

**THE INFLUENCE OF SELF EFFICACY ON JOB PERFORMANCE MEDIATED BY
INTRINSIC WORK MOTIVATION AT CIPUTRA UNIVERSITY MAKASSAR**

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e-ISSN 2686-0058

p-ISSN 2715-7695

Informasi Artikel

Tanggal masuk

09 Maret 2025

Tanggal revisi

21 Mei 2025

Tanggal diterima

28 Juni 2025

Kata Kunci:

Self-Efficacy, Job

Performance,

Intrinsic Motivation

ABSTRACT

This study is driven by researchers' curiosity regarding the factors influencing the job performance of lecturers and staff at Ciputra University Makassar. This inquiry led to the development and distribution of questionnaires among lecturers and staff as research subjects. The study employs a quantitative approach utilizing the second-order confirmatory factor analysis method. Additionally, a Likert scale is applied to assess respondents' levels of agreement or disagreement. A more comprehensive discussion on the role of motivation in shaping the performance of lecturers and staff at Ciputra University Makassar is presented in the following chapters.



INTRODUCTION

A company is a legally recognized entity that conducts business transactions or activities. The fundamental objective of a company is to optimize human and natural resources to produce high-quality goods or services, ultimately generating significant profit. Individual performance is inherently linked to institutional performance. When individuals within an organization perform efficiently and competently, the institution as a whole benefits from enhanced productivity and effectiveness.

This premise has motivated the researchers to examine the job performance of lecturers and staff at Ciputra University Makassar. The university employs 13 lecturers and 45 staff members. The study involved the distribution of questionnaires, with responses obtained from 30 participants, comprising 10 lecturers and 17 staff members. The research aims to evaluate how lecturers' and staff members' job performance contributes to the overall institutional performance of Ciputra University Makassar.

Data analysis on self-efficacy reveals that the highest percentage (70%) is linked to respondents' past work experiences, which have better prepared them for future career challenges. Regarding intrinsic motivation, 70% of respondents report deriving satisfaction from successfully completing complex tasks. As for job performance, 76.7% of respondents indicate that their work-related reports are reliable.

Self-Efficacy refers to an individual's assessment of their own capability, evaluating whether their actions are effective or ineffective and whether they can accomplish tasks according to prescribed standards. Behavioral tendencies in specific situations depend on an individual's environment and cognitive conditions, particularly their belief in their ability to successfully complete a given task (Alwisol in Prabawati, 2017). High self-efficacy can serve as a significant determinant of an individual's level of intrinsic motivation.

Intrinsic Motivation originates internally within an individual. This motivation sometimes emerges without external influence. Individuals with intrinsic motivation are generally more inclined to take initiative and drive themselves toward action without external encouragement. This phenomenon occurs due to certain internal principles that influence them (Suhardi in Irmawati, 2018). Furthermore, according to Schunk in Wulandari et al. (2021) intrinsic motivation refers to engagement in an activity for its inherent value or benefit (where the activity itself serves as the final goal). Individuals with intrinsic motivation find enjoyment in their tasks, considering the participation itself as a reward rather than relying on explicit incentives or external constraints. When employees' intrinsic motivation is fulfilled, their job performance is likely to improve (Mustikarini et al., 2023).

Job performance according to Ricardianto (2018) refers to the degree of achievement in implementing a program, activity, or policy aimed at realizing the vision, mission, and objectives of an organization as outlined in its strategic plan. Moreover, job performance, as defined by (Hasanuddin et al., 2023) originates from the term "job performance," signifying an individual's achievements in executing assigned tasks. Additionally, high self-efficacy can enhance intrinsic work motivation, which ultimately contributes to optimal job performance. According to Latief et al. (2019)), individuals with high self-efficacy exhibit greater confidence in tackling work challenges and demonstrate perseverance in completing their tasks. In addition to self-efficacy, intrinsic motivation plays a mediating role in the relationship between self-efficacy and job performance. Employees with high intrinsic motivation tend to exhibit dedication and

responsibility in their tasks without relying on external incentives (Syardiansah et al., 2020). Research by Mora et al. (2020) suggests that employees with high intrinsic motivation tend to be more creative, productive, and exhibit higher job satisfaction. In academic settings, intrinsic motivation is a crucial factor in enhancing lecturers' and staff members' performance, as their roles often demand initiative and creativity in teaching and academic services. Therefore, educational institutions must foster a supportive work environment by offering professional development opportunities, cultivating a positive organizational culture, and recognizing individual achievements to boost intrinsic motivation among educators and staff

Conceptual Framework

The research model employed in this study is an adaptation of the model by (Din et al., 2019). The conceptual framework clearly identifies self-efficacy as the independent variable (X), job performance as the dependent variable (Y), and intrinsic work motivation as the mediating variable (M). The relationships between these variables are visually depicted in **Figure 1**.

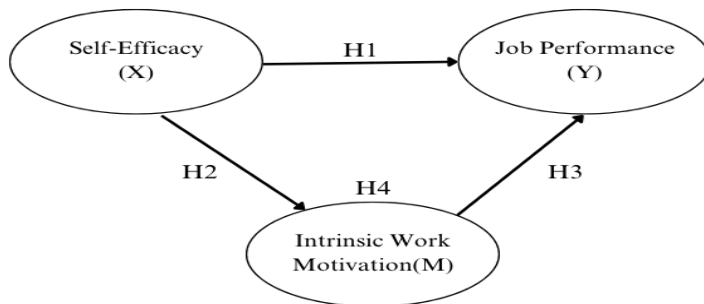


Figure 1. Conceptual Framework

Source: analyzed data

Hypotheses

H₁: Self-efficacy significantly influences the job performance of lecturers and staff at Ciputra University Makassar.

H₂: Self-efficacy significantly influences the intrinsic work motivation of lecturers and staff at Ciputra University Makassar.

H₃: Intrinsic work motivation significantly influences the job performance of lecturers and staff at Ciputra University Makassar.

H₄: Intrinsic work motivation mediates the influence of self-efficacy on the job performance of lecturers and staff at Ciputra University Makassar.

METHODOLOGY

This study adopts a quantitative approach using the second-order confirmatory factor analysis method. Second-order confirmatory factor analysis is a measurement model within SEM that consists of two levels, indicating relationships between latent variables at the first level as indicators of a second-level latent variable.

Sample

The sampling method in this study is convenience sampling. According to Sugiyono (2018), convenience sampling is a method of sample selection where the researcher freely chooses the sample at their discretion. The study population consists of lecturers and staff at Ciputra University Makassar. Therefore, the study distributed 30 questionnaires to individuals employed at Ciputra University Makassar.

Data Collection

This study employs a Likert scale to measure respondents' level of agreement or disagreement. According to Sugiyono (2018), a Likert scale is used to measure attitudes, opinions, and perceptions of individuals or groups toward social phenomena. This study uses a five-point Likert scale.. According to Hertanto (2017),), the advantage of using a five-scale Likert questionnaire is its ability to accommodate neutral or uncertain responses, which is not present in a four-scale Likert questionnaire where neutral or uncertain responses are eliminated.

Data Analysis Technique

The researchers utilized SMARTPLS-3 software, which is suitable for small sample sizes, particularly for respondents ranging from 30 to 100 individuals.

Variable Operational

Variable	Operational Definition	Indicators	Reference
Self Efficacy	An individual's confidence in performing tasks at a certain level, influencing personal activities toward achieving tasks.	1. Feeling capable of performing tasks. 2. Improved abilities 3. Enjoyment of challenging tasks 4. Job satisfaction	(Rofi, 2019). Efikasi Diri, Beban Kerja Dan Kepuasan Sebagai Faktor Penentu Kinerja EconBank: Journal of Economics and Banking, 1(2), 97-107.
Intrinsic Work Motivation	A strong internal drive within employees to execute assigned tasks and responsibilities.	1. Achievement 2. Recognition 3. Responsibility 4. Self-development (Sumber: Robbins, 2006:208)	(Nopitasari & Krisnandy, 2018). Pengaruh Gaya Kepemimpinan Demokratis, Motivasi Intrinsik dan Disiplin Kerja Terhadap Kinerja Karyawan PT Pangansari Utama Food. Oikonomia: Management Journal, 14(1).
Job Performance	The level of achievement regarding the execution of certain tasks or jobs.	1. Quality 2. Quantity 3. Timeliness 4. Independence	(Maharani & Efendi, 2017). Pengaruh budaya organisasi, komitmen organisasi, kompensasi, dan etos kerja terhadap kinerja pegawai Kementerian Ketenagakerjaan Republik Indonesia. <i>Oikonomia: Jurnal Manajemen</i> , 13(2).

RESULTS

In this study, several indicators were removed to meet the Average Variance Extracted (AVE) requirement. An AVE value > 0.5 indicates that the questionnaire items meet the required validity standards. Therefore, some question items from the three variables were eliminated to satisfy the AVE criteria.

A more detailed explanation can be seen in **Table 1** below.

Tabel 1. Measurement Model Test

			Indicator	Outer loading	AVE	Composite Reliability
Intrinsic Work Motivation	M1			0.854	0.775	0.873
			M2	0.906		
Self-Efficacy	X1			0.808	0.620	0.891
			X2	0.812		
			X3	0.802		
			X5	0.685		
			X6	0.822		
Job Performance	Y2			0.872	0.625	0.832
			Y3	0.784		
			Y4	0.707		

Based on the research table above, several indicators were removed to meet the AVE value requirements. The question item was eliminated from the Intrinsic Work Motivation variable with the M3 indicator. Additionally, an item was also removed from the Self-Efficacy variable with the X4 indicator. Lastly, the Job Performance variable with the Y1 indicator was also removed. It can be observed that most of the outer loadings on the deleted question items were removed to fulfill the AVE requirements. **Table 1** also indicates that the composite reliability values for each research variable have met the required threshold, namely composite reliability > 0.6 , thus categorizing them as reliable

Tabel 2. Path Coefficients

		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Efficacy-> Job Performance		0.452	0.484	0.144	3.146	0.002
Self-Efficacy-> Intrinsic Work Motivation		0.673	0.711	0.064	10.580	0.000
Intrinsic Work Motivation -> Job Performance		0.253	0.271	0.376	0.672	0.502

The path coefficient provides an overview of the relationships between variables in the study. According to Abdillah and Hartono in (Choti, 2021) the effect between two variables is considered significant if the p-value is less than 0.05. Based on **Table 2** above, the relationship between the self-efficacy variable (X) and the job performance variable (Y) is deemed significant, as it has a p-value of 0.002. Furthermore, the relationship between the self-efficacy variable (X) and the intrinsic work motivation variable (M) is also considered significant, with a p-value of 0.000. However, the relationship between intrinsic work motivation (M) and job performance (Y) is deemed insignificant, as it has a p-value of 0.502.

Mediation Test

The mediation effect test in this study was conducted by examining the p-values in the Total Effect, as stated by Abdillah and Hartono (Choti, 2021). The effect between variables can be considered significant if the p-value in the Total Effect is less than 0.05.

Tabel 3. Total Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Self-Efficacy-> Intrinsic Work Motivation -> Job Performance	0.170	0.193	0.275	0.619	0.536

Based on the results presented in **Table 3** below, the obtained p-value must be smaller than the predetermined significance level of 0.05. If the p-value exceeds 0.05, it indicates that the mediation variable does not mediate the relationship between self-efficacy and job performance. The study results show that intrinsic work motivation does not mediate the relationship between self-efficacy and job performance, as **Table 3** indicates a p-value of 0.536, which is greater than 0.05. This implies that intrinsic work motivation cannot mediate the effect of self-efficacy on job performance.

Tabel 4. R Square

	<i>R Square</i>	<i>R Square Adjusted</i>
Job Performance	0.240	0.183
Intrinsic Work Motivation	0.453	0.434

Based on **Table 4. R Square** above, the R Square value for the job performance variable is 0.240 (24%), indicating that job performance can be explained by intrinsic work motivation by 24%. This R Square value is relatively low, as the remaining 76% is explained by variables outside the research model. The R Square value for the intrinsic work motivation variable is 0.453 (45.3%), meaning that intrinsic work motivation can be explained by job performance by 45.3%. This R Square value is considered moderate, as it accounts for almost half (54.7%) of the variation, which is explained by variables outside the research model.

Based on the processed data, the following findings were obtained:

- Faculty members and staff at Ciputra University Makassar are always ready to meet most of the demands in their work. This readiness is driven by their previous success in fulfilling one of the company's demands—preparing reliable reports—making them feel confident in handling future tasks assigned by the company.
- When faculty members and staff at Ciputra University Makassar face problems or various work-related challenges, most of them consistently find solutions. As a result, when encountering new work challenges, they feel satisfied rather than fearful.

- Faculty members and staff at Ciputra University Makassar feel satisfied when faced with new challenges, driven by their previous success in preparing and delivering reports that the company deems reliable.

The findings of this study indicate that the removal of several indicators from intrinsic work motivation, self-efficacy, and job performance variables was necessary to meet the Average Variance Extracted (AVE) requirement, which should be greater than 0.5. According to (Hair et al., 2019), an AVE value greater than 0.5 signifies good convergent validity of the latent variable. This means that the indicators used can accurately represent the studied variable. If the AVE value falls below this threshold, certain indicators must be removed to improve the quality of the measurement model, ensuring it is more representative of the studied variables.

Beyond convergent validity, this study also measures composite reliability for each variable. Based on **Table 1**, the composite reliability values in this study meet the recommended criteria, exceeding 0.6. This indicates that the instrument used has good internal consistency (Latief et al., 2019). In other words, the research findings demonstrate a sufficiently high level of reliability for further analysis.

Discussion

Relationship Between Self-Efficacy and Intrinsic Work Motivation

The path coefficient in this study provides an overview of the relationships between variables. Based on the test results in **Table 2**, it was found that the relationship between self-efficacy (X) and intrinsic work motivation (M) is significant, with a p-value of 0.000. This result aligns with previous research, which suggests that individuals with high self-efficacy tend to have stronger intrinsic work motivation because they are more confident in facing work-related challenges (Siregar, 2021). Self-efficacy can enhance an individual's belief in their ability to complete specific tasks, ultimately increasing intrinsic motivation at work (Çetin & Aşkun, 2018).

High intrinsic work motivation is also often associated with greater job satisfaction, higher engagement, and increased productivity in the workplace. According to Ryan & Deci (2020) individuals with intrinsic motivation tend to enjoy their work more and feel more enthusiastic about completing assigned tasks. In the context of this study, faculty members and staff at Ciputra University Makassar exhibit high self-efficacy, which positively influences their motivation to work.

Relationship Between Self-Efficacy and Job Performance

The study results indicate that the relationship between self-efficacy (X) and job performance (Y) is not significant, with a p-value of 0.401 (> 0.05). This finding suggests that although individuals may have high self-efficacy, it does not necessarily lead to an improvement in their job performance. Several previous studies have also found similar results, indicating that self-efficacy functions more as a supporting factor in job performance rather than as a primary determinant (Judge et al., 2020).

In the workplace, other factors such as organizational culture, incentive systems, work environment, and support from colleagues and supervisors play a crucial role in determining an individual's job performance (Luthans et al., 2021). Therefore, while individuals may feel confident in their ability to complete tasks, their actual performance may still be influenced by various external factors.

Relationship Between Intrinsic Work Motivation and Job Performance

Additionally, the relationship between intrinsic work motivation (M) and job performance (Y) is also found to be insignificant, with a p-value of 0.502 (> 0.05). This result indicates that although individuals may have high intrinsic motivation, it does not directly contribute to an improvement in their job performance. These findings are consistent with the study conducted by Mora et al. (2020) which states that while intrinsic work motivation can enhance job satisfaction, it does not necessarily lead to increased productivity or work output.

In this study, faculty members and staff at Ciputra University Makassar demonstrated relatively high intrinsic motivation. However, this motivation did not significantly improve their job performance. This could be due to other factors such as excessive workload, lack of resources, or insufficient management support in fostering a conducive work environment (Syardiansah et al., 2020)

Mediation Test of Intrinsic Work Motivation

Based on the mediation effect test results presented in **Table 4**, it was found that intrinsic work motivation does not mediate the relationship between self-efficacy and job performance, with a p-value of 0.536 (> 0.05). In other words, although self-efficacy contributes to the enhancement of intrinsic work motivation, it is insufficient to directly influence job performance through intrinsic work motivation.

According to Baron & Kenny dalam Medina (2021), a variable can be considered an effective mediator if the relationship between the independent and dependent variables remains significant after the mediator is included in the analysis. In this study, since the relationship between intrinsic work motivation and job performance is not significant, intrinsic work motivation cannot function as an effective mediator.

These findings indicate that in improving job performance, other factors besides self-efficacy and intrinsic work motivation may have a greater influence. For instance, reward and incentive systems, a supportive work environment, and clear organizational policies may serve as more significant determinants of an individual's job performance (Putri, 2018).

Analysis of R Square Value

The analysis of the R Square value in this study indicates that the job performance variable has an R Square value of 0.240 (24%), meaning that job performance can be explained by 24% through intrinsic work motivation and self-efficacy variables. The remaining 76% is accounted for by other variables outside the research model. These results suggest that numerous other factors influence job performance besides the variables utilized in this study (Daud et al., 2019).

Meanwhile, the R Square value for intrinsic work motivation is 0.453 (45.3%), indicating that intrinsic work motivation can be explained by self-efficacy by 45.3%. This value demonstrates that self-efficacy has a considerable impact on intrinsic work motivation, although it is insufficient to allow intrinsic motivation to directly enhance job performance.

CONCLUSION

Based on the research findings, the following conclusions can be drawn, wherein intrinsic work motivation serves as a mediating variable:

H₁ : Self-efficacy has a significant effect on the job performance of lecturers and staff at Ciputra University Makassar.

H₂ : Self-efficacy has a highly significant influence on the intrinsic work motivation of lecturers and staff at Ciputra University Makassar.

H₃ : Intrinsic work motivation has an insignificant effect on the job performance of lecturers and staff at Ciputra University Makassar.

H₄ : Intrinsic work motivation does not mediate the effect of self-efficacy on the job performance of lecturers and staff at Ciputra University Makassar.

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