

## The Influence of Leadership and Self-Efficacy on Employee Performance with Work Motivation as a Mediating Variable (Study on Taksu Clinical Laboratory)



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**ABSTRACT:** Taksu Laboratorium Klinik is a health service facility located in Kediri District, Tabanan Regency. The decline in Employee Performance of Taksu Laboratorium Klinik during 2023 can be seen in the Customer Satisfaction Indicator, Failure to achieve company targets, and late attendance exceeding the provisions of Taksu Laboratorium Klinik. This study aims to analyze the role of work motivation in mediating the influence of leadership and self-efficacy -efficacy on employee performance at Taksu Laboratorium Klinik.

This study uses a quantitative method research design to test the models and instruments that have been developed by previous researchers through inferential statistics using the Structural Equation Model (SEM) with SMARTPLS 4.0 software. The number of samples involved in this study was 58 people using saturated samples. Data collection was carried out using the questionnaire method.

The results of the study show that: (1) Leadership has a positive and significant effect on employee performance; (2) Self-Efficacy has a positive and significant effect on employee performance; (3) Leadership has a positive and significant effect on work motivation; (4) Self-Efficacy has a positive and significant effect on work motivation; (5) Work motivation has a positive and significant effect on employee performance; (6) Work motivation is able to mediate the influence of leadership on employee performance; (7) Work motivation is able to mediate the influence of self-efficacy on employee performance at the Taksu Clinical Laboratory Health Service Facility.

**KEYWORDS:** Employee performance, Leadership, Self-efficacy, Work motivation

### INTRODUCTION

Employee performance is not only seen at the top manager level, but also must be present at the middle manager and subordinates or staff. If only top managers have high performance, then the quality of service felt by the community will remain low. This is because the implementers in the field are actually staff. Therefore, improving employee performance must include all levels of the organization, both top, middle and subordinate levels. If all employees have good performance, then the performance of the organization will also be good. Likewise, if employee performance in an agency is not good, then efforts to carry out tasks will be hampered so that they are unable to complete tasks on time, and of course will have a negative impact on the performance of the agency as a whole.

Ekhsan and Aziz (2021), stated that employee performance is an important aspect of the company because good employee performance has an important influence in achieving company goals. Employee performance is work achievement, namely a comparison between work results that can be seen in real terms with work standards that have been set by the organization. According to Sutermeister (1999), factors that influence employee performance are work motivation, ability, knowledge, expertise, education, experience, training, interest, attitude, personality, physical conditions and individual needs consisting of biological needs, social needs and egotic needs. Meanwhile, factors that can improve employee performance according to Simamora (2004) are individual factors such as ability and expertise, psychological factors such as perception, nature, attitude and work motivation and organizational factors such as leadership and job design.

The company that is the object of the study is Taksu Laboratorium Klinik. Taksu Laboratorium Klinik is a company engaged in the health service sector. In the table of Public Satisfaction Survey Results on Taksu Laboratorium Klinik services, it can be seen

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that the increase in the SKM value from 2021 semester I to 2023 semester II did not experience a significant increase. The value had increased in 2022 semester I, but fell again in semester II. From the data in table 1.1, it can be concluded that only 82.94% of the public are satisfied with the service performance provided by employees at Taksu Laboratorium Klinik, while 17.06% are dissatisfied.

Based on the National Laboratory Quality Indicator Assessment Regulations stated in the Regulation of the Ministry of Health Number 30 of 2022, the target for on-time attendance for all employees working in the health sector is 100% (0% Lateness), so with the percentage data on employee attendance that has not fully achieved 100%, it can be categorized as a phenomenon that must be addressed immediately to improve services.

Hermawati (2020), said that one of the important factors that can affect employee performance is the work motivation given by the company to the employees themselves. Melati, et al. (2021) defines work motivation as an energetic drive that directs the character of psychological behavior in employee activities that creates enthusiasm to work optimally in order to achieve organizational goals. The author has conducted observations and interviews with 8 employees. The results of the author's observations, work motivation is still an important factor in improving employee performance. Based on the results of interviews with 8 employees at Taksu Clinical Laboratory, the lack of employee work motivation in working at this time is because they feel that their rights are not being fulfilled by their leaders regarding BPJS Employment.

BPJS Employment is considered important by employees, because health laboratories are one type of business with high risk, where the possibility of work accidents can occur at any time. For now, BPJS Health payments are still borne independently by employees. The above phenomenon has an impact on the lack of employee work motivation in doing their jobs, so that this has an impact on the decline in employee performance itself. Rosmaini (2019) concluded that work motivation has a positive and significant effect on employee performance. Saripuddin, et al. (2019) also concluded the same results. This study supports the research conducted by Samsudin, (2018) that "work motivation has a positive and significant effect in the process of influencing or encouraging from outside towards a person or work group so that they are willing to carry out something that has been determined".

Individuals with high self-efficacy will try hard to face difficulties and persist in doing a task. The most important thing is that they have skills in that field. Individuals with low self-efficacy will be disturbed by doubts about their own abilities and easily give up when experiencing difficulties in doing a task. The phenomenon of low self-efficacy possessed by Taksu Laboratorium Klinik employees at the middle to staff level should be a special concern for the company, especially for top managers. Top managers realize that their employees are not able to complete their work well.

Based on observations made by the author, employees do not have full responsibility for the tasks given. Many employees are negligent, unenthusiastic, and do not double-check the work completed. This causes many errors to be found, so that they have to fix and even rework the work. The results of research conducted by Setyawan (2017) show that without good self-efficacy, employee performance becomes less than optimal and tends to decline, so that self-efficacy has a positive and significant influence on employee performance. Research conducted by Kartika and Agung (2018) states that self-efficacy has a significant positive influence on employee performance at the MaxOne Dharmahusada Hotel, Surabaya.

According to Fahmi (2021), leadership is a science that comprehensively studies how to direct, influence and supervise others to carry out tasks according to planned orders. In other words, leadership is defined as a series of structuring activities in the form of the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve predetermined goals. Many employees complain that they seem to be working odd jobs even though they already have their respective tasks, but are never properly appreciated. Minimal overtime pay, no appreciation and even good work facilities sometimes make it difficult for employees. This is what triggers the decline in employee performance at the Taksu Laboratory.

According to research conducted by Fazira, et al. (2019), leadership has a positive and significant influence on employee performance. Influence in this case means an active and open relationship between leaders and subordinates without coercion so that a reciprocal relationship is created. This is also supported by research conducted by Rivaldo (2020), where the significance value of leadership on employee performance is  $0.000 < 0.05$ , which means that leadership directly has a significant effect on employee performance.

Based on the background review above, the researcher is interested in conducting research with the title "The Influence of Leadership and Self-Efficacy on Employee Performance with Work Motivation as a Mediating Variable (Study on Taksu Clinical Laboratory)".

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## METHOD

In this research design, it is explanatory research which aims to explain existing phenomena and seek factual information. Based on the hypothesis that has been designed and compiled, the research variables can be determined, namely leadership, self-efficacy, work motivation and employee performance. This research took place at Taksu Clinical Laboratory located at Jalan Ngurah Rai No.43, Banjar Anyar, Kediri, Tabanan. The population in this study were all employees working at the Clinical Laboratory, totaling 58 people. The sampling technique used by the author was non-probability sampling.

The variables involved and used in this study are exogenous variables, namely Leadership (X1) and Self-Efficacy (X2). The mediating variable in this study is Work Motivation (Y1). The endogenous variables in this study are Work Motivation (Y1) and Employee Performance (Y2). Data collection methods used include questionnaires, interviews, observations and documentation. The analysis test used in this study is inferential analysis with a structural equation model (Structural Equation Modeling-SEM) based on variance or component based SEM, known as Partial Least Square (PLS). Each hypothesis will be analyzed using SmartPLS 4.0 software to test the relationship between variables.

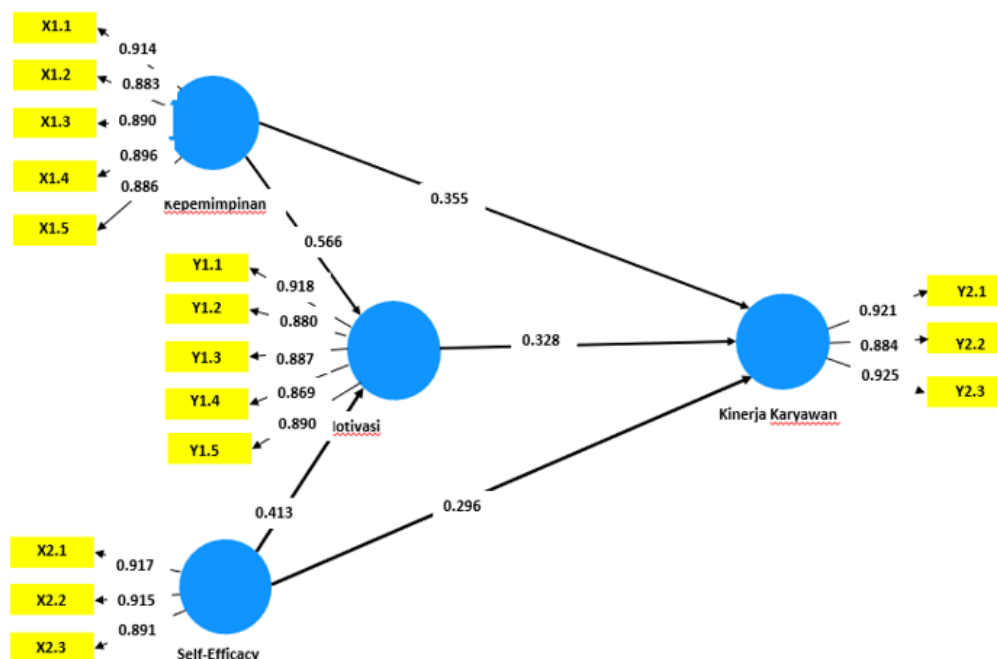
## RESULTS & DISCUSSION

The results of the Path Coefficient on each path for direct influence are presented in Table 1 below:

**Table 1. Results of Direct Influence Testing**

Variables	Original Sample (O)	T-Statistic( O/STDEV )	P Values	Information
Work motivation -> Employee performance	0.328	4,754	0,000	Significant
Self-Efficacy ->Employee performance	0.296	4,127	0,000	Significant
Self-Efficacy ->Work motivation	0.413	6,887	0,000	Significant
Leadership -> Employee Performance	0.355	4,784	0,000	Significant
Leadership -> Work motivation	0.566	9,440	0,000	Significant

Source : APMBA



**Figure 1. The Influence of Leadership Style and Self-Efficacy on Employee Performance with Work Motivation as a Mediating Variable (Bootstrapping)**

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**Hypothesis Testing 1:**The first hypothesis states that leadership has a positive effect on employee performance. The results of the hypothesis test show a positive effect with a coefficient value of 0.355 and a T-Statistic of 4,784, where the T-Statistic value is greater than 1.96. Thus, Hypothesis 1 (H1) is accepted. This means that leadership has a positive effect on employee performance.

**Hypothesis Testing 2:**The second hypothesis states that self-efficacy has a positive effect on employee performance. The results of the hypothesis test show a positive effect with a coefficient value of 0.296 and a T-Statistic of 4.127. This T-Statistic is greater than 1.96, which means that Hypothesis 2 (H2) can be accepted. Thus, self-efficacy has a positive effect on employee performance.

**Hypothesis Testing 3:**The third hypothesis states that leadership has a positive effect on work motivation. The results of the hypothesis test show a positive effect with a coefficient value of 0.566 and a T-Statistic of 9,440. This T-Statistic is greater than 1.96, which means that Hypothesis 3 (H3) can be accepted. Thus, leadership has a positive effect on work motivation.

**Hypothesis Testing 4:**The fourth hypothesis states that self-efficacy has a positive effect on work motivation. The results of the hypothesis test show a positive effect with a coefficient value of 0.413 and a T-Statistic of 6.887. This T-Statistic is greater than 1.96, which means that Hypothesis 4 (H4) can be accepted. Thus, self-efficacy has a positive effect on work motivation.

**Hypothesis Testing 5:**The fifth hypothesis states that work motivation has a positive effect on employee performance. The results of the hypothesis test show a positive effect with a coefficient value of 0.328 and a T-Statistic of 4.754. This T-Statistic is greater than 1.96, which means that Hypothesis 4 (H4) can be accepted. Thus, self-efficacy has a positive effect on work motivation.

### **RECAPITULATION OF MEDIATION TEST RESULTS**

Work motivation (Y1) is able to mediate the influence between leadership (X1) on employee performance (Y2). This result is shown from the mediation test which is seen in the influence of conditions (a), (b), (c) and (d) which show significant results.

Work motivation (Y1) is able to mediate the influence between self-efficacy (X2) on employee performance (Y2). This result is shown from the mediation test which is seen in the influence of conditions (a), (b), (c) and (d) which show significant results.

Analysis of direct, indirect and total influence is used to determine the overall influence for the relationship between the variables studied. The largest total influence value to influence employee performance is shown by the leadership path to employee performance through work motivation with a value of 0.541. This shows that a good leader is able to generate work motivation for employees so that it can improve employee performance better than through the self-efficacy path to employee performance through work motivation (Value = 0.432). Based on these findings, it can be said that with a leadership style that has a high value, employees will have work motivation to work so that later it can improve employee performance itself. Increasing self-efficacy values can also build employee work motivation which will also have an impact on improving employee performance.

### **The Influence of Leadership on Employee Performance at Taksu Clinical Laboratory**

The results of statistical data analysis show that leadership has a positive and significant effect on employee performance, so the analysis of this research model shows that good leadership will lead to high employee performance. The results of this study are in line with the research of Khan, et al. (2020), on the Influence of Leadership on Employee Performance with the results of the study that leadership has a positive and significant relationship with employee performance. The same results were also obtained from a study conducted by Rivaldo (2020) which examined the Influence between the relationship between leadership and employee performance with the results that Leadership has a positive and significant relationship with employee performance.

### **The Influence of Self-Efficacy on Employee Performance at Taksu Clinical Laboratory**

The results of the statistical analysis show that self-efficacy has a positive and significant effect on employee performance at Taksu Clinical Laboratory, so the analysis of this research model shows that good self-efficacy will lead to high employee performance. The results of this study are in line with research from Khaerana (2020), on the Influence of self-efficacy on employee performance, with research results proving that self-efficacy has a positive and significant effect on employee performance. In addition, the results of other studies conducted by Kartika, et al. (2019), stated that self-efficacy has a positive and significant effect in influencing employee performance.

### **The Influence of Leadership on Employee Work Motivation at Taksu Clinical Laboratory**

The results of statistical data analysis show that leadership has a positive and significant effect on employee work motivation, so the analysis of this research model shows that good leadership will lead to high employee performance. The results of this study

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are in line with research from Bahri (2020), which examined the influence of leadership on work motivation, with the results that leadership has a positive and significant effect on work motivation. Handayani (2019) also stated the same thing in her research. Handayani (2019) stated that from the results of partial hypothesis testing, it showed a positive and significant effect on work motivation.

### **The Influence of Self-Efficacy on Employee Work Motivation at Taksu Clinical Laboratory**

The results of the statistical analysis show that self-efficacy has a positive and significant effect on work motivation at Taksu Clinical Laboratory, so the analysis of this research model shows that good self-efficacy will lead to high employee work motivation. The results of this study are in line with research from Warsiki (2019), regarding the effect of self-efficacy on work motivation with the results of the study that self-efficacy has a positive and significant effect on work motivation. In addition, in line with research conducted by Holong (2021), which concluded that self-efficacy has a positive and significant effect on work motivation.

### **The Influence of Work Motivation on Employee Performance at Taksu Clinical Laboratory**

The results of the statistical analysis show that work motivation has a positive and significant effect on employee performance at Taksu Clinical Laboratory, so the analysis of this research model shows that high work motivation will lead to good employee performance. The results of this study are in line with Benyamin, et al. (2021), regarding the effect of work motivation on employee performance, with the results that work motivation has a positive and significant effect on employee performance. In addition, the results of research from Hermawati (2020) also show a positive and significant effect between work motivation and employee performance.

### **The Influence of Leadership on Employee Performance through Work Motivation as a Mediating Variable in Clinical Laboratory Taksu**

The results of indirect testing of leadership variables on employee performance through work motivation show that leadership has a positive and significant effect on employee performance through work motivation. Gede (2018), in his research concluded that work motivation successfully moderates the relationship between leadership and employee performance. The results of the study are in line with research from Handayani (2019). In his research entitled The Influence of Leadership Style on Employee Performance at PT. Pos Indonesia (Persero) Pematang Siantar with Work Motivation as an Intervening Variable, Handayani (2019) concluded that Leadership has a significant and positive effect on employee performance with work motivation as the intervening variable.

### **The Influence of Self-Efficacy on Employee Performance through Work Motivation as a Mediating Variable in Clinical Laboratory Taksu**

The results of indirect testing of the self-efficacy variable on employee performance through work motivation show that self-efficacy has a positive and significant effect on employee performance through work motivation. The results of the study are in line with research from Kartika (2019). Kartika (2019) stated that there is a significant indirect effect of self-efficacy on employee performance which is mediated by the work motivation variable.

## **CONCLUSION**

Based on the discussion of the research results, it can be concluded that leadership has a positive and significant effect on employee performance at Taksu Clinical Laboratory. *Self-Efficacy* has a positive and significant effect on employee performance at Taksu Clinical Laboratory. Leadership has a positive and significant influence on employee work motivation at Taksu Clinical Laboratory. *Self-Efficacy* has a positive and significant effect on employee work motivation at Taksu Clinical Laboratory. Work motivation has a positive and significant effect on employee performance at Taksu Clinical Laboratory. Work motivation is able to mediate the influence of leadership on employee performance at Taksu Clinical Laboratory. Work motivation is able to mediate the influence of self-efficacy on employee performance at Taksu Clinical Laboratory.

## **NOTES ON CONTRIBUTOR**

**Krisnaqi Purbasani** currently studying for a master's degree in the Postgraduate Study Program in Management, Mahasaraswati University, Denpasar, Bali.

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