Towards the best employee performance model through sustainable management aspects

ⒾNetty Laura Simbolon[1*], ⒾNoermijati Noermijati[2], Margono Setiawan[3], ⒾRadhita Dwi Vata Hapsari[4]

[1,2,3,4]*Management Department, Brawijaya University, Indonesia.*

Corresponding author: Netty Laura Simbolon (*Email: nettylaura@student.ub.ac.id*)

Abstract

The purpose of this study is to examine and analyze the influence of work engagement and self-efficacy on employee performance, with the mediation of work behavior and perceived organizational support as moderation. The analysis used is statistical analysis in the form of SEM-PLS. The data collection method employs a survey method, with a research instrument in the form of a questionnaire. The population of this study consisted of civil servant employees of the Secretariat General of the Ministry of Manpower of the Republic of Indonesia, using a probability sampling technique with a total of 209 employees taken from a total population of 434. The results of the hypothesis test concluded that eight relationships between variables, mediation, and moderation were accepted, which strengthens the hypothesis built on the policy in the Ministry of Manpower in exploring the role of Social Cognitive Theory and Organizational Support Theory. Social Cognitive Theory (SCT) posits that perceived organizational support not only directly influences employee behavior but also shapes employee cognitive patterns. Employees begin to view themselves as competent and empowered individuals because organizational support reduces the fear of failure. Thus, the combination of perceived organizational support (OST) and self-efficacy (SCT) plays an important role in improving employee performance, encouraging innovation, and building a work culture that is responsive and adaptive to change. An interesting contribution of this study is the development of employee performance literature by proposing a conceptual model and framework to enhance work engagement and self-efficacy through perceptions of organizational support from the Indonesian Ministry of Manpower. This clarifies its role in enhancing human resource development, equipping individuals with essential skills and knowledge to achieve the SDGs, and building effective, accountable, and inclusive institutions at all levels.

Keywords: Employee performance, Perceived organizational support, Self-efficacy, Sustainable development goals (SDGs), Work behavior, Work engagement.

1. Introduction

The Ministry of Manpower is a ministry responsible for government affairs in the field of manpower and plays a role in supporting the President in realizing an effective and inclusive government. The main focus of this ministry includes determining employment policies, improving the quality of the workforce, protecting workers, and enforcing labor rights, both domestically and abroad. The duties and functions of this ministry are regulated in Presidential Regulation Number 95 of 2020 as an operational guideline and strategic direction. Every policy made must be known to the mandate giver [1, 2]. Civil Servants (PNS) as a resource in the public sector are tasked with providing services to the community in a professional, quality, and ethical manner. Ng et al. [3] and is expected to work effectively and efficiently, Soelton [4] and Trung et al. [5]. Goldring et al. [6] emphasized that the implementation of these tasks requires quality, committed, and responsible human resources in order to produce optimal performance. However, the reality on the ground is still far from expectations. Furthermore, according to

Adejoh and Adah [7] state that public services often exhibit deviant behavior, which ultimately causes discomfort for the community. According to the Decree of the Minister of State Apparatus Empowerment (Kemenpan) Number 63/KEP/M.PAN/7/2003, public services encompass all forms of activities carried out by public service providers as an effort to meet the needs of service recipients and to implement the provisions of laws and regulations [1, 2].

The main objective of public service is to create quality services. Quality services not only reflect the performance of the government but also represent a form of responsibility to all stakeholders, including the community, the business world, and related agencies. Public services provided by the government must be able to reach and meet the needs of all stakeholders equally. Quality services encompass various aspects, such as speed, accuracy, transparency, and accountability. This is important for building public trust and ensuring that the public feels well served. Thus, the government not only fulfills its obligations but also plays an active role in creating social welfare and increasing public satisfaction with state services. Based on performance measurement, the level of performance accountability at the Ministry of Manpower has been declared as "Good" (B). The increase in the performance accountability value from 2021 to 2022 by 0.43 points, reaching 67.12, reflects positive progress. However, this increase is still below the target of the Ministry of Manpower, which expects the accountability value to reach 71 in 2022. In addition, there was a minor decline of -0.26 points in the performance achievement component in the same year. This decline indicates potential problems that need to be addressed to maintain the quality of institutional performance, especially in terms of optimal public service. Following up on the symptoms of employee performance targets not being achieved for the past three years (2020, 2021, and 2022), this study uses a behavioral perspective to find solutions to employee performance problems in the Employment Secretariat. Social Cognitive Theory is one of the most frequently used behavior theories in research [8, 9]. This theory views humans as active agents who can influence or change events through their actions [10]. Social Cognitive Theory functions to integrate cognitive processes into employee behavior.

The essence of this theory is that employees have the ability to predict events, set goals, and play an active role in achieving goals. Cognitively formed outcome expectations allow employees to assess the potential consequences of a particular behavior, so that they can determine which actions to take to achieve the desired results. Initially, Miles [11] argued that Social Cognitive Theory oversimplifies human interaction, because it ignores the aspect of humans as "social beings" who have emotional value and inter-individual dependencies. It is important for organizations to see employees as a valuable source of Human Capital [12]. In this context, social support becomes an important foundation. According to Lakey and Cohen [13], social support is one of the main factors that influence human actions, emotions, moods, cognitive outcomes, and perceptions. Other studies also show that employees who have an emotional bond with their workplace tend to show better performance [14, 15]. All of these ideas can be explained through Organizational Support Theory, which emphasizes the importance of organizational support in building emotional attachment and improving employee performance. Thus, this study proposes that perceived organizational support can function as a moderating variable that strengthens the relationship between self-efficacy and employee performance, which is expected to provide new contributions to theory development.

2. Theoretical Framework

2.1. Social Cognitive Theory (SCT)

Social Cognitive Theory in this study acts as a basis for thinking. The theory put forward by Albert Bandura in 1986, through his work "Social Foundations of Thought and Action: A Social Cognitive Theory," explains that humans have the ability to think and regulate their behavior independently. Bandura emphasized that cognitive functions allow individuals to learn through social observation, so that human behavior is not only influenced by external factors but also by internal processes such as thinking and reflection. Social Cognitive Theory is based on the proposition that social and cognitive processes are central aspects in understanding human motivation, emotions, and actions. This theory views human behavior as part of a reciprocal interaction model involving three main components: (1) the environment, (2) personal aspects including individual affection, emotion, and cognitive processes, and (3) the behavior itself. These three components influence each other and play an important role in shaping human responses and behavioral patterns in various social contexts. Social Cognitive Theory views human action in terms of an interdependent causal structure, consisting of three factors that influence behavior, namely the environment (E), the individual (P), and behavior (B).

2.2. Organizational Support Theory (OST)

According to Organizational Support Theory [12, 16]. Employees develop general perceptions about the extent to which the organization values the employee's contributions and cares about the organization and the employee's well-being. Organizational Support Theory has attracted great interest because of its potential value in viewing the organization-employee relationship from the employee's perspective. Paying attention to performance is how the organization treats employees to determine the extent to which the organization supports and values employee contributions [12]. Organizational Support Theory should give rise to a reciprocal relationship, employees seek to repay the organization for high levels of support by increasing their efforts to help the organization achieve its goals [17]. Organizational Support Theory also explains that the development of perceived organizational support is based on employees' ideas that the organization has human characteristics Eisenberger et al. [12]. Eder and Eisenberger [18] state that employees associate as agents of the organization, which is an indication of the overall organization's favorable or unfavorable orientation towards employees. Organizational Support Theory serves to address the psychological consequences of perceived organizational support [19].

2.3. Work Engagement (WE)

Enthusiasm and engagement are often seen as the willingness and contribution of employees to achieve organizational goals [20]. Employees are considered engaged at work when they feel committed, involved, excited, and empowered and can demonstrate this in their work behavior [21]. Engagement has also been viewed as "a positive, activated state of mind directed toward a work task [22]. In 2002, an organization called the Utrecht Group chose to define engagement as "a positive, satisfying, work-related state of mind" [22]. The group maintains this definition as support for the concept that an engaged employee has a strong passion and dedication to the work they do and finds it easy to become absorbed in the same work [22]. This definition has led human resources departments to consider engagement as a management practice, "engaging" as opposed to "being involved [22].

Work engagement is very important for organizations because it contributes to the achievement of desired outcomes [23]. This achievement can be measured through the performance produced by employees. Previous research shows that work engagement has a positive and significant influence on employee performance [24-28]. Employees with high work engagement tend to pay attention to the details of their work and strive to make the best contribution to the company [29].

H₁: Work Engagement has a positive and significant effect on Employee Performance

2.4. Self-efficacy (SE)

Efficacy refers to the belief in the extent to which a person is able to estimate his/her ability to carry out or perform the tasks required to achieve a certain outcome. Beliefs about all of these abilities include self-confidence, adaptability, cognitive capacity, intelligence, and the capacity to act in stressful situations. Self-efficacy will develop gradually and continuously as abilities increase and experiences related to it increase. Mcdevitt and Ormrod [30] and Chiusaroli et al. [31] state that self-efficacy refers to a person's belief that he or she is capable of completing a task or problem, achieving a goal, or overcoming an obstacle. Another opinion, according to Williamson et al. [32] that someone who has strong self-efficacy tends to have greater motivation and always tries to achieve the goals they hope for, so that when faced with a problem that might make them feel like a failure, they will still be able to persist in solving it.

Individuals with high self-efficacy choose to make greater efforts and never give up to achieve the desired organizational goals. previous studies that explain the effect of self-efficacy on performance such as research conducted by Hur et al. [33]; Machmud [34]; Mehmood et al. [35] and Motyka [36] related to self-efficacy and employee performance, the results showed that self-efficacy has a positive and significant effect on employee performance. The results of other studies conducted by Judge et al. [37] and Stajkovic and Luthans [38] show a significant positive correlation between self-efficacy and employee performance, which means that there is a very strong relationship between self-efficacy and employee performance. This indicates that the higher the self-efficacy, the better the employee performance [39-41].

H₂: Self-efficacy has a positive and significant effect on Employee Performance

2.5. Work Behavior (WB)

In the work context, positive behavior ensures that employees not only focus on results, but also on the right and fair process in achieving goals. Ivancevich et al. [42] emphasized that good work behavior includes productive interactions, innovation, and a deep understanding of the work system, but all need to be based on ethical values. This is important because public employees often face dilemmas that require strong moral judgment to make the right decisions for the community. By implementing ethical and goal-oriented behavior, employees can carry out their duties more effectively, in line with organizational values [42].

Work engagement plays a vital role in achieving organizational goals and in the company to build and maintain high levels of energy and enthusiasm among employees [43]. Creating a supportive work environment and encouraging employees to voice ideas, share experiences, identify mistakes, exchange knowledge, and discuss work-related obstacles can lead to more positive work behaviors in the organization. Therefore, the relationship between work engagement and behavior is very closely related, and both relationships have been discussed by several previous studies and have resulted in a positive and significant relationship [24, 44-46].

H₃: Work Engagement has a positive and significant effect on Work Behavior.
H₄: Self-efficacy has a positive and significant effect on Work Behavior.

2.6. Employee Performance (EP)

In an organization, both private sector organizations and government organizations (public sector), employee performance or work achievement is a very important aspect to achieve organizational goals. Organizational performance cannot be separated from the performance of employees in carrying out their duties and responsibilities. Thus, the progress or decline of an organization is largely determined by the role and quality of its employees. In general, performance can be interpreted as what is done or not done by employees [1]. Performance is a process of carrying out tasks achieved by employees through the use of existing capabilities with established limitations to achieve organizational or company goals in the vision and mission that have been put forward [47].

Civil servants are the most important component in the public sector apparatus needed to run the government machinery. They act as the main center of administration that ensures the smooth functioning of the government. Paying attention to employee performance as a determining factor for organizational success has become commonplace. In the government sector, performance is defined as the ability to manage San Miguel et al. [48], which includes responsibility for performance as well as accountability for the results achieved. (Pollitt, 2011). This performance focuses on measurement de Mos et al. [49] and human resource management. In the government sector, the main focus is on achieving maximum goals [50]. This process takes place throughout the organization and aims to align each employee with the overall organizational strategy, so that each individual understands their role and contribution to achieving strategic goals.

H5: Self-efficacy has a positive and significant effect on Employee Performance.
H6: Work behavior mediates the influence of work engagement on employee performance.
H7: Work Behavior mediates the influence of Self-Efficacy on Employee Performance.

2.7. Perceived Organizational Support (POS)

Perceived organizational support is the employee's belief in the extent to which the organization is prepared to appreciate the efforts made by employees in meeting organizational demands Eisenberger et al. [12] and Waileruny [51] said that perceived organizational support is the extent to which employees believe the organization values their contributions and cares about their well-being. Thus, it can be concluded that organizational support is a form of attitude, contribution, or treatment given by the organization that is used as a stimulus by its employees about how far the organization where they work values their contributions and cares about their well-being. In other words, organizational support reflects how the company or organization values the contribution of employees to the progress of the company (valuation of employee contribution) or the organization and the company's attention to their lives (care about employee well-being).

H8: Perceived Organizational Support moderates the influence of Self-Efficacy on Employee Performance

Based on hypotheses formed from the results of previous research and arguments from academic journals, the research model of this research is shown in Figure 1.
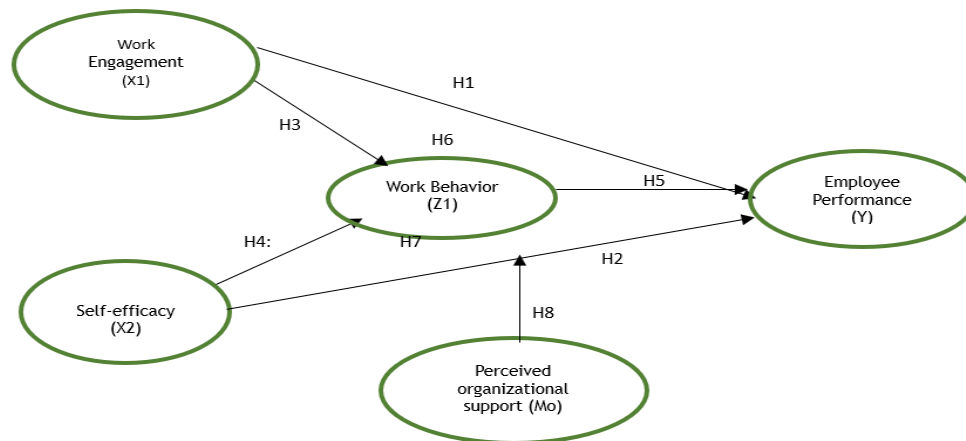
Figure 1.
Research Model.

Table 1.
Characteristics of Respondents.

No.	Gender	Age	Education	Years of service
1	Male = 115 (55.02%)	<30 = 7 (3.35%)	S1 = 169 (80.86) %	<3 = 20 (9.57%)
2	Female = 94 (44.98%)	31-40 = 112 (53.59%)	Master = 40 (19.14%)	4 - 8 = 110 (52.63%)
3		41-50 = 60 (28.71%)		9 - 12 = 35 (16.75%)
4		>50 = 30 (14.35%)		13 - 15 = 18 (10.05)
5				> 15 = 18 (11.00)

3. Method

3.1. Data collection

Research design begins with identifying problems at the research location, formulating the problem, and developing a theoretical basis to strengthen the basis for each variable. The population of this study were employees in the Ministry of Manpower, using a probability sampling technique with a total of 209 employees taken from 434 the entire population [52]. This research uses respondent data collected using a cross-sectional design, which was carried out from March to July 2024. Respondent data collection in this study was carried out by sending questionnaires online to 209 respondents, then all respondents returned the questionnaires (100%). Of the 209 respondents' data, there was no missing data, so that all respondents' data could be used for statistical analysis. An initial pilot study was conducted involving 30 respondents to evaluate their understanding of the questionnaire's content. The results of the pilot study showed that respondents were able to understand and answer questions clearly and consistently, thus validating that the research instrument was ready for data collection [53]. Respondent data was analyzed descriptively and presented in Table 1 above.

3.2. Measurements

The research model's variables are measured using indicators derived from previous research, which have been validated and are relevant to the study. Primary and secondary data were gathered via an online survey that employed a Likert scale ranging from one to five. Each variable's items, which were not dependent on the mediator, were slightly modified and taken from earlier studies. Employees' performance [54-56]. Perceived organizational support [14]. Work behavior [57]. Work engagement (Schaufeli), Self-efficacy [10].

3.3. Data

The nature of the data used is quantitative data. The unit of analysis for the data used in this research is all sections. There are 209 respondents' data that were used in this study. This research utilized a cross-sectional design to collect data, which was conducted between March and July 2024 [23, 58]. Data from respondents was collected via an online questionnaire using Google Forms [59, 60]. In the data collection process, each respondent was first asked about their consent in data collection. A written informed consent for participation in the study has been obtained through online questionnaires. The questionnaire for this study was written in Indonesian, considering that the native language of the respondent population is Indonesian. This ensures that the questionnaire content is easier for respondents to understand during data collection. The translation of the questionnaire content between Indonesian and English was carried out with the assistance and guidance of experts.

4. Results and Discussion

4.1. Measurement Model

This research employs Partial Least Squares (PLS) or SmartPLS version 3 to perform statistical analysis and hypothesis testing on the model and the collected respondent data [61]. According to Hair Jr et al. [62], the use of PLS-SEM for analysis and reporting can be categorized into two main components, which are the measurement model and structural model or inner model [62]. This research utilizes a reflective approach in the formation of the research model, hence, the measurement model adopted is a reflective measurement model. The first step in the reflective measurement analysis is the analysis of the loading factor, which is used to assess the validity of each indicator within the latent variable by examining the correlation between the indicator items and the latent variables in the research model [62]. The Loading Factor indicator should be set at 0.7. If the indicator drops below this suggested value, it indicates a lack of validity in the indicators. The next step in the reflective measurement procedure is to evaluate the level of convergent validity, which explains the validity of the relationship of the indicators in describing their latent variables. Convergent validity was calculated through the average variance (AVE) metric, and the rule of thumb for adequate convergent validity is 0.5 [63]. The following up phase is internal consistency reliability. The adequate rule of thumb in composite reliability analysis, often known as CR is 0.7, which is typically considered satisfactory based on specific criteria. The average square root of the variance extracted ($\sqrt{\text{AVE}}$) for each construct was greater than the correlation between one construct and the other constructs in the model. Based on the table above, the AVE value indicates that the construct in the estimation model meets the discriminant validity criteria. The results of the composite reliability test and Cronbach's alpha test showed satisfactory values because all latent variables had composite reliability values, and Cronbach's alpha ≥ 0.70. This means that all the latent variables were considered reliable (Table 2).

Table 2.
Validity, Reliability, AVE, Cronbach's Alpha, R2 Results

	Cronbach's Alpha	Composite reliability	Average variance extracted (AVE)	R-2 adjusted
Work Engagement (X1)	0.832	0.897	0.720	-
Self- Efficacy (X2)	0.884	0.910	0.746	-
Work Behavior (Z1)	0.962	0.966	0.761	0.556
Perceived Organizational Support (Z2)	0.963	0.968	0.868	-
Employee Performance (Y)	0.932	0.945	0.842	0.423

Table 3.
Discriminant Validity according to the Fornell-Larcker Test.

Construct	X2	Y	X1	Z1	Z2
Self-Efficacy (X2)	0.778				
Employee Performance (Y)	0.477	0.843			
Work Engagement (X1)	0.651	0.528	0.752		
Work Behavior (Z1)	0.694	0.568	0.670	0.790	
Perceived Organizational Support (Z2)	-0.051	0.228	-0.007	0.147	0.879

Based on the results of the discriminant validity test in Table 2, it was found that the AVE square root value of all constructs exceeded the correlation coefficient of the construct with other constructs, so that it can be concluded that all constructs in this PLS model have met the required discriminant validity. In addition to using the Fornell Larcker method, discriminant validity can also be seen from the cross loading value of each indicator against its construct, an indicator is declared to meet the discriminant validity criteria if the indicator's cross loading against the construct is higher than the indicator's cross loading value against other constructs, Once the validity and reliability test requirements are satisfied, hypothesis testing can be continued using the SEM-PLS analysis technique. Hypothesis testing between constructs was carried out using the bootstrap method, which was run using SmartPLS on computer media. The measuring instrument used in the hypothesis testing uses the path coefficient value, the t count is compared with the t table, and the P count value. The t-table value used for comparison is 1.65, which is obtained from 314 degrees of freedom in the one-tailed test with a significance (α) of 0.05. The decision-making method was as follows. 1. If the value of t count> t table or P count <0.05, the hypothesis is accepted. 2. If the value of t count <t table or P count> 0.05, then the hypothesis is rejected (see Table 4 and Table 3).

Table 4.
Direct Influence Test, Moderation and Mediation Test

	Hypothesis	Path Coefficient	T Stats	P value	Description
H1	Work Engagement-> Employee Performance	0.250	2,681	0.004	Significant
H2	Self-efficacy-> Employee Performance	0.123	1,808	0.036	Significant
H3	Work Engagement-> Work Behavior	0.395	6,200	0.000	Significant
H4	Self-efficacy-> Work Behavior	0.423	6,753	0.000	Significant
H5	Work Behavior-> Employee Performance	0.277	3,286	0.001	Significant
H6	Work Engagement-> *Work Behavior -> Employee Performance	0.110	3,074	0.001	Significant
H7	Self-efficacy-> Work Behavior -> Employee Performance	0.117	2,735	0.003	Significant
H8	Self-efficacy-> *Perceived Organizational Employee Performance Support-> Employee Performance	0.1348	2,457	0.007	Significant

4.1.1. The Influence of Work Engagement on Employee Performance

Work engagement is also the extent to which employees side with their work and actively participate in it, and consider the work to be important to them [47]. In this study (Table 4), work engagement was measured using five indicators adapted from Schaufeli et al. [64] and previous research by Choi et al. [65]. It can be seen that the Vigor, Dedication and Absorption indicators have a major role in increasing employee work engagement at work, which will also affect the increasing performance of employees of the Ministry of Manpower's Secretariat General. The most dominant perception of respondents is in the Absorption indicator, namely that employees always accept the work given, are serious about working and get carried away while working. The second dominant perception is in the dedication indicator. Employee performance is the result of how well or poorly employees do their work, which is assessed in terms of quality and quantity based on work standards determined by the organization [66]. The measurements used are adapted from Anugrah and Priyambodo [67], Gyansah and Guantai [68], and Sherwood and Dessler [56], consisting of three indicators. The results show that the dominant perception of respondents is on the punctuality indicator, namely that employees are able to be disciplined in working and are able to divide their time well. This finding is also supported by previous research conducted by Wang et al. [53], Bouckenooghe et al. [69] and Kun and Gadanecz [70] who stated that work engagement plays an important role in improving employee performance. The findings of this study are not in line with or contradict the research conducted by Balain and Sparrow (2009), which proves that work engagement is not significant to employee performance.

4.1.2. The Influence of Self-Efficacy on Employee Performance

Self-efficacy is a person's belief in their abilities and integrity so that they can take actions according to other people's expectations of them [71]. In this study (Table 4), self-efficacy was measured using three indicators adapted from Bandura and Locke [10] and previous research by Abun et al. [72]. The dominant perception of respondents was on the Level

indicators or Task Difficulty Level, which means that the employees of the Ministry of Manpower secretariat have a high level of sufficient confidence in their ability to complete tasks. Furthermore, the results of the study prove that self-efficacy has a direct effect on employee performance. This can be interpreted that self-efficacy can drive employee performance. These results state that hypothesis two, which states that self-efficacy has an effect on employee performance, is accepted or supported. Employees who have high self-efficacy when facing challenges or failures, employees with high self-efficacy do not give up easily. Employees will continue to try until they achieve the desired goals, which can ultimately improve the quality of performance. This statement is supported by several previous studies that explain the effect of self-efficacy on employee performance such as in research conducted by Hur et al. [33]; Machmud [34], Mehmood et al. [35] and Motyka [36] related to self-efficacy and employee performance, the results showed that self-efficacy has a positive and significant effect on employee performance. Theoretically, the results of the study are in line with Bandura and Locke [10], which explains that work engagement is a feeling of involvement of cognitive, emotional, and physical aspects of employees in work activities, performance, and organizational output [73]. Employees can improve their work behavior by observing and imitating employees who are engaged in their work. If an employee sees a colleague who shows high work engagement, they are more likely to imitate. So that employee work engagement in the organization has an influence on work behavior.

4.1.3. The Influence of Work Engagement on Employee Work Behavior

Work engagement is a physical, cognitive, and emotional expression of oneself at work [74]. In this study (Table 4), work engagement was measured using five indicators adapted from Schaufeli et al. [64] and previous research by [65]. It can be seen that the Vigor, Dedication and Absorption indicators have a major role in increasing employee work engagement at work, which will also affect the increase in ethical work behavior of employees of the Ministry of Manpower's Secretariat General. The most dominant perception of respondents is in the Absorption indicator, namely that employees always accept the work given, are serious about working, and get carried away while working. The second dominant perception is in the dedication indicator. The results of the analysis show a positive relationship between work engagement and employee work behavior. These results are empirical evidence that there is a positive relationship between the two. This can be interpreted that work engagement has a direct effect on employee work behavior. Work engagement can encourage employees to demonstrate work behavior. The findings are also supported by previous research conducted by Knafl [75], Ong et al. [76], and Bakker et al. [77], which stated that work engagement affects work behavior. The form of work engagement that can improve employee work behavior is when employees who in their work activities, are focused and creative in finding solutions to existing problems and preventing potential problems. This means that employees who feel engaged in their work demonstrate ethical behavior in their work, such as being oriented towards quality service and trying to improve the quality of work according to the needs of the community to improve processes and services in agencies to meet the needs of the community better so that they can meet the needs of the community.

4.1.4. The Influence of Self-Efficacy on Employee Work Behavior

Self-efficacy is a person's belief in their abilities and integrity so that they can take actions according to other people's expectations of them [71]. In this study (Table 4), self-efficacy was measured using three indicators adapted from Bandura and Locke [10] and previous research by Abun et al. [72]. The most dominant perception of respondents is indicated by the Level indicator or Task Difficulty Level, which means that the employees of the Ministry of Manpower secretariat have a high level of sufficient confidence in their ability to find solutions and ideas in completing tasks and any problems faced. According to Crant [78], ethical behavior is "taking the initiative in improving or creating the current state of affairs; it involves challenging the status quo rather than passively adapting to current conditions." At the individual level, work behavior is defined as behavior that brings change to oneself or one's situation [79]. The measurement uses 7 indicators adapted from Peters [57], namely Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative.

The results of the analysis show a significant influence between the two. Thus, it is proven that the level of self-efficacy has an influence on work behavior at the level of task difficulty. This shows that basically the employees of the Ministry of Manpower secretariat feel confident that they have the ability to make changes and improve the situation in the workplace by providing solutions and ideas for every problem faced. This encourages employees to take the initiative and act ethically at work. This finding is in line with previous research by Nwanzu and Babalola [80], which states that self-efficacy is a determining factor for someone to behave ethically at work. Another study that supports this is Gardner et al. [81], who found that the formation of self-confidence is an important factor in ethical action.

4.1.5. The Influence of Employee Work Behavior on Employee Performance

Work behavior is an individual's response or reaction that arises either in the form of actions or attitudes or a person's assumptions about their work (Table 4), working conditions experienced in the work environment, and the treatment of leaders towards employees [82]. Furthermore, according to Robin, work behavior is how people in the work environment can actualize themselves through their attitudes at work. Employee actions in providing public services are determined by their moral or ethical values and standards. Ethical values and standards motivate civil servants to demonstrate positive performance. According to Johnson and Spector [83], ethical behavior must meet 6 principles, namely: competence, integrity, professionalism, respecting and upholding human dignity and rights, having a concern for others to develop, and having social responsibility. Furthermore, according to Manalu et al. [27], serving the community is the hope of

employees to provide public services in their best way by implementing honesty, fairness, transparency, accountability, impartiality, wise use of state resources, and non-discrimination.

The test results show a significant effect. This proves that work behavior that emphasizes ethical behavior, namely Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. has a significant effect on performance. This finding is in line with several previous studies, including. Research has also shown that ethical behavior is a stable personality and an important variable for predicting employee performance [58, 78]. Theoretically, the results of the study are in line with Bandura and Locke [10]'s social cognitive theory, which understands how ethical work behavior can affect employee performance. Employees often learn new behaviors by observing their coworkers or superiors. If employees see ethical behavior in their work being appreciated, they may be more likely to imitate it. Ethical behavior often results in higher-quality work because employees refer to actions and decisions taken by employees that are in accordance with moral values and ethical principles in the context of their work.

4.1.6. Work Behavior Mediates the Effect of Work Engagement on Employee Performance

Work engagement has something that has a positive impact on work [84]. In this study (Table 4), work engagement was measured using three indicators adapted from Schaufeli et al. [64] and previous research by Choi et al. [65]. The results obtained with the most dominant respondent perceptions were in the Absorption indicator, namely that employees always accept the work given, are serious about working, and get carried away by the atmosphere while working. The second dominant perception is in the dedication indicator, namely that employees are proud of their work. Work behavior measurement in this study uses 7 indicators adapted from Peters [57], namely Service Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The results obtained with the most dominant respondent perceptions are in the Loyal indicator, namely, Employees adhere to applicable regulations, Employees maintain the good name of fellow employees, leaders, agencies, the state, Employees are able to maintain their job and state secrets. The performance of Ministry of Manpower employees includes carrying out their duties and responsibilities effectively and efficiently in the government environment [31]. As stated by Singh et al. [85] that high performance indicates that employees are well fulfilling job requirements and meeting or exceeding expected performance standards [85]. The measurement used is adapted from The measurement used is adapted from Baranowski et al. [9], Van Duc et al. [86], Mihiț et al. [55], and de Mos et al. [49], consisting of three indicators. The results show that the dominant perception of respondents is on the punctuality indicator, namely that employees are able to be disciplined in working and are able to divide their time well.

4.1.7. Work Behavior Mediates the Influence of Self-Efficacy on Employee Performance

Self-efficacy is a person's belief in their abilities and integrity so that they can take actions according to other people's expectations of them [71]. In this study (Table 4), self-efficacy was measured using three indicators adapted from Bandura and Locke [10] and previous research by Abun et al. [72]. The most dominant perception of respondents is indicated by the Level or Level of Difficulty of Tasks indicator, which means that the employees of the Ministry of Manpower secretariat have a sufficient level of confidence in their ability to find solutions and ideas in completing tasks and every problem faced.

Work behavior measurement in this study uses 7 indicators adapted from Peters [57], namely Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. The results of work behavior are obtained, which are reflected from 7 indicators that are in the sufficient/moderate category. In general, employees of the Ministry of Manpower Secretariat have tried to apply the ASN core values (Core Values) in their attitudes and actions in the workplace. These core values have an important role in shaping and directing the behavior and actions of each employee, thereby supporting the achievement of organizational goals. The results of this study indicate that work behavior mediates the effect of self-efficacy on employee performance, with a path coefficient value of 0.117. This means that self-efficacy contributes to improving employee performance through work behavior. However, the identified mediation role is partial. This can be seen from the decrease in the path coefficient value of self-efficacy on employee performance: before the work behavior variable was entered, the path coefficient was 0.123, but after being mediated by work behavior, the value dropped to 0.117. This suggests that although work behavior strengthens the relationship between self-efficacy and performance, the direct contribution of self-efficacy remains significant.

4.1.8. The influence of perceived organizational support moderates the influence of self-efficacy on employee performance.

Self-efficacy is a person's belief in their abilities and integrity so that they can take actions according to other people's expectations of them Gardner and Pierce [71]. In this study (Table 4), self-efficacy was measured using three indicators adapted from Bandura and Locke [10] and previous research by Abun et al. [72]. The lowest respondent perception was on the indicator Strength. Strength in the context of self-efficacy refers to how strong a person's belief is in their ability to perform a task or achieve a certain goal. Based on the results of the description of the research variables, the lowest statement item from the Strength indicator is employee confidence in facing various changes. This means that not all employees of the general secretariat are ready to face changes in work situations, which affects employee performance assessments that focus on work quality, including completion of work according to the specified quality and professionalism of employees in their work.

Empirically, the Secretariat General of the Ministry of Manpower (Kemnaker) needs to pay attention to employee self-efficacy in the workplace, which involves strength indicators in the form of organizational support [72]. This approach is in line with the Organizational Support Theory (OST), which emphasizes that organizational support plays

an important role in creating employee perceptions that the organization values their contributions, cares about their well-being, and provides assistance when needed. In the Secretariat General, organizational support perceived by employees refers to the extent to which employees feel valued and treated fairly by the organization. This support includes attention to needs, appreciation for work results, and providing fair and consistent treatment. The implementation of this kind of support can be done through training, attention from leaders, and positive feedback, which, in turn, helps employees working in the Secretariat General increase their self-confidence in facing work challenges.

5. Conclusions

Conducive work engagement directs employees in the organization to improve employee performance. This involves a state within the organization where employees exhibit high motivation, strong energy, and capable personal involvement in their work by viewing tasks as challenges, establishing good relationships, and maintaining a positive outlook on work. The organizational support perceived by employees enables organizational members to possess the abilities and confidence necessary for the survival of the organization. This indicates that well-perceived organizational support will foster human resources that demonstrate strong performance.

Self-efficacy directs employees to have individual confidence in their ability to organize and carry out the actions necessary to achieve certain goals or face challenges. This is the employee's self-discipline in facing the level of difficulty of the task, the strength of belief, and generality that makes them want to remain in the organization. Work behavior bridges work that supports employee performance. This proves that well-managed work behavior will improve employee performance, both directly and indirectly. Work behavior bridges self-efficacy to employee performance. This can be interpreted as individuals with high self-efficacy tending to be more motivated and persistent in facing difficult tasks. Employees believe in their ability to succeed, which encourages more productive work behaviors, such as greater effort, better attendance, and higher initiative. Perceived organizational support can increase employees' self-efficacy in order to improve employee performance. This proves that when employees feel that the organization supports them, their self-efficacy can increase. Employees feel more able to withstand challenges because they know that the organization is ready to help them if needed.

6. Suggestion

The Head of the Secretariat General should strengthen positive work behavior by involving the participation of all elements in the organization in the planning and implementation of programs and activities, so that employee performance can improve. Involve employees in the decision-making process that affects their work. Involvement in decision-making provides a sense of ownership and responsibility, which can increase work engagement. The Head of the Secretariat General should make efforts to improve employee trust by opening up better dialogue and communication spaces that ensure consistency of leadership policies, so that subordinates' trust in leaders and the organization increases, allowing employee performance to improve. Clear and constructive feedback helps employees understand their performance and areas that need improvement. Positive feedback can also motivate employees to continue to develop.

Employees of the Secretariat General of the Ministry of Manpower must always maintain self-efficacy by always updating their knowledge, abilities and technical skills; following the latest developments regarding supervisory issues and problems; and applying them in various assignment situations they face so that their level of self-confidence in interacting with fellow co-workers can run well. Active support from leaders, including providing clear direction, providing constructive feedback, and overcoming obstacles, is very important to increase employee self-efficacy. When employees feel fully supported by their leaders, they are more confident in making decisions and completing tasks.

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