



## The Effect of Workload and Self Efficacy on Employee Performance During the Covid-19 Pandemic

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**Arif Rahman Hakim**  
University of Muhammadiyah Malang, Indonesia  
[arifrahmanhakim219@gmail.com](mailto:arifrahmanhakim219@gmail.com)

**Aniek Rumijati\***  
University of Muhammadiyah Malang, Indonesia  
[rumijati@umm.ac.id](mailto:rumijati@umm.ac.id)

**Rizki Febriani**  
University of Muhammadiyah Malang, Indonesia  
[febrianirizki@umm.ac.id](mailto:febrianirizki@umm.ac.id)

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### Abstract:

This study aims to determine the partial effect of workload, self-efficacy, job satisfaction on performance, to determine the partial effect of workload and self-efficacy on job satisfaction and to determine whether job satisfaction mediates the partial effect of workload and self-efficacy on performance. This research was conducted on employees in the education industry with a total of 81 respondents. The sampling technique uses simple random sampling. Data collection was carried out using interviews and questionnaires. The data analysis technique uses path analysis with the Smart PLS (Partial Least Square) program. The results showed that workload had a positive and significant effect on performance, workload had a positive and significant effect on job satisfaction, self-efficacy had a positive and not significant effect on performance, self-efficacy had a positive and significant effect on job satisfaction, job satisfaction had a positive and significant effect on performance, workload has a positive and insignificant effect on performance through job satisfaction and self-efficacy has a positive and significant effect on performance through job satisfaction.

**Keywords :** Workload, Self Efficacy, Job Satisfaction and Employee Performance

**JEL Classification:** O15

\*Corresponding Author

## Research Background

Corona Virus Disease or known as Covid-19 is a viral infection or outbreak of an infectious and dangerous disease found in Wuhan, China last November 2019. Exactly one year of Covid-19 entering Indonesia after President Joko Widodo together with Minister of Health Terawan Agus Putrananto announced the Covid-19 case in Indonesia on Monday, March 2, 2020 (Liputan6.com, 2021). Due to this worldwide outbreak, all activities in various aspects of people's lives have a very impact because of the Covid-19 pandemic, including economic, health, social, cultural, educational, tourism and other aspects. For more than a year, the COVID-19 pandemic has hit Indonesia, various sectors are paralyzed and must be able to survive. Likewise with the education sector, the concept of distance learning (PJJ), learning from home (BDR) and many other terms, namely online learning, have been passed for up to a year longer. Such a rapid change and transition of work activities from face-to-face to Work From Home requires rapid adaptation that must be done. This adaptation, especially for employees in the education industry, needs to be ready for the changing learning conditions. These educators are a very important factor in formal education in general, this is because the employee is a role model or a figure that students and students emulate.

Education is one of the efforts in educating the nation's life and improving the quality of its human resources. There are several factors that can affect the success of educational goals, including: Employees /employees, students, facilities and infrastructure, educational environment, and curriculum. From these factors without neglecting other factors, employees have a very important position (Nayohan, 2020). Employees or human resources are factors that must be considered because they determine the success of the organization or also the field of education. Human resources are a factor that must be considered because it determines the success of the organization or also the field of education. If the employee's performance is high or improved in teaching, there will also be a high chance of achieving the goals set.

Performance is defined as the achievement of work in quality and quantity when completed by employees/workers when carrying out duties according to the obligations that have been devolved to them (Mangkunegara, 2009). An employee's performance can be affected by several things, as explained by Kasmir (2016) including ability and expertise, knowledge, work design, personality, leadership, leadership style, organizational culture, work environment, loyalty, commitment and work discipline. Other factors that affect employee performance as mentioned by Nayohan (2020) include individual characteristics, workload, compensation, incentive provision, work environment, leadership, organizational culture, organizational commitment, and work motivation.

One of the factors that affect employee performance, especially during the Covid-19 Pandemic, is the workload. According to Permendagri (2018) number 12 of 2008, "Workload is the amount of work that must be carried by a position/organizational unit and is the result of a multiplication between work volume and time norms". Many studies say workload has an influence on the performance of employees and employees. Among them are research by Nabawi (2019), Amboyo et al., (2015), Neksen et al., (2021), Yanti & Saluy (2019) and Yusuf et al., (2019) revealed that "workload has a significant effect on employee performance variables". However, the contradiction with the findings of Olivia et al., (2021) and Wiryang et al., (2019) reveals that "workload has no significant effect on employee performance".

This covid-19 pandemic period requires employees to always be optimistic and have confidence in the duties and responsibilities they carry out to achieve the desired goals. According to Kreitner & Kinicki (2014) Self Efficacy is a person's belief in the chances of success in completing an exclusive/certain job. Lunenburg (2011) further mentions, "employees with low levels of self-efficacy tend to set relatively low goals for themselves. The research he conducted showed that people not only learn but also perform at a level consistent with their self-efficacy beliefs". Many studies have been conducted that self-efficacy has an influence on performance, including Khaerana (2020), Sjamsuri & Mulyani (2019), Nadifah (2021), Liana & Rijanti (2016) and Haq et al., (2019). Contrary to the findings of Fadilah & Laura (2018) and Permata & Candra (2020) revealed that "self-efficacy does not have a significant effect on employee performance".

Organizations or companies, especially education units, must pay attention to the performance of employees during the Covid-19 pandemic. "If the employee's performance is low, it will have an impact on the productivity of the employee. Low employee productivity indicates a low level of job satisfaction as well. Job satisfaction is closely related to the attitude of employees to their work, the greater the level of job satisfaction will push the attitude of employees in a positive direction. Vice versa, a person's work dissatisfaction will have an impact on their work attitude in a negative direction" (Sofyan et al., 2020). According to Kreitner & Kinicki (2014) job satisfaction describes the measure by which a person enjoys his work. Previous findings have mentioned that job satisfaction affects performance, including research by Sofyan et al., (2020), Tentama (2015), Herman et al., (2014), Widayati

et al., (2020), Pamungkas & Jabar (2014), Narsih (2017) and Zakharia (2014). The contradiction with the findings by Nabawi (2019) and Subakti (2013) shows that "Job satisfaction partially has an insignificant effect on employee performance variables". From the gap in the findings, the researchers proposed job satisfaction as a mediation variable in this study.

Some phenomena related to the suboptimal performance of employees in one of the Kepanjen Education Industries include 1) preparation for heavy learning during the pandemic, 2) preparation of heavy lesson plans, 3) lack of mastery of media and technology, 4) difficult classroom management when online learning & PTM is limited, 5) learning plans (RPP) have not been realized, 6) student learning outcomes are not as expected, 7) lack of creativity and innovation in pursuing learning plans, 8) declining attendance rates, 9) minimal interaction and cooperation of fellow employees 10) unfulfilled job satisfaction. It is also known that the workload of employees at SMK Muhammadiyah 1 Kepanjen is also felt very heavy. Likewise, employees feel that the level of self-efficacy or confidence is decreasing to get the job done. The employees also revealed that they have not felt job satisfaction while carrying out their duties as employees in the education industry.

Employee performance is an important factor for the company or organization in achieving its goals. The productivity of the organization or enterprise is determined how the level of performance of employees in work. Performance is an individual's ability to carry out and complete his tasks. According to Wirawan (2009) in Adamy (2016), performance (performance) is the output of results created by a function or parameter in a job or activity in a certain period of time. According to Bangun (2012) Performance (performance) is the result of work achieved by a person according to job requirements (job requirements). The dependent variable used is Employee Performance.

Prasetyo (2020) Defining employee/teacher performance is "teaching expertise in performing their duties as an employee who has the ability to educate students in the context of coaching students in achieving a learning institution that is inseparable from disciplined behavior, good attitude, good behavior and work motivation". The main task of a employee is realized in the process of teaching and learning activities which is a form of employee performance. Employee performance measurement refers to performance indicators according to the Ministry of National Education (2008) and permendiknas (2007) which include: planning learning activity programs, implementing learning activities and evaluating/assessing learning.

Workload is something that is felt to be beyond the limits of employees' ability to carry out work. According to Permendagri (2018) number 12 of 2008, "Workload is the amount of work that must be carried by a position / organizational unit and is the result of a multiplication between work volume and time norms". Workload is the body's ability to accept work. From an ergonomic perspective, every workload received by a person must be appropriate and balanced towards the physical and psychological abilities of the workers who get the workload (Mahawati et al., 2021). Menpan (1997) in Vanchapo (2020) stated that a workload is a collection or several activities that must be completed by a part of the organization or power holder at a certain time span. Workload measurement refers to the workload indicator according to Putra (2012) consisting of: targets to be achieved, working conditions, use of working time and work standards.

Self-confidence pays off invaluable in the work of an age that is very demanding on productivity. In fact, a review of opinions conducted on 2500 managers and executives in the United States by Business Week, 72% of women and 66% of men stated that self-confidence is the most crucial quality to succeed in the business being run (Kreitner & Kinicki, 2014). This self-confidence is related to one aspect of insight about oneself or self-knowledge that affects the life of a person, namely self-efficacy or self-efficacy. According to Kreitner & Kinicki (2014) Self Efficacy is a person's belief in the chances of success in completing a job. According to Bandura (1997) in the book "Psychological Theories" by Ghufon & Suminta (2010), self-efficacy is an individual's belief in his ability to perform tasks or actions that are expected to achieve predetermined results. Self-efficacy measurement refers to self-efficacy indicators according to Bandura in Ghufon & Suminta (2010) consisting of the Difficulty Level Dimension (magnitude), Generalization Dimension (Generality) and Strength Dimension (strength) with Fratiwi research indicator items (2019).

Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him. The higher the assessment of the activity is felt according to the wishes of the individual, the higher the satisfaction with the activity. Thus, satisfaction is an evaluation that describes a person's feelings of being happy or unhappy, satisfied or dissatisfied in work (Rivai, 2010). According to Kreitner & Kinicki (2014), job satisfaction describes the measure by which a person enjoys his work. Robbins & Judge

(2016) mentioned that job satisfaction is a positive feeling about work, which results from an evaluation of its characteristics. Job satisfaction measurement refers to job satisfaction indicators according to Sedarmayanti (2017) consisting of: job content, supervision, organization and management, opportunities to advance, salary and other financial benefits such as incentives, co-workers and work conditions.

Workload affects employee performance and has a close relationship, especially during the current Covid-19 pandemic. Work that can be completed and able to adapt to the work given, it does not become a workload. On the contrary, workload occurs if the employee is unable to complete the obligations that have been given. Empirical findings conducted by Nabawi (2019), Neksen et al., (2021), Amboyo et al., (2015) and Amalia (2017) showed results that workload had a significant effect on performance. The high and low workload in this case has an impact on the performance of the employee himself.

Workload is very closely related to the job satisfaction of employees or employees. A large workload and a lot of job demands will cause a sense of saturation and boredom due to the demands given by the leader or superior. Employees with job satisfaction that tends to be low will feel saturated with the demands given by their superiors, as a result, work will be hampered and the way of completion will not be optimal (Waluyo, 2013). Workload is known to have a significant effect on employee or employee job satisfaction. This is supported by research conducted by Amalia (2017), Safitri & Astutik (2019), Tambengi et al., (2016) and Alwi & Suhendra (2019) with the result that workload has a significant influence on job satisfaction.

Previous researchers have found a strong link between expectations of high self-efficacy and success in physical and mental tasks. Conversely, those with low expectations of self-efficacy tend to have low success rates (Kreitner & Kinicki, 2014). A person who has a high self-efficacy will be able to achieve his goals with the job tasks that have been assigned to him. Self efficacy is closely related to the success of a person's performance, in simple terms, self-efficacy has an influence on the performance that a person produces. Empirical findings by Khaerana (2020), Sjamsuri & Mulyani (2019), Haq et al., (2019) and Masruroh & Prayekti (2021) revealed the results that self-efficacy had a significant effect on performance.

The very high self-efficacy that a person has has an impact on his performance, which ultimately causes a job satisfaction due to increased performance and being able to complete his work. Salangka & Dotulong (2015) stated "Employee self-efficacy increases, then job satisfaction tends to increase. Employees who have high self-efficacy will be able to work to complete the work given by the company well because the employee will be able to work responsibly, be enthusiastic, and not be lazy in doing his job". Sari & Suwandana (2016) revealed that "the high level of Self efficacy makes the higher the level of satisfaction that employees have". It is known that self-efficacy has an influence on a person's job satisfaction. The findings were supported by Masruroh & Prayekti (2021), Siamita & Ismail (2021), Sari & Suwandana (2016) and Salangka & Dotulong (2015) showing results that self-efficacy has a positive and significant effect on work literature.

Job satisfaction is one of the factors that must be considered by the organization or company, because the high and low level of job satisfaction felt by employees will have an impact on achieving performance results. Especially during this difficult Covid-19 pandemic, job satisfaction must be a factor that organizations or companies pay attention to. Kreitner & Kinicki (2014) mentioned that job satisfaction and performance have a fairly strong relationship and a positive relationship direction. Likewise Robbins & Judge (2016) some researchers usually believe that the correlation between job satisfaction and job performance is a management myth. However, a review of 300 studies shows that the correlation is quite strong. It was found in previous research that job satisfaction affects performance. It turns out that this is supported and strengthened from the findings of Sofyan et al., (2020), Widayati et al., (2020), Rosmaini & Tanjung (2019) and Alwi & Suhendra (2019) with the results of research that job satisfaction has a significant influence on employee performance.

H5 : Job Satisfaction has a significant effect on Employee Performance

Workload is a factor that affects a person's performance because workload is related to the body's ability to receive and complete a job. Nabawi's research (2019) shows that workload has a significant effect on employee performance variables. In addition, workload also has a great influence on a person's job satisfaction. Hashim's findings (2020) show that workload has a negative and significant effect on job satisfaction. In addition to workload that affects job satisfaction and performance, it is also known that job satisfaction has a direct and indirect influence on performance. Research conducted by Nabawi (2019), Kharie et al., (2019), Alwi & Suhendra (2019) and Amalia (2017) showed the results that workload has an indirect effect on performance through job satisfaction as mediation.

H6 : Job Satisfaction mediates the effect of workload on performance

Self-efficacy is closely related to the success of a person's performance, because high self-efficacy requires a person to be able to produce high performance as well. Rimper & Kawet (2014) revealed that "Self Efficacy has a positive effect on employee performance. Not only does it affect performance, this self-efficacy also has an impact

on a person's job satisfaction. Salangka & Dotulong (2015) in their research stated that self efficacy or self-efficacy of employees increases, so job satisfaction tends to increase. The findings of Sari & Suwandana (2016) show that self-efficacy has a positive and significant influence on performance. It is known that self-efficacy and job satisfaction have an influence on performance directly and indirectly. Research by Ary et al., (2019), Sari & Suwandana (2016), Masrurroh & Prayekti (2021) and Siamita & Ismail (2021) showed results that self-efficacy has a positive and significant effect on performance through job satisfaction as mediation

Some previous studies still found gaps in research results so that there are research gaps or inconsistencies in the findings. Previous research has also not discussed workload and self-efficacy in influencing performance in one study. This study aims to partially determine workload, self-efficacy, job satisfaction on employee performance, to determine the partial effect of workload and self-efficacy on job satisfaction and find out whether job satisfaction mediates the partial influence of workload and self-efficacy on employee performance.

### Research Method

This research was conducted in the Education Industry in the Kepanjen area located on Jl. KH Ahmad Dahlan No. 34 Kepanjen Kabupaten Malang, East Java Province. The type of research used is explanatory research with a quantitative approach. The population in this study was 102 employees in the Education Industry. The sample used as respondents amounted to 81 people after being determined by the Slovin formula. The sampling technique used is probability sampling with the simple random sampling method. The measurement of this research variable uses a Likert scale with a score of 1-5. The types and sources of data used in this study are primary data and secondary data. Data collection techniques in this study using interview techniques and questionnaires. The data analysis technique used is scale range analysis and path analysis with the Partial Least Square (PLS) equation program analysis tool SmartPLS 3.3. The measurement evaluation model includes the measurement model (outer model) and structural model (inner model).

### Result

#### Characteristics of Respondents

Table 1. Characteristics of Respondents

Respondent Criteria	Characteristic	Frequency	Percentage (%)
<b>Gender</b>	Man	49	60%
	Woman	32	40%
<b>Last Education</b>	S1	49	60%
	S2	32	40%
<b>Working Status</b>	Civil servants	2	2%
	Honorary	46	57%
	GTP/GTY	31	38%
	GN	2	2%
<b>Length of Work</b>	<2 years	4	5%
	2-5 years	19	23%
	5-10 years	20	25%
	>10 years	38	47%
<b>Age (year)</b>	25-35	35	43%
	36-45	24	30%
	46-60	22	27%
<b>Marital Status</b>	Marry	61	75%
	Not married	20	25%

Source : Data processed (2022)

The profile of respondents in this study was obtained through the distribution of data collection through questionnaires. The respondents were 81 employees of the Education Industry in the Kepanjen area who were selected with a simple random sampling technique. The characteristic criteria of the respondents are based on gender, last education, employment status, length of work, age and marital status which can be seen in table 1. Based on table 1 below, it is obtained that male employees total 49 employees and women total 32 employees this is in accordance with the character of the existing work. The last education was dominated by Strata-(S1) which was a total of 71 employees, the working status was dominated by honorary employees consisting of Non-

Permanent Employees (GTTP) and Seconded Employees (GDPK) totaling 46 employees. The long-working category is dominated by employees with a length of work above > 10 years or senior employees, for a young age dominated, namely employees aged 25-35 years, there are 35 employees. Then marital status was dominated by married status totaling 61 employees. The detailed characteristics of the respondents are shown in table 1.

Furthermore, testing the scale range to find out the condition of the variables studied with a likert scale. Based on table 2, it was obtained that in the Education Industry in the Kepanjen area, the scale range of each variable studied was high category workload with an average score of 291.25, high category self-efficacy with an average score of 321.6, job satisfaction category satisfied with an average score of 324.9 and high category employee performance with an average score of 329. The results of the scale range are shown in table 2.

Table 2. Scale Range Results

Variable	Amount of Respondents	Total Scores	Average	Information
Workloads (X1)	81	1165	291.25	Tall
Self Efficacy (X2)	81	1608	321.6	Tall
Job Satisfaction (Z)	81	2274	324.9	Satisfied
Employee Performance (Y)	81	1643	329	Tall

Source : Data processed (2022)

### Outer Models Test

After obtaining the data obtained from the questionnaire, then the validity and reliability tests were carried out to assess the consistency of the items and indicators studied in this study. Testing the measurement model (outer model) includes convergent validity, discriminant validity and composite reliability as follows:

Table 3. Convergent Validity Results and Composite Reliability

Variable	Indicator Items	Outer Loadings	Ave	Cronbachs Alpha	Composite Reliability	Information
Workloads (X1)	BB1	0,776	0,574	0.757	0.843	Valid and Reliable
	BB2	0,744				
	BB3	0,779				
	BB4	0,730				
Self Efficacy (X2)	SE1	0,782	0,543	0.881	0.905	Valid and Reliable
	SE2	0,765				
	SE3	0,741				
	SE4	0,839				
	SE5	0,828				
Job Satisfaction (Z)	KK1	0,738	0,637	0.928	0.940	Valid and Reliable
	KK2	0,725				
	KK3	0,724				
	KK4	0,718				
	KK5	0,745				
	KK6	0,807				
	KK7	0,705				
	KK8	0,730				
Employee Performance (Y)	KG1	0,737	0,627	0.852	0.893	Valid and Reliable
	KG2	0,749				
	KG3	0,776				
	KG4	0,841				
	KG5	0,866				
	KG6	0,816				
	KG7	0,810				
	KG8	0,821				
	KG9	0,757				

Source : Data processed (2022)

Based on table 3 above, it shows the outer loadings and AVE values of all items/indicators can be said to be valid and meet the conditions, outer loadings > 0.5 and AVE values > 0.5. These results show that the values have met the specified conditions and each indicator has been able to present its latent variables well. In addition, the results obtained of the values of Cronbach's alpha and composite reliability have shown all the values of the

latent variable or their constructs whose values > 0.70. According to the specified criteria, all variable items are declared Valid and Reliable.

Furthermore, the approval of the validity of the discriminant shown in table 4 below, it is known that the fornell-lacker/root square of the AVE value in each variable shows that all variables have a higher value than their correlation value with other variables and have met the discriminant validity value  $\geq 0.70$ . The results of the discriminant validity test are shown in table 4 as follows:

Table 4. Validity of the Fornell-Larcker Criterion Discriminant

	Workloads (X1)	Job Satisfaction (Z)	Employee Performance (Y)	Self Efficacy (X2)
Workloads (X1)	<b>0,758</b>			
Job Satisfaction (Z)	0,300	<b>0,737</b>		
Employee Performance (Y)	0,348	0,464	<b>0,798</b>	
Self Efficacy (X2)	0,312	0,452	0,375	<b>0,792</b>

Source : Data processed (2022)

### Testing the Goodness of Fit Model

The testing of the goodness of fit model can be seen from the predictive-relevance ( $Q^2$ ) value. According to Ghozali & Latan (2015) the GoF assessment criteria are 0.10 (GoF small), 0.25 (GoF medium) and 0.36 (GoF large). Based on the inner model test, the  $R^2$  value of the job satisfaction variable was 0.232 and while the  $R^2$  value of the employee performance variable was 0.284. Thus obtained the predictive-relevance ( $Q^2$ ) value as follows:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.232) (1 - 0.284)$$

$$Q^2 = 1 - (0.768) (0.716)$$

$$Q^2 = 1 - 0.549$$

$$Q^2 = 0.451$$

The result of the calculation of the predictive-relevance value ( $Q^2$ ) of 0.451 or 45.1%, according to the opinion of Ghozali & Latan (2015) the value of  $Q^2$  0.451 > 0.36 and including GoF Large, so that the model is said to be feasible and has relevant predictive values. This value explains that the diversity of data built with the PLS model of the studied variables is 45.1% and the remaining 54.9% is explained by the unexamined variables and the error rate. These results show that the well-formed PLS model can explain 45.1% of the overall variable information studied.

### Hypothesis Testing

Hypothesis testing aims to determine the effect of the causal variable on the effect variable as seen from the path coefficient value after performing the bootstrap test. In this study using a 95% confidence level and an inaccuracy limit of 5% or 0.05. If the t-statistic value is more than 1.96 and p-values < 0.05,  $H_a$  is accepted and  $H_0$  is rejected (significant). Meanwhile, if the t-statistic value is less than 1.96 and P-values > 0.05,  $H_a$  is rejected and  $H_0$  is accepted (non-significant). The following are the results of hypothesis testing in table 5 below :

Table 5. Hypothesis Testing Results

Hypothesis	Original Sample	T Statistics	P Values	Information
<b>Direct Effect</b>				
X1 -> Z	0,176	2,153	0,032	Significant
X1 -> Y	0,198	2,274	0,023	Significant
Z -> Y	0,331	3,283	0,001	Significant
X2 -> Z	0,397	4,116	0,000	Significant
X2 -> Y	0,163	1,023	0,307	Not significant
<b>Indirect Effect</b>				
X2 -> Z -> Y	0,131	2,512	0,012	Significant
X1 -> Z -> Y	0,058	1,718	0,086	Not significant

Source : Data processed (2022)

Based on table 5, the results obtained from testing direct and indirect effects. Testing hypothesis 1 shows that there is a positive and significant effect between workload on employee performance with a t-statistic value of

2.274 > 1.96 (two tailed) and a p value of 0.023 < 0.05 (significance 5%) with an original sample value of 0.198 (positive direction), so  $H_a$  is accepted and  $H_0$  is rejected and hypothesis 1 is proven. Testing hypothesis 2 shows that there is a positive and significant effect between workload on job satisfaction with a t-statistic value of 2.153 > 1.96 (two tailed) and a p value of 0.032 < 0.05 (significance 5%) with an original sample value of 0.176 (positive direction), so  $H_a$  is accepted and  $H_0$  is rejected and hypothesis 2 is proven. Testing hypothesis 3 shows that there is a positive and insignificant effect between self-efficacy on employee performance with a t-statistic value of 1.023 < 1.96 (two tailed) and a p value of 0.307 > 0.05 (significance 5%) with the original sample value of 0.163 (positive direction), so  $H_a$  is rejected and  $H_0$  is accepted and hypothesis 3 is not proven.

Testing hypothesis 4 shows that there is a positive and significant effect between self efficacy on job satisfaction with a t-statistic value of 4.116 > 1.96 (two tailed) and a p value of 0.000 < 0.05 (significance 5%) with an original sample value of 0.397 (positive direction), so  $H_a$  is accepted and  $H_0$  is rejected and hypothesis 4 is proven. Furthermore, testing hypothesis 5 shows that there is a positive and significant effect between job satisfaction on employee performance with a t-statistic value of 3.283 > 1.96 (two tailed) and a p value of 0.001 < 0.05 (significance 5%) with an original value the sample is 0.331 (positive direction), so  $H_a$  is accepted and  $H_0$  is rejected and hypothesis 5 is proven.

Testing the indirect effect of hypothesis 6 shows that there is a positive and insignificant effect between workload on employee performance through job satisfaction with a t-statistic value of 1.718 < 1.96 (two tailed) and a p value of 0.086 > 0.05 (significance 5%) with the original sample value of 0.058 (positive direction), so  $H_a$  is rejected and  $H_0$  is accepted and hypothesis 6 is not proven. Finally, testing hypothesis 7 shows that there is a positive and significant effect between self-efficacy on employee performance through job satisfaction with a t-statistic value of 2.512 > 1.96 (two tailed) and a p value of 0.012 < 0.05 (significance 5%). with the original sample value of 0.131 (positive direction), so  $H_a$  is accepted and  $H_0$  is rejected and hypothesis 5 is proven.

## Discussion

### The Effect of Workload on Employee Performance

The results of the research and hypothesis testing above show that there is a positive and significant influence between workload on employee performance. This result means that the greater or increased workload in the Education Industry, the better the performance of employees. The results of this study were strengthened and supported by the findings of Neksen et al., (2021), Amboyo et al., (2015), Yanti & Saluy (2019), Lia Amalia (2017), Nabawi (2019) and Kharie et al., (2019) that workload has a positive and significant effect on employee performance and also employee performance. The opinion expressed by Munandar (2012) in his book, argues that too little burden is qualitatively a state when the workforce does not have the opportunity to use the skills they have acquired, or to fully utilize their hidden skills. There is also boredom and distraction later, which can lead to serious things. Too little load due to lack of stimulation can lead to low passion and work motivation. Employees will feel that they are "not advancing" and are not able to show their talents and skills.

Nabawi's findings (2019) revealed that "the higher the workload of a employee, the more the employee's performance will increase". The positive influence in this study also indicates that the higher or increase in workload, the more it improves employee performance and vice versa. So to maintain employee performance, workload is a serious concern by Education Industry or other institutions. From many of these previous findings and studies, high and excessive workloads do not always have a negative impact on a person's productivity or performance. Even so, Education Industry in particular and other organizations generally have to provide a balanced workload to their workers, nor too light and not too heavy and adjusted to the abilities possessed by a employee. The findings of this study contradict and contradict research by Olivia et al., (2021) dan Wiryang et al., (2019) reveals that "workload has no significant effect on employee performance". This means that when the workload increases, it will decrease the performance of employees in an organization.

### The Effect of Workload on Job Satisfaction

The results of research and hypothesis testing show that there is a positive and significant influence between workload and job satisfaction. This result shows that the high or large workload in Education Industry will also increase the job satisfaction obtained by employees. The results of this study were strengthened and supported by the findings of a study conducted by Lumunon & Sendow (2019), Tambengi et al., (2016) and Himawati (2016) showing the results that workload has a positive and significant effect on job satisfaction. The workload is high, but employees still feel job satisfaction, this is due to several factors, one of which is the salary received according to the work charged and the incentives obtained in addition to the basic salary as a employee as obtained from the scale range.



This result is also in accordance with the theory put forward by Munandar (2012) argues that "job satisfaction is a function of the absolute amount of wages earned, how well wages meet labor expectations, and how wages are paid. Most importantly, the extent to which the wages received are considered fair. The award is considered fair (perceived fair rewards), and the results determine the amount of job satisfaction". Therefore, the workload must be adjusted to the personality, skills and competencies that the employee himself has. However, the findings of this study contradict the findings by Iroth et al., (2018); Suartana & Dewi, (2021); Yo & Surya (2015) which reveals that workload negatively affects job satisfaction, if workload increases, job satisfaction decreases, and vice versa.

### **The Effect of Self Efficacy on Employee Performance**

The results of research and hypothesis testing show that there is a positive and not significant influence between self-efficacy on employee performance. The results of this study show that increasing the self-efficacy possessed by employees, then it is not necessarily able to improve employee performance. However, even so, self-efficacy in this study can also improve employee performance, but in a low percentage. In this study, the value of self-efficacy had a greater influence on employee performance through mediation variables, namely job satisfaction. This positive and not significant influence supports and is in accordance with previous research conducted by Permata Sari & Candra (2020), Prasetya et al., (2013), Noviwati (2016), Jessica et al., (2017) and Fadilah & Laura S, (2018) which shows the result that self-efficacy has a positive and not significant influence on performance. The findings reveal that a person's confidence level or self-efficacy is not always able to improve a person's performance.

Although the results of the study had a positive and not significant effect in this study, based on the scale range of the self-efficacy level of employees of SMK Muhammadiyah 1 Kepanjen, it was at a high criterion. This means that the level of confidence in being able to complete a job as a employee remains high, even though the percentage of its influence on the performance possessed is not so significant. The importance of high self-efficacy needs to be maintained and improved by employees, with high self-confidence will later result in, confidence in being able to complete their work as educators well. The findings of this study are contrary and contradictory to the research conducted by Khaerana (2020) and Sjamsuri & Muliyani (2019), the findings show that Self efficacy has a positive and significant effect on employee performance. This means that if self-efficacy is high and rising, it will improve the performance of the employee himself because the level of self-confidence that employees have is high in their work.

### **The Effect of Self Efficacy on Job Satisfaction**

The results of research and hypothesis testing show that there is a positive and significant influence between self-efficacy and job satisfaction. A high level of self-efficacy will also have an impact on employee job satisfaction which will also increase. This is in accordance with the findings of Sari & Suwandana (2016) "higher levels of self-efficacy lead to higher employee satisfaction". This result is also in accordance with research conducted by Kartika et al., (2018) which revealed "if the employee's self-efficacy is high, it will also bring the employee at a high level of job satisfaction". The results of this study are supported and in accordance with previous research as conducted by Lodjo (2013), Wijayanti & Nugrohoseno (2014), Dotulong & Salangka (2015), Putri & Wibawa (2016) and Kartika et al., (2018). Likewise, the results of this study are in accordance with Adebomi's research (2012) that self-efficacy and job satisfaction have a significant relationship and if combined together can be a reliable predictor.

Tama & Hardiningtyas (2017) in her book mentions "employees have a sense of their achievements and pride in being able to complete a job. A happy employee is a productive employee". Therefore, it is so important for the employee to maintain his own efficacy, with the confidence possessed so that he is able with his ability to complete his work so that a sense of satisfaction is formed itself. So that from the results of this research and supported by previous theories and research, every employee must always improve his sense of self-efficacy, so that later it will have an impact on trust and confidence that he is able to produce a good job. However, this finding contradicts the empirical results carried out by Kilapong (2013) who obtained the result that self-efficacy did not have a significant effect on job satisfaction. This shows that, the high low self-efficacy of employees does not have an impact on perceived job satisfaction.

### **The Effect of Job Satisfaction on Employee Performance**

The results of research and hypothesis testing show that there is a positive and significant influence between job satisfaction and employee performance. This result interprets that the more and higher the employee's job

satisfaction, the more the employee's performance will also increase and be higher and conversely, the lower the employee's work, the lower the employee's performance will be. The results of this study support and are in accordance with previous research by Widayati et al., (2020), Narsih (2017), Pamungkas & Jabar (2014), Herman et al., (2014), Zakharia (2014) and Tentama (2015) which showed the results that there was a positive and significant relationship between job satisfaction and employee performance. Likewise, other studies such as Siamita & Ismail (2021), Priska et al., (2020), Masruroh & Prayekti (2021), Wahyuni & Irfani (2019) and also Rosmaini & Tanjung (2019) put forward findings that there is a positive and significant influence between job satisfaction and employee performance.

One of the research results put forward by Widayati et al., (2020) that "there have been many researchers who have proven this, and according to recent research in the field of psychology, factors that affect a person's employee performance are not the only factors, there are other factors that influence it, including job satisfaction. The results of employee job satisfaction are obtained through learning activities, the results obtained by measuring and evaluating learning activities". Job satisfaction had a strong and positive relationship in this study, as evidenced by the resulting statistical results.

The results of this study are in accordance with the theory expressed by Kreitner & Kinicki (2014) which states that job satisfaction and performance have a fairly strong relationship and a positive relationship direction. The results of this study interpret that the school must pay attention to the job satisfaction of the employees they have so as not to have an impact on various things in the future. However, the findings of this study turned out to be contrary to the empirical results conducted by Nabawi (2019) and Subakti (2013)) which showed that job satisfaction partially had an insignificant effect on employee performance variables. These results show that job satisfaction does not always have an impact on employee performance in the organization.

### **The Effect of Workload on Employee Performance through Job Satisfaction**

The results of research and hypothesis testing show that there is a positive and not significant influence between workload on employee performance through job satisfaction. This result indicates that job satisfaction has not been able to become a mediation or intermediary between the influence of workload on employee performance at SMK Muhammadiyah 1 Kepanjen in full. This means that the workload variable is able to directly and independently affect employee performance without the mediation of the job satisfaction variable. The results of this study are supported by the findings of previous studies related to workload variables on performance, for example Ahmad et al., (2019) and Olivia et al., (2021) that there is no significant influence between workload on performance. Related to job satisfaction variables to performance, for example Nabawi (2019) and Adiyasa & Windayanti (2019) with job satisfaction results did not have a significant effect on employee performance.

In addition to findings related to workload on job satisfaction, Cahya et al., (2021) and Suartana & Dewi (2021) revealed the results that workload did not have a significant effect on performance. The results of the study have a positive and not significant effect on the effect of workload on employee performance through job satisfaction, indeed, no literature or previous research with the same results has been found. So that the results of this study become the latest findings of the research results related to the variables studied that job satisfaction acts as a partial mediation variable because without the mediation variable, the workload still directly affects employee performance.

### **The Effect of Self Efficacy on Employee Performance through Job Satisfaction**

The results of research and hypothesis testing show that there is a positive and significant influence between self-efficacy on employee performance through job satisfaction. These results show that job satisfaction is able to become a mediating variable or intermediary between self-efficacy and employee performance. This is known from the direct influence based on the results of statistical tests self-efficacy has a positive but not significant effect on employee performance. Meanwhile, through the mediation variable of job satisfaction, self-efficacy is able to influence employee performance positively and significantly. The role of job satisfaction as mediation makes self-efficacy of employee performance have a significant effect. High job satisfaction makes self-efficacy have an indirect influence on employee performance. The results of this study support the findings of previous research conducted by Yoman et al., (2021), Ali & Wardoyo (2021), Siamita & Ismail (2021) and Masruroh & Prayekti (2021) showed the result that job satisfaction became intervening between the influence of self-efficacy on performance positively and significantly.

The findings of the research by Ali & Wardoyo (2021) stated "when self-efficacy and job satisfaction increase, the quality of employee work can improve on its own. This shows that the quality of work must be maximized if self-efficacy and job satisfaction also increase". This means that employees must have high self-

efficacy in doing their work, so that by being able to produce work as expected to be able to achieve job satisfaction, which in turn is able to improve the performance of the employee himself. The results of this study show that job satisfaction acts as a full mediation variable because it is able to indirectly influence self-efficacy on employee performance compared to directly.

## Conclusion

Based on the above discussion, several conclusions can be drawn, namely (1) Workload has a positive and significant effect on Employee Performance. This result means that the greater the workload of employees in Education Industry, the greater the performance of employees. Even so, Education Industry in particular must provide a balanced workload to employees, not too light and not too heavy and adapted to the abilities of the employees. (2) Workload has a positive and significant effect on work objectives. These results indicate that the high or the magnitude of the workload in Education Industry, it will also increase the job satisfaction obtained by employees. The workload of the work received must be in accordance with the skills and competencies of the employee because one of the factors is job satisfaction.

Furthermore, (3) Self Efficacy has a positive and insignificant effect on employee performance. The results of this study indicate that the employee's self-efficacy does not necessarily increase employee performance. However, even so, self-efficacy in this study can also improve employee performance, but in a low percentage. (4) Self Efficacy has a positive and significant effect on work goals. A high level of self-efficacy will also have an impact on employee job satisfaction which will increase as well. Employees who are successful in completing the work will be able to feel satisfaction at work. (5) Work Objectives have a positive and significant effect on Employee Performance. These results indicate that the higher and higher the job satisfaction of employees, the performance of employees will also increase and vice versa, the lower the job satisfaction, the lower the performance of employees as well. (6) Workload has a positive but not significant effect on Employee Performance through Work. These results show that job satisfaction has not been able to become a mediation or intermediary between the effect of workload on employee performance at SMK Muhammadiyah 1 Kepanjen in full. And lastly (7) Self Efficacy has a positive and significant effect on employee performance through work goals. These results indicate that job satisfaction can be a full mediating variable between self-efficacy and employee performance.

Researchers provide suggestions for future researchers to develop and modify research variables by increasing or increasing the burden of support from other variables besides, self-efficacy, job satisfaction and employee performance. For example, variables that are considered appropriate to current conditions, for example work environment, work discipline, motivation, leadership, loyalty, competence and commitment. This is with the aim that the research conducted can produce research with good results. It is also hoped that further researchers can add the position/department section of each respondent, in order to be able to distinguish the job duties of each respondent because the workload of each position is different.

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