs that have autonomy will give job holders a sense of personal responsibility and if a job provides feedback, employees will know how effective they are at work [15]. The indicators used in this study refer to the opinion of (Robbins 2006) in [12] which consists of five core jobs, including: *skill variety*, *task identity*, *task significance*, *autonomy*, and *feedback*.

Job characteristics will motivate employees to work harder and to foster a more productive work spirit. Job characteristics are the process of making work more meaningful, interesting and challenging, so that it can prevent someone from getting bored with monotonous work activities so that work looks more varied [14]. Employees who have a positive attitude towards their job characteristics will be more oriented in their field of work. Employees will do it with concentration and responsibility accompanied by feelings of joy until satisfactory results are obtained and have a high work ethic and will try as hard as possible to develop themselves in order to achieve high achievements in the company [16].

The results of the study indicate that job characteristics have an effect on employee performance on work behavior and employee performance at PT. Perkebunan Nusantara XII Surabaya [14]; job characteristics have a significant effect on employee performance at PT. Bina Media Perintis Medan [12]; Job characteristics affect employee performance [17]; there is a positive influence between job characteristics and employee performance [8]; that there is a positive impact of job characteristics on employee engagement, which means that every additional value from the job characteristics model will affect employee engagement [18].

Based on the observation that many employees may still feel that their work is monotonous and unchallenging, which can lead to boredom and lack of motivation. Employees lack a clear understanding of their roles and responsibilities, which can reduce their sense of belonging and commitment to their work. Employees feel that there are few or no opportunities to develop their skills and careers in the

organization, which can reduce motivation and engagement. Excessive workload without adequate support or recognition can lead to burnout, stress, and decreased performance. Employees lack sufficient recognition or rewards for their contributions and achievements, which can reduce motivation and job satisfaction.

If the problems related to job characteristics at PT BIG Brebes are left without proper action, there will be negative consequences that can be detrimental to the organization. Employees who are not motivated and feel dissatisfied with their jobs will tend to have low performance, reducing the overall productivity of the organization. In addition, declining work quality can also be an impact, resulting in lower standards and potential problems in carrying out tasks. Unstable job characteristics and potential conflicts between employees and with management can also arise. Employees who are less motivated tend to be less innovative and creative, which can hinder the growth and progress of the organization. Therefore, it is important for management to identify and address these problems with a proactive and integrated approach to creating supportive and productive job characteristics.

Employee Competence

Another factor that influences performance is employee competence. Competence according to Mulyadi (2010) in [19] is a basic characteristic possessed by a person in the form of basic knowledge, abilities, and experiences that can influence the person's performance. Competence is more than just knowledge, skills and behavioral attitudes. To create employees who are competent in carrying out tasks professionally and responsibly in carrying out their duties, adequate competence is needed according to the field of work and the tasks and responsibilities they carry out.

This is in accordance with Abdi and Wahid (2021) who said that if employees have high competence, they can provide an increase in the work results of employees. This theory is also supported by empirical studies according to Kadir, et al. (2019) found that competence has a positive and significant effect on the work results of subordinates; work competence has a positive and significant effect on employee performance [20] . Employees who have work skills that are in accordance with their field of work will be more careful about the results obtained by employees in their work.

An organization needs to have a workforce that has the ability and skills to be able to manage the organization so that the organization's activities can run well which also has an impact on employee performance results. Good work results are optimal work results that are in line with the standards owned by the organization and encourage the achievement of organizational desires. Business ability as the final result of work achieved by the workforce in carrying out the work section given on the basis of accuracy, experience, and time in completing the work [21] . This means that performance is needed in the company as an achievement of work results that will increase the value of the organization's shares in the company.

According to Bahri (2016) in [19] work competencies include six indicators, namely:

- a. Knowledge in organization/work and improvement of work methods.
- b. Employee performance standard orientation, with indicators of the level of conformity to work result standards.
- c. Employee performance standard orientation, with indicators of the level of conformity of work quality.
- d. Expertise and professionalism, with indicators of the level of suitability of employee expertise and professionalism with competitiveness between employees,
- e. Skill development capability, with indicators, with indicators of the level of organizational support in independent skill development, the level of organizational support in employee skill development.
- f. Responsibility and effectiveness, with indicators of the level of employee convenience in following education, the level of openness in job promotions.

The phenomenon that occurs is that sometimes there is a gap between the competencies possessed by employees and those needed by the organization. This can be a challenge for companies in finding ways to fill the gap through employee training and development. Organizations need to have an effective measurement and evaluation system to identify employee competencies and monitor their development over time. This can be done through performance appraisals, or other evaluation tools. Technological advances, including digitalization and automation, affect the types of competencies needed in the workplace. Employees need to have the ability to adapt to technological changes and

learn continuously. Effective employee competency management is key to increasing organizational productivity, innovation, and competitiveness. Organizations can ensure that they have a competent, flexible workforce that is ready to face future challenges by focusing on employee competency development.

The results of the study indicate that competence affects employee performance in the Production Division at PT Sinar Ragamindo Utama Bandung (Rachmaniza, 2020); competence can affect Employee Performance at PT. Sinar Sosro Medan (Production of The Botol Sosro) (Sinaga, 2019); there is a positive and significant influence between competence and employee performance at Waringin Seafood Restaurant [19]; employee work competence has been shown to have a positive and significant influence on employee productivity at the PU Bina Marga Office in the South Sumatra Region [22]; competence affects employee performance in the Production Division at PT Sinar Ragamindo Utama Bandung [23]; competence can affect employee performance at PT Sinar Sosro Medan (Production of The Botol Sosro) [24].

Self Efficacy

In addition, another factor that influences performance is self-efficacy. Self-efficacy is defined as an individual's belief in their own ability to face or complete a task, achieve goals, and overcome obstacles to achieve a result in a particular situation [20]. Self-efficacy is related to personal beliefs about their competence and abilities [25]. Specifically, a person's belief in their ability to complete a task successfully. In addition, self-efficacy is a person's belief in their ability to demonstrate certain performance that can affect their life. Self-efficacy determines how people feel, think, motivate themselves, and behave (Wulan, 2020).

Baron (2012) in [25] explains that people who have self-efficacy are people who have a sense of confidence in their competence in doing the things they want. Employees who have high self-efficacy always try their best to complete tasks and also try to overcome and overcome the difficulties they face. Self-efficacy is a determining factor in employee performance because through the high self-efficacy possessed by an employee, he will feel confident in his capabilities in working, so that he considers every difficulty he encounters in his work as a challenge that must be faced where he is sure and confident in facing it. In addition, employees with a high level of self-efficacy will feel more confident in building the desire or passion to be able to become high-achieving employees by improving the quality of their performance. Conversely, employees who have a low level of self-efficacy will tend to avoid things that make it difficult for them and are not interested in doing difficult or challenging work so that it will hinder their performance (Jhoansyah, 2021).

According to Wulan (2020), self-efficacy is related to personal beliefs about one's competence and abilities. Specifically, a person's belief in the ability to complete a task successfully. High individual self-efficacy will make a person persist and achieve better performance goals, this is because individuals have strong and clear motivation and goals so that they are able to provide performance on activities or behaviors successfully (Bandura, 1997) in [25]. Self-efficacy will reflect the belief of each individual in their ability to carry out a task at a more specific level of performance.

The self-efficacy indicators used in this study refer to Risnawati's opinion (2011) in [26], namely: *self-efficacy dimensions, namely level, strength, and generality*. By looking at these three dimensions, there are several indicators of *self-efficacy*, namely: being confident in being able to do certain tasks, being confident that individuals can try hard, be persistent and diligent in order to complete tasks with their abilities, being confident in being able to motivate themselves to take the actions needed to complete tasks, being confident that they are able to survive (not be stressed) in the face of obstacles and difficulties that arise, rising from failure, being confident in being able to solve problems in various situations or conditions, and acting creatively and innovatively.

Self-efficacy is a belief that arises because of having a sense of self-confidence in one's abilities in carrying out a job so as to be able to achieve success. This kind of belief is closely related to the motivation that employees have to be more confident and confident in their own abilities. Research regarding self-efficacy and employee performance has previously been studied by several researchers. Pratomo's (2022) research that self-efficacy has a positive effect on employee performance [27]; self-efficacy has a significant positive effect on employee performance [28]; *self-efficacy* and providing effective job training can stimulate employee competence, which in turn, contributes to improving employee performance [29]; self-efficacy has a positive and significant effect on employee

performance[27] .

2. METHOD STUDY

type of research is quantitative research, namely a research method based on the philosophy of positivism, to research a certain population or sample, data collection through research instruments , quantitative data analysis, with the aim of testing the established hypothesis [30] . This research design is used to analyze the influence of independent variables consisting of job characteristics, employee competence, and self-efficacy on one dependent variable, namely employee performance . The dependent variable in this study is employee performance which is given the symbol Y, while the independent variables used in this study are job characteristics, employee competence, and self-efficacy.

The location of this study was conducted at Building B PT BIG Brebes Regency, located at Jalan Cendrawasih No. 06 Km 20 Tengguli Village, Tanjung District, *Brebes Regency* , Central Java. The researcher took the location at Building B PT BIG Brebes Regency. The population in this study were all employees of the production division at Building B PT BIG, Brebes Regency, totaling 853 people. The characteristics of the respondents were employees who had worked for more than 1 year and worked at PT BIG Brebes. The sampling technique in this study used the Slovin formula with a margin of error of 10% obtained 90 respondents. The operational definition used in this study was then described into empirical indicators, so the researcher grouped the following operational definitions.

a. Job Characteristics (X_1)

Table 1. Operationalization of Variables Job Characteristics (X_1)

Variables	Indicator	Statement
Characteristics Job (X_1) (Robbins 2006) in [12]	Skill <i>variety</i>	Skills development
		Job satisfaction
		Involvement
	Task identity	Flexibility and adaptability
		Overall understanding of the job
		Motivation and engagement
		Increased responsibility
		Learning and development
	Task significance	Involvement and commitment
		Empathy and collaboration generator
		Recognition and awards
	Autonomy	Increased engagement
Motivation and productivity		
Skills development		
Feedback	Involvement and commitment	
	Performance improvements	
	Skills development	
	Improved communication	

b. Employee Competence (X_2)

Table 2. Operationalization of Variables Employee Competence (X_2)

Variables	Indicator	Question
Self Efficacy (X_3) Risnawati (2011) in [31]	Confident of being able to perform a particular task	Individuals are confident they can perform certain tasks
		It is the individual himself who determines what tasks (targets) must be completed.
	Believe that individuals can strive hard, be persistent and persistent	Try hard
		Persistent
	Believe in being able to motivate yourself	Performing actions is necessary to complete a task.

	Recognizing and understanding personal strengths and skills can increase self-confidence.
Confident that he is able to survive (not stressed)	Able to survive (not be stressed) when facing obstacles that arise Able to survive (not be stressed) when facing difficulties that arise
Sure you can solve the problem	Can solve problems in various situations or conditions. Focus on possible solutions rather than obstacles
Act creatively and innovatively.	Act creatively Novative

c. Self Efficacy (X_3)

Table 3. Operationalization of Variables Self Efficacy (X_3)

Variables	Indicator	Question
Self Efficacy (X_3) Reniaty (2013) in [32]	Uniqueness of products and services	Innovation in product design Service differentiation
	Price/value	Price matches quality Customer value perception
	Product/service variations	Variety of products offered Customization to community needs
	Company reputation	Positive brand image Public trust
	Consumer experience	Customer satisfaction level The positive impression left behind

d. Employee Performance (Y)

Table 4. Operationalization of Variables Employee performance (Y)

Variables	Indicator	Question
Employee Performance (Y) Robbin in [10]	Quality of work	Neatness
		Accuracy
		Work result
	Quantity of work	Speed
		Efficient
Responsibility	Ability	
	Work result	
	Make decisions	
Cooperation	Contribution	
	Collaboration	
	Network of cooperation	
Initiative	Compactness	
	Smooth work process	
	Proactive	
		Ability to solve problems without waiting for orders from superiors

Research instruments are activities used by researchers to obtain information from consumers in the form of questionnaires containing a number of questions. The questionnaire instrument used for the variables Job Characteristics (X_1) consists of 23 statement items, Employee Competence variables (X_2) consist of 20 statements, Self-Efficacy variables (X_3) consist of 11 statements and Employee Performance variables (Y) as many as 15 statements. The data obtained will be processed using the SPSS program. The instruments are tested for validity and reliability. The classical assumption tests

used consist of normality tests, multicollinearity tests, and heteroscedasticity tests.

3. RESULTS AND DISCUSSION

a. Research Instrument Test

Validity Test

Validity testing is conducted to assess the validity of an instrument, in this case a questionnaire. A questionnaire is said to be valid if the questions or statements in it are able to measure the aspects that the questionnaire wants to measure [21]. Validity testing usually involves correlating the scores of question items or statements with the total score of the construct measured by the questionnaire. If the r-count value is greater than the r-table at a significance of 0.3961, then the question item or statement is considered valid.

The following are the results of the validity test:

Table 5. Validity Test Results

No	Job Characteristics (X ₁)	Employee Competence (X ₂)	Self Efficacy (X ₃)	Employee performance (Y)	Mark r table	Caption	
1	.592	.631	.592	.573	.766	.467	.609
2	.715	.530	.689	.566	.508	.377	.722
3	.605	.771	.627	.438	.709	.532	.761
4	.688	.806	.903	.565	.626	.584	.565
5	.756	.480	.408	.479	.792	.522	.436
6	.555	.870	.413	.622	.805	.487	.655
7	.694	.847	.650	.494	.883	.476	.458
8	.686	.748	.588	.442	.829	.553	.609
9	.884	.636	.447	.565	.452		
10			.580	.510	.691		
11					.699		
12					.402		

Source: Processed data

Based on table 5, it indicates that all variables have a calculated r value above the r table of 0.3610, which means that all instruments are valid.

Reliability Test

The following are the results of the reliability test.

Table 6. Reliability Test Results

Variables	Cronbach Alpha	Critical Value	Information
Job Characteristics (X ₁)	0.948	0.6	Reliable
Employee Competence (X ₂)	0.872	0.6	Reliable
Self Efficacy (X ₃)	0.924	0.6	Reliable
Employee Performance (Y)	0.882	0.6	Reliable

Source: Processed data

Based on table 6, the results of the reliability test, all variables are reliable because *the Cronbach's Alpha* value is ≥ 0.60 . Therefore, the statement instrument in this study is said to be reliable or can be trusted as a measuring tool for variables and can be used for further testing.

Normality Test

The following are the results of the normality test.

Table 7. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		90
Normal	Mean	.0000000
Parameters ^{a,b}	Std. Deviation	2.51597618
Most Extreme	Absolute	.131
Differences	Positive	.131
	Negative	-.057
Test Statistics		.131
Asymp. Sig. (2-tailed)		.001 ^c
Monte Carlo Sig. (2-tailed)	Sig.	.085 ^d
	99% Confidence Interval	Lower Bound
		Upper Bound
		.078
		.092

Source: Processed data

Based on the test results in table 7, the Kolmogorov-Smirnov value indicated by Asymp.Sig (2- tailed) is above 0.05 or 5%, which is 0.067, so the variables in this study are normally distributed, which means that the normality assumption is met.

Multicollinearity Test

Multicollinearity test is used to determine the presence of multicollinearity problems by analyzing the magnitude of the Variance Invelantions Factor (VIF) and Tolerance. If VIF > 10, it means that there is a correlation between independent variables and vice versa. Then if the VIF value < 10, it means that there is no correlation between variables. The following are the results of the multicollinearity test.

Table 8. Multicollinearity Test Results

		Coefficients ^a	
		Collinearity Statistics	
Model		Tolerance	VIF
1	Job Characteristics (X ₁)	.947	1,056
	Employee Competence (X ₂)	.679	1,473
	Self Efficacy (X ₃)	.668	1,497

a. Dependent Variable: Employee_Performance_Y

Source: Processed data

The results of the Collinearity Statistics analysis on this model reveal the Tolerance and VIF (Variance Inflation Factor) statistics for each variable. Low Tolerance indicates a high level of multicollinearity, while high VIF also indicates the presence of multicollinearity in the model. The VIF value of each independent variable is ≤ 10 and the Tolerance value is ≥ 0.10.

Heteroscedasticity Test

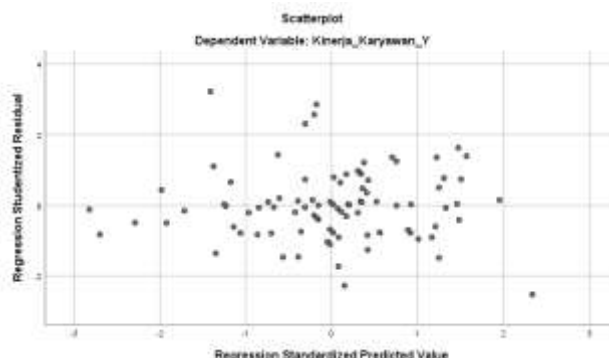


Figure 1. Heteroscedasticity Test Results

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In Figure 1, it is shown that the resulting scatterplot can be concluded that there is no heteroscedasticity because the plot spreads randomly and does not form a pattern. The results of the heteroscenty test in this study are in accordance with the statement that the dots form a clear pattern and spread above and below the Y axis which means that there is no heteroscedasticity.

Heteroscedasticity test is used to determine whether there is inequality of variance between the residuals of one observation to another. Identification of the presence or absence of heteroscedasticity in this study is carried out by looking at the presence or absence of a certain pattern in the *scatterplot* graph between SRESID and ZPRED and using the *Spearman* Heteroscedasticity test. The following are the results of the heteroscedasticity test [33] .

Partial t-Test

The following are the results of the t-test (partial).

Table 9. t-Test Results (Partial)

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	6.930	3.471		1,996	.049
Job_Characteristics_X1	.072	.036	.092	1,996	.049
Employee Competence_X2	.294	.038	.417	7,679	.000
Self_Efficacy_X3	.483	.046	.580	10,596	.000

a. Dependent Variable: Employee_Performance_Y

Source: Processed data

Based on table 9, the probability value of the independent variable, namely job characteristics (X_1) is 1.996 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 90-3-1) at the test level of 0.05 is known to be 1.98793 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of job characteristics (X_1) is obtained $>$ t table (1.996 $>$ 1.98793). In addition, the significance value (Sig) of the job characteristics variable (X_1) is 0.049 $<$ Sig. value 0.05, which means *that there is an influence positive and significant job characteristic variables on employee performance at PT BIG Brebes Regency.*

The probability value of the independent variable, namely employee competence (X_2) is 7.679 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 90-3-1) at the test level of 0.05 is known to be 1.98793 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of employee competence (X_2) is obtained $>$ t table (7.679 $>$ 1.98793). In addition, the significance value (Sig) of the employee competence variable (X_2) is also obtained at 0.000 $<$ Sig. value. 0.05, at the test level $\alpha = 5\%$, which means *that there is an influence positive and significant employee competency variables on employee performance at PT BIG Brebes Regency.*

The probability value of the independent variable, namely self-efficacy (X_3) is 10,596 at the test level $\alpha = 5\%$. While the t table value (df = nk) or (df = 90-3-1) at the test level of 0.05 is known to be 1.98793 (see the attached t table). Based on the comparison of the calculated t value with the t table, the calculated t value of self-efficacy (X_3) is obtained $>$ t table (10,596 $>$ 1.98793). In addition, the significance value (Sig) of the competency variable (X_3) is also obtained at 0.000 $<$ Sig value. 0.05, at the test level $\alpha = 5\%$, which means *that there is an influence positive and significant self-efficacy variables on employee performance at PT BIG Brebes Regency.*

Based on the results of multiple linear regression analysis, the following multiple linear regression equation was obtained : $Y = 6.930 + 0.072 X_1 + 0.294 X_2 + 0.483 X_3 + e$

- The constant value of $\alpha = 6.930$, shows a positive number indicating that if the results of the regression equation of job characteristics, employee competence, and self-efficacy are considered constant, then the average employee performance at PT BIG Brebes Regency increases by 6.930.
- The coefficient value of job characteristics is $\beta_1 = 0.072$, indicating a positive number, meaning that if job characteristics increase by one unit, employee performance will increase by 0.072 and vice versa. Assuming employee competence and self-efficacy are in constant condition. In other words, if employee competence and self-efficacy have a fixed value (do not change), then each

increase in job characteristics will increase employee performance at PT BIG Brebes Regency by 0.072.

- c. Employee competency coefficient value of $\beta_2 = 0.294$, shows a positive number, meaning that if employee competency increases by one unit, employee performance will increase by 0.294 and vice versa. Assuming job characteristics and self-efficacy are in constant condition. In other words, if job characteristics and self-efficacy have a fixed value (do not change), then every increase in employee competency will increase employee performance at PT BIG Brebes Regency by 0.193 .
- d. Self-efficacy coefficient value of $\beta_3 = 0.483$, shows a positive number, meaning that if self-efficacy increases by one unit, employee performance will increase by 0.483 and vice versa. Assuming job characteristics and employee competencies are in constant condition. In other words, if job characteristics and employee competencies are fixed (unchanged), then every increase in self-efficacy will increase employee performance at PT BIG Brebes Regency by 0.314 .

Simultaneous Test

The following are the results of the simultaneous test.

Table 10. Simultaneous Test Results (F)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2711.740	3	903.913	137,982	.000 ^b
Residual	563,382	86	6,551		
Total	3275.122	89			

Source: Processed data

Based on table 10 , the results of the Simultaneous Test (F Test), are indicated by a significance level of 0.000. The resulting significance value is smaller than 0.05 or $F_{table} > F_{count} = 137.982 > 2.32$. The F table of 2.32 was obtained by looking at the F table with a degree of $df = 1 (90-3-1)$ at a significance level of 0.05.

The significance of the influence of independent variables simultaneously (together) on the dependent variable is done by looking at the calculated F probability (Sig. F value) of all independent variables at the test level $\alpha = 5\%$. If the calculated F probability is smaller than the research test level (Sig. $F < \alpha$) then H_0 is rejected and H_a is accepted, which means that the independent variables simultaneously (together) have a significant influence on the dependent variable.

Because the significance of the Anova test is greater than 0.000 below 0.05 and $F_{table} > F_{count}$, then you can the conclusion is that H_0 is rejected and H_a is accepted , meaning that there is an influence on the way **in which** among the variables of job characteristics , employee competence , and self - efficacy on employee performance at PT BIG Brebes Regency , this means that The characteristics of employee performance at PT BIG Brebes Regency can be explained in a significant way by job characteristics , employee competency ,and self-efficacy.

Determination Test (R²)

Table 11. Determination Test Results

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.910 ^a	.828	.822	2.55948

a. Predictors: (Constant), Self-Efficacy_X3, Job_Characteristics_X1, Employee_Competence_X2

b. Dependent Variable: Employee_Performance_Y

Source: Processed Data

Based on table 11, the determination coefficient (KD) is used to measure the extent to which the *independent* variable is able to explain the *dependent variable* . From Table 4.8, the Adjusted R Square value is 0.822 or 82.2%, meaning that the *independent* variables Job Characteristics (x_1), Employee Competence (X_2) and Self-Efficacy (X_3), in explaining and predicting the Employee Performance variable (Y) are 82.2%, and the remaining 17.8% is explained by other variables outside the study.

(Masroni, Muhammad Syaifulloh, Nur Afridah, Slamet Bambang Riono)

The Influence of Job Characteristics, Employee Competence and Self-Efficacy on Employee Performance in Building B PT BIG Brebes Regency

Discussion of Research Results

a. The influence of job characteristics on employee performance at PT BIG Brebes Regency

The results of this study prove that job characteristics have a positive and significant effect on employees at PT BIG Brebes Regency, meaning that *the first hypothesis can be accepted*. The results of this study prove that when job characteristics increase, employee performance also increases. Job characteristics include various aspects such as responsibility, challenges, and work environment that can motivate employees to work more effectively and efficiently. Thus, the first hypothesis stating that job characteristics have a positive impact on employee performance can be accepted.

This study found that good job characteristics increase employee competence and self-efficacy, which ultimately impacts their performance. Employee competence, which includes skills, knowledge, and abilities, increases with improvements in job characteristics. Self-efficacy, or employees' belief in their ability to complete tasks well, also increases. Both of these factors significantly contribute to improved employee performance, indicating that a good work environment can enhance individual performance.

Furthermore, these findings indicate the importance of managing job characteristics in an effort to improve employee performance at PT BIG Kabupaten Brebes. Company management can take steps to improve certain aspects of employee work, such as providing clearer responsibilities, providing appropriate challenges, and creating a supportive work environment. By focusing on developing job characteristics, companies can improve employee competence and self-efficacy, which in turn will improve overall performance. This suggests that investing in job characteristics is not only beneficial to employees but also to the overall success of the company.

The results of this study are in line with previous studies such as: that job characteristics have an effect on employee performance on work behavior and employee performance at PT. Perkebunan Nusantara XII Surabaya [34]; job characteristics have a significant effect on employee performance at PT. Bina Media Perintis Medan [12]; there is a positive effect between job characteristics and employee performance [8]; job characteristics have an effect on employee performance [17].

b. The influence of employee competence on employee performance at PT BIG Brebes Regency

The results of this study prove that employee competence has a positive and significant effect on employees at PT Andesen Jaya Plastik, Brebes Regency, meaning that *the second hypothesis can be accepted*. The results of this study prove that when employee competence increases, their performance also shows a significant increase. Employee competence includes the skills, knowledge, and abilities needed to carry out tasks and responsibilities properly. This finding supports the second hypothesis which states that employee competence has a positive impact on their performance, which can be accepted based on the results of the data analysis.

This study shows that employees who have high competence tend to be more able to complete their tasks efficiently and effectively. Good competence allows employees to face work challenges with more confidence and produce quality output. In addition, high competence also helps employees in overcoming various problems that may arise during work, so that they can maintain high productivity and performance. Thus, improving employee competence through training and development is an effective strategy to improve their performance.

Furthermore, this finding highlights the importance of investment in employee competency development for PT Andesen Jaya Plastik. The company can take steps to improve employee skills and knowledge through training programs, workshops, and continuing education. By improving employee competency, the company can not only improve individual performance but also the overall performance of the organization. This shows that investment in human resource development is the key to achieving competitive advantage and long-term success for the company.

The results of this study are in line with previous studies such as: competence affects employee performance in the Production Division at PT Sinar Ragamindo Utama Bandung (Rachmaniza, 2020); competence can affect Employee Performance at PT. Sinar Sosro Medan (Production of The Botol Sosro) (Sinaga, 2019); there is a positive and significant influence between competence and employee performance at Waringin Seafood Restaurant [19]; Competence affects employee performance in the Production Division at PT Sinar Ragamindo Utama Bandung [23]; employee work competence has been shown to have a positive and significant influence on employee productivity at the PU Bina Marga Office in the South Sumatra Region [22]

c. Influence Self-efficacy on employee performance at PT BIG Brebes Regency

The results of this study prove that competence has a positive and significant effect on employees at PT BIG Brebes Regency, meaning that *the third hypothesis can be accepted*. The results of this study prove that increasing employee competence is directly proportional to increasing their performance. Employee competence includes various aspects such as skills, knowledge, and abilities that are relevant to their work. This finding confirms the third hypothesis which states that employee competence has a positive impact on their performance, and this hypothesis can be accepted based on the data collected.

This study shows that employees who have high competence tend to be more productive and effective in carrying out their tasks. Good competence allows employees to complete tasks more efficiently and produce quality output. In addition, competent employees are better able to overcome challenges and problems that arise during work, which in turn improves their overall performance. This emphasizes the importance of competence development as a strategy to improve employee performance.

Furthermore, this finding highlights the importance of companies to invest in employee competency development at PT BIG Kabupaten Brebes. Companies can do this through various training programs, workshops, and continuing education. By improving employee skills and knowledge, companies not only improve individual performance but also improve overall organizational performance. This shows that human resource development is the key to achieving competitive advantage and long-term success.

The results of this study are in line with previous studies such as: self-efficacy has a positive and significant effect on employee performance (Yunia Ekowati, 2023); Self-efficacy has a positive effect on employee performance at PT. Coca Cola [35].

d. The influence of job characteristics, employee competence, and self-efficacy together on employee performance at PT BIG, Brebes Regency

The results of this study prove that job characteristics, employee competencies, and self-efficacy have a positive and significant effect on employee performance at PT BIG Brebes Regency, meaning that *the fourth hypothesis is accepted*. These findings indicate that the three factors together contribute significantly to improving employee performance. This means that when job characteristics are improved, employee competencies are improved, and employee self-efficacy is strengthened, employee performance will also increase. The fourth hypothesis stating that these three variables have a positive impact on employee performance can be accepted based on the results of data analysis.

First, good job characteristics, such as clear tasks, a supportive work environment, and appropriate challenges, help employees work more effectively. Positive job characteristics create a conducive work environment, which ultimately increases employee motivation and productivity. When employees feel that their jobs are well-structured and support their professional growth, they tend to perform better.

Second, employee competency plays a vital role in determining their performance. Competencies that include job-relevant skills, knowledge, and abilities enable employees to complete tasks more efficiently and produce high-quality output. Continuous training and development helps employees to continuously improve their competency, which in turn improves their overall performance.

Third, self-efficacy, or employees' belief in their own abilities, also contributes significantly to employee performance. Employees with high levels of self-efficacy are more confident in completing their tasks and are more resilient to stress and work pressure. Strong self-efficacy encourages employees to face challenges with optimism and strive for better results. Thus, increasing self-efficacy through management support and recognition of employee achievements can contribute to improving employee performance.

Overall, this study highlights the importance of a combination of good job characteristics, high employee competencies, and strong self-efficacy in improving employee performance at PT BIG Brebes Regency. Company management needs to focus on these three aspects to create a supportive work environment and facilitate employee professional growth. Investment in job characteristic development, competency training, and self-efficacy enhancement will bring long-term benefits to the company by improving employee performance and achieving organizational goals more

effectively.

4. CONCLUSION

Based on the results of the study and discussion, it can be concluded that job characteristics have a positive and significant effect on employee performance at PT BIG Brebes Regency by 7.2%. Employee competence has a positive and significant effect on employee performance at PT BIG Brebes Regency by 29.4%. Self-efficacy has a positive and significant effect on employee performance at PT BIG Brebes Regency by 48.3%. Job characteristics, employee competence, and self-efficacy together have an effect on employee performance at PT BIG Brebes Regency by 82.2%, the remaining 17.8% is influenced by other variables that were not studied.

Suggestion

Companies must continue to improve job characteristics by ensuring clear tasks and responsibilities and creating a supportive work environment. Companies must invest more resources in employee training and development to improve their self-efficacy, so that employees can face job challenges better and more effectively. Employees need to adapt to changes in job characteristics and seek opportunities to develop themselves in an ever-evolving work environment. Employees must build and maintain high levels of self-efficacy by remaining positive, enthusiastic, and confident in completing their tasks, and seeking support when faced with difficulties.

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