The Influence of Self-Efficacy and Work Motivation on Employee Performance at PT Anam Koto

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ABSTRACT

This research synopsis examines the relationship between employee confidence in their abilities, their drive to work, and their actual job performance at PT. Anam Koto. Three objectives guided the study: first, to assess how personal efficacy beliefs shape performance outcomes; second, to evaluate how motivational factors influence work results; and third, to determine the combined effect of both elements on employee effectiveness at PT. Anam Koto. The entire workforce of 97 individuals participated in the research through complete enumeration sampling, a method where the entire population serves as the sample group. Measurements relied on Likert-type scaling within a quantitative and relational research framework. Findings indicated that while personal efficacy showed a positive association with performance, this relationship lacked statistical significance (β = 0.817, sig. = 0.416). In contrast, motivational factors produced both a positive and statistically meaningful effect on performance (β = 0.439, t-statistic = 3.539, sig. = 0.001). When examined jointly, these predictors significantly influenced performance (F-statistic = 21.324, sig. = 0.000). Approximately 31.2% of performance variance was accounted for by the model, leaving 67.9% attributable to unmeasured variables.

1. INTRODUCTION

Behind the success of every organization, there are people who are the driving force. Human Resource Management (HRM) is not just about managing employees, but about how an organization builds, develops, and retains the best individuals to achieve common goals. One sector that is highly dependent on effective human resource management is the palm oil plantation industry. With its labor-intensive nature, this sector requires skilled labor and good management systems for operations to run smoothly and sustainably. West Sumatra, specifically West Pasaman Regency, is one of the potential areas that has fertile land for planting various plantation crops, especially industrial palm oil plants. This is supported by soil structure and rainfall that are suitable for palm oil cultivation. It is no wonder that West Pasaman is known as the Palm Regency. So many companies have been established that operate in the palm oil industry.

PT. Anam Koto is a leading agribusiness company in Indonesia engaged in the cultivation, production, and distribution of sustainable palm oil. PT Anam Koto was established in 1990 and the first palm oil planting was in 1995 until 2011 with a land area of 4,740H. PT. Anam Koto is headquartered in Padang, West Sumatra Province. The company owns and operates palm oil plantations in Pasaman Regency and Gunung Tuleh District in West Pasaman Regency, West Sumatra Province. The contribution of employees is a central factor in attaining corporate aims. Functioning as active agents, they serve not only as task executors but also as planners and controllers vital to organizational achievement. According to Mangkunegara (2016), performance refers to the work outcomes in terms of both caliber and volume that an employee produces in

accordance with their duties. This is further supported by empirical research demonstrating a direct link between individual employee output and broader organizational success (Hussein et al., 2022). Through their applied capabilities, proficiencies, and expertise, employees are instrumental in enabling efficient and effective operations, which enhances overall company performance. This critical role aligns with the findings of Manzoor et al. (2019), who established that optimized employee performance is a primary driver of operational excellence and competitive advantage.

Therefore, it is important to measure the performance of each individual and team in the company. PT. Anam Koto can evaluate employee performance, identify areas that need improvement, and design more targeted development strategies. This assessment not only becomes a control tool, but also becomes the basis for giving appreciation to employees who have made the best contribution. PT. Anam Koto conducts performance assessments periodically every year focusing on two aspects, namely the appointment of permanent employees and also the provision of allowances. This assessment aims to ensure that employees who meet the established performance standards are entitled to be appointed as permanent employees at PT. Anam Koto. In addition, the results of performance assessments are also used as one of the bases for providing allowances so that employees receive rewards in accordance with their performance results and contributions at PT. Anam Koto.

Performance assessment is an important step in measuring employee contribution and achievement towards organizational goals. This process not only functions as an evaluation, but also as feedback that can encourage employees to continue to develop. In relation to this, self-efficacy becomes a factor that greatly influences employee performance (Citra & Dirbawanto, 2022). According to Luthans in Azhari et al. (2022), self efficacy refers to the self-confidence that a person has so that others are motivated to achieve certain tasks. In the world of work, self efficacy encourages employees to take initiative, work more independently, and adapt to changes. They are more motivated to achieve targets, face pressure calmly, and continue to learn and develop. With strong self efficacy, a person not only improves personal performance, but also contributes to the success of a company. In addition to Self Efficacy, motivation also affects employee performance in a company because motivation is one of the factors that can determine a person's performance.

A primary driver of employee performance is motivation. Robbins, cited by Busro (2018) defines it as the process that explains the vigor, focus, and endurance individuals apply toward their goals. Employees with high motivation are generally more productive, proactive, and dedicated, leading to better work outcomes. They also tend to show greater enthusiasm and accountability. Motivated employees not only provide benefits for themselves, but also for the company as a whole. High performance will contribute to achieving organizational goals, increasing competitiveness, and creating a more productive and harmonious work atmosphere. Therefore, it is important for every organization to understand and manage employee motivation in order to achieve long-term success. To achieve this, companies need to create a comfortable work area, provide rewards, and offer career opportunities. By implementing the right motivation strategies, organizations can build a more effective organizational culture and encourage employees to give their best performance.

Based on the pre-survey that has been conducted, information was obtained that employee performance at PT. Anam Koto is already optimal as evidenced by successfully achieving the Zero Accident Award as a form of appreciation for its commitment and success in implementing the Occupational Safety and Health (K3) program. This award is given based on the Regulation of the Minister of Manpower and Transmigration Number PER-01/MEN/1/2007. In the period January 1, 2022 to December 31, 2023, PT. Anam Koto successfully recorded 2,663,200 work hours without work accidents.

This success reflects the company's superior performance in creating a safe and healthy work area for all its employees and demonstrates the effectiveness of the safety management system implemented by the company, as well as compliance with applicable regulations. In addition, PT. Anam Koto employees have strong self efficacy as evidenced by employees who have confidence in their ability to complete daily reports on time and report according to the established schedule, as well as early month closing can be completed consistently on the 3rd of every month, and work effectively under pressure. With high self-efficacy, they are able to handle these administrative tasks and labor management with confidence, thus contributing to the smooth operation of the company. To increase employee work motivation, the company must be able to provide encouragement to employees, so that employees can improve performance to achieve company goals.

PT. Anam Koto has high work motivation which can be seen from optimal performance where employees can complete work on time and are responsible for the work given. The high work motivation of employees is certainly inseparable from the support provided by the company, such as the policy of providing food allowances in the form of rice every month to employees. This policy reflects the company's concern for employees and helps ease the burden of employee expenses.

2. LITERATURE REVIEW

2.1. Performance

Performance refers to the quantifiable outcomes of a process or work over a specified period, measured against predetermined standards or agreements. It is a multi-dimensional concept: Sutrisno (2013) defines it as work results in terms of quality, quantity, timeliness, and cooperation toward organizational goals. Similarly, Mangkunegara (2016) and Fahmi (2016) emphasize the results achieved by an employee in fulfilling their assigned responsibilities within set parameters. Expanding the scope, Edison et al. (2016) views performance as the results attained by any organization, profit-oriented or not, within a given timeframe. Crucially, as Hartatik (2014) clarifies, performance is the achievement of job requirements measured by results, distinct from the effort or energy expended. Synthesizing these views, performance can be concluded as the culmination of an employee's work process, measured through specific aspects and stages, which directly aims to enhance individual and organizational effectiveness. It is thus a critical indicator of an organization's trajectory and overall health.

Performance is influenced by a combination of internal and external determinants. According to Winardi (2020), these can be categorized into intrinsic factors such as motivation, education, and skills also extrinsic factors, including the work environment, leadership, and compensation. This perspective aligns with Davis & Newstrom (1985), who similarly identify ability and motivation as the two primary determinants. To measure these outcomes, performance indicators are utilized. Mangkunegara (2016) proposes key indicators such as work quality, quantity, task execution, and responsibility. The process of performance appraisal, as outlined by Rivai (Rauf, 2022), serves several critical purposes: evaluating past results, gathering objective data for job valuation and structural planning, assessing organizational and individual capabilities, setting future targets, documenting achievements, and ensuring equity in compensation systems.

2.2. Self Efficacy

Self efficacy is self-confidence to achieve results or certain tasks in increasing job satisfaction. According to Luthans in Azhari et al. (2022), self efficacy refers to the self-confidence that a person has so that others are motivated to achieve certain tasks. So with this self-confidence it is expected to be motivated to get the desired goals. According to Sumaila & Rossanty (2022), self efficacy is a self-confidence that emerges and is owned by each individual in order to obtain good performance results so that the goals to be achieved are achieved. So that with the emergence of self-confidence that is owned, one is able to make a person achieve their success.

2.3. Work Motivation

Motivation is defined as the internal desires that drive an individual to act (Terry, cited in (Hasibuan, 2019). It serves as a stimulus of desire and a driving force for work, aimed at achieving specific goals (Hasibuan, in (Sutrisno, 2013). Robbins (in (Fauzi & Irviani, 2018)) further conceptualizes it as the process that accounts for the intensity, direction, and persistence of effort toward goal attainment. Indicators of motivation, as proposed by Uno (2021), include a sense of responsibility, achievement, self-development, and independence. For the purpose of this study, a hypothesis is defined as a provisional, theory-based answer to the research questions (Sugiyono, 2013). Based on the theoretical framework, the following hypotheses are proposed:

H1: Self Efficacy has a positive and significant effect on employee performance at PT. Anam Koto.

H2: Work Motivation has a positive and significant effect on employee performance at PT. Anam Koto

H3: Self Efficacy and Work motivation simultaneously have a positive and significant effect on employee performance at PT. Anam Koto.

3. RESEARCH METHODS

A quantitative methodology formed the foundation of this research. PT. Anam Koto in Muara Kiawai, Gunung Tuleh District, West Pasaman Regency, provided the research setting. The entire workforce of 97 individuals at PT. Anam Koto represented the study population. The researchers applied total enumeration sampling, incorporating all 97 workers as respondents. Three data collection approaches were implemented: questionnaire distribution, interview sessions, and observational methods. Instrument validation involved conducting validity and reliability assessments, and the data were analyzed using multiple linear regression. Specifically, this analytical method was chosen to examine the relationship and measure the simultaneous influence of several independent variables on a single dependent variable.

4. RESULTS AND DISCUSSION

4.1. Research Results

4.1.1. Validity Test

The validity test confirmed that all statement items were valid, as each one demonstrated a Corrected Item-Total Correlation exceeding the critical threshold of 0.30. Consequently, every statement can be reliably used for subsequent testing.

1)   Reliability Test

The results of the reliability test can be seen in the table 1 below:

Table 1. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Description
Employee Performance	8	0,817	Reliable
Self Efficacy	6	0,781	Reliable
Work Motivation	8	0,824	Reliable

Source: SPSS data processing results, 2025

The reliability analysis presented in Table 1 demonstrates that all variables meet the criterion for internal consistency, as each Cronbach's alpha coefficient is above the accepted benchmark of 0.70.

2)   Classical Assumption Test
a.   Normality Test

The results of the normality test calculation can be seen in the table 2 below.

Table 2. Normality Test Results

One-Sample Kolmogorov-Smirnov Test			
			Unstandardized Residual
N			97
Normal Parameters[a,b]	Mean		.0000000
	Std. Deviation		.29853686
Most Extreme Differences	Absolute		.109
	Positive		.109
	Negative		-.095
Test Statistic			.109
Asymp. Sig. (2-tailed)			.006[c]
Monte Carlo Sig. (2-tailed)	Sig.		.182[d]
	99% Confidence Interval	Lower Bound	.172
		Upper Bound	.192

Results of the Monte Carlo test indicate that the regression residuals are normally distributed, with a significance value of 0.182 (exceeding 0.05). Consequently, although the variables themselves may not be normally distributed, the normality assumption for the regression model is satisfied, rendering it appropriate for subsequent analysis.

b.   Linearity Test

Based on the testing conducted, the linearity test results can be seen as follows.
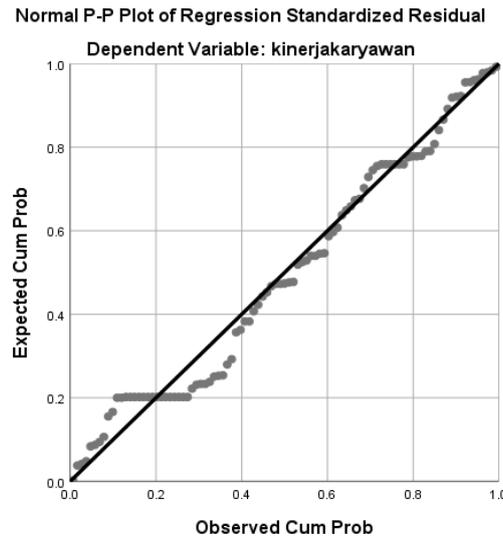

Figure 1. Linearity Test Results Based on LPP-Plot Graph

The scatter of data points in Figure 1 largely follows the path of the diagonal line, suggesting a linear association between Self-Efficacy, Work Motivation, and Employee Performance. Therefore, it can be concluded that the linearity assumption for the regression model is fulfilled.

c.   Heteroscedasticity Test

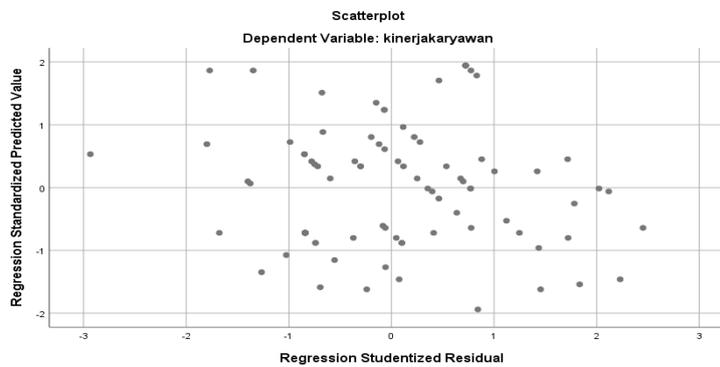The heteroscedasticity test results can be seen in the figure 2 below:

Figure 2. Heteroscedasticity test results

As depicted in Figure 2, the residual points are randomly distributed above and below the zero line of the Y-axis, with no systematic pattern observed. This random distribution confirms that the regression model meets the homoscedasticity assumption and shows no evidence of heteroscedasticity.

d.   Multicollinearity Test

The multicollinearity test results can be seen from the table 3 below:

Table 3. Multicollinearity Test Results

Independent Variable	Tolerance	VIF	Description
Self efficacy (X1)	0.413	2.420	No Multicollinearity
Work motivation (X2)	0.413	2.420	No Multicollinearity

Source: Data processing results, 2025

Diagnostic statistics from the multiple regression analysis (see table) show tolerance values above 0.10 and VIF values below 10 for both self-efficacy and work motivation. These results indicate that the independent variables are free from multicollinearity.

e.   Multiple Linear Regression Analysis

The purpose of the multiple linear regression analysis is to assess the extent of the impact that Self-Efficacy (X1) and Work Motivation (X2) exert on Employee Performance (Y). The analysis yields a regression equation, the detailed results of which are provided in the subsequent table 4.

Table 4. Summary of multiple regression analysis results

Independent Variable	Coefficient	T count	Sig	Description
Constant	2.108	5.939	0.000	-
Self efficacy (X1)	0.096	0.817	0.416	Not Significant
Work motivation (X2)	0.439	3.539	0.001	Significant
Coefficient of Determination (R²): 0.312 or 31.2%				
F:21.324				
Significant F: 0.000ᵇ				

Source: Data processing results, 2025

As demonstrated in the table above (Table 4), the intercept value (a) equals 2.108. The regression coefficients are 0.096 for self-efficacy and 0.439 for work motivation. Consequently, the multiple linear regression formula can be expressed as:

$$Y = a + b_1X_1 + b_2X_2 + e \quad Y = 2.108 + 0.096X_1 + 0.439X_2 + e$$

Where:

Y= Employee Performance

a = constant

X1= Self Efficacy

X2 = Work Motivation

b1 = self efficacy regression coefficient

b2 = work motivation regression coefficient

The regression equation reveals a constant (a) of 2.108, representing the baseline level of Employee Performance (Y) when both predictors are zero. The coefficients for Self-Efficacy (b_1 = 0.096) and Work Motivation (b_2 = 0.439) are positive, indicating that increases in each variable are associated with higher performance. The larger coefficient for Work Motivation suggests it has a stronger relative influence. The partial influence of each predictor was assessed using the t-test. For Self-Efficacy (X1), the result was not significant (t = 0.817, p = 0.416 > 0.05), indicating it does not significantly affect Employee Performance (Y); therefore, Hypothesis 1 is rejected. Conversely, Work Motivation (X2) showed a significant effect (t = 3.539, p = 0.001 < 0.05), leading to the acceptance of Hypothesis 2. In summary, only Work Motivation has a significant partial effect on performance.

The F-test was conducted to evaluate Hypothesis 3 regarding the simultaneous effect of all predictors. With an F-statistic of 21.324 and a p-value of 0.000 (p < 0.05), the model is statistically significant. This indicates that the combined effect of Self-Efficacy and Work Motivation on Employee Performance is significant, supporting Hypothesis 3 and confirming the model's suitability. The coefficient of determination (R^2) measures the proportion of variance in the dependent variable explained by the independent variables collectively. The analysis yielded an R^2 value of 0.312, indicating that 31.2% of the variance in Employee Performance can be attributed to Self-Efficacy and Work Motivation. The remaining 68.8% is accounted for by other factors not included in this model. This demonstrates that the combined influence of these two variables on performance at PT. Anam Koto is substantial.

4.2. Discussion

4.2.1. The Influence of Self Efficacy on Employee Performance at PT. Anam Koto

The t-test result for Self-Efficacy (t = 0.817, p = 0.416 > 0.05) indicates a statistically non-significant positive effect on employee performance at PT. Anam Koto. Thus, despite employees reporting high self-efficacy, it does not exert a direct or strong influence on improving their performance. The researcher believes that the self efficacy possessed by PT. Anam Koto employees is an important capital in forming positive work character. However, the company needs to take further approaches through strengthening the coaching system, intensive training, and alignment of work targets, so that the self-confidence possessed can be directed and have an impact on more optimal work achievement. This finding stands in direct contrast to prior research conducted by Antares & Lestariningsih (2019). Their study, which examined Self-Efficacy, Training, and Work Environment at PT. Orang Tua Surabaya, concluded that Self-Efficacy had a positive and significant effect on Employee Performance.

4.2.2. The Influence of Work Motivation on Employee Performance at PT. Anam Koto

The second hypothesis test indicates that Work Motivation has a significant positive effect on Employee Performance (β = 0.439, t = 3.539, p = 0.001 < 0.05). Thus, higher levels of motivation, fostered by company encouragement, lead to improved performance at PT. Anam Koto. These findings align with motivation theory. As Uno (2021) explains, a "motive" is an internal force that prompts an individual to act, inferred through observable behavior rather than seen directly. This echoes Hasibuan's definition (in Sutrisno, 2017) of motivation as an inner stimulus that drives effort toward a specific goal.

This finding is further supported by recent research. Delawati et al. (2024) in their study on the production division of PT. Dui Esa Unggul, also found that work motivation significantly influences employee performance. Their quantitative survey of 55 respondents, using Likert-scale questionnaires and SPSS analysis, confirmed that both work motivation individually and, along with organizational commitment, collectively had a significant effect on performance.

In conclusion, employee performance increases with higher levels of work motivation. As a critical driver, motivation encourages employees to work diligently, meet deadlines, and achieve organizational goals. Therefore, PT. Anam Koto should sustain and enhance performance by implementing initiatives such as recognition programs to maintain optimal employee output.

4.2.3. The Influence of Self efficacy and Work Motivation on employee performance at PT. Anam Koto

The F-test results (F = 21.324, p = 0.000) confirm that Self-Efficacy and Work Motivation collectively exert a significant influence on Employee Performance at PT. Anam Koto. This finding is consistent with prior research by Riska Ayu Ambarwati on similar variables at CV Alazka Beton Ambul. Therefore, this study substantiates that Self-Efficacy (X1) and Work Motivation (X2) together have a statistically significant and complete effect on Employee Performance (Y). Thus, it is concluded that both variables constitute significant aspects for enhancing employee performance at PT. Anam Koto. This finding aligns with Winardi's (2020) theoretical framework, which classifies performance determinants into intrinsic factors (e.g., motivation, skills, knowledge) and extrinsic factors (e.g., work environment, leadership, compensation). According to this theory, performance achievement is primarily influenced by ability and motivation factors.

5. CONCLUSIONS

Based on the analytical findings and subsequent discussion, this study concludes the following: Self-efficacy positively yet insignificantly influences employee performance (β = 0.096, p = 0.416 > 0.05). Conversely, work motivation has a positive and significant effect (β = 0.439, p = 0.001 < 0.05). Collectively, both variables significantly predict performance (F = 21.324, p = 0.000), accounting for 31.2% (R^2 = 0.312) of its variance. The remaining 68.8% is attributable to factors beyond the scope of this research.

Despite its non-significant statistical effect, maintaining strong self-efficacy is important for PT Anam Koto employees, as it relates to their confidence and ability to execute work assignments effectively. Efforts such as training programs, coaching, and continuous monitoring are recommended to enhance employee confidence and competence. PT Anam Koto is also advised to maintain and further strengthen work

motivation by implementing a fair and transparent reward system, both financial and non-financial, including awards, promotions, and recognition. This approach aims to make employees feel valued, thereby enhancing their motivation and performance. Finally, as this study focuses solely on self-efficacy and work motivation, future research should incorporate other relevant variables that may also affect employee performance.

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