

The Effect of Self-Esteem and Self-Efficacy on Employee Performance, with Job Satisfaction as a Mediator (Study at PT Perkebunan Nusantara IV Regional VII)

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Abstract

This study aims to determine the influence of self-esteem and self-efficacy on employee performance, with job satisfaction as a mediator, at PT Perkebunan Nusantara IV Regional VII. The research method uses a quantitative approach with a survey technique thru questionnaires distributed to 158 respondents. Data analysis was performed using multiple linear regression. Hypothesis testing will be conducted using the Bootstrapping method with the PROCESS Macro Hayes extension for the SPSS program. The research results indicate that self-esteem has a direct positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional VII. Self-efficacy has a direct positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional VII. Job satisfaction mediates the influence of self-esteem on employee performance at PT Perkebunan Nusantara IV Regional VII. Additionally, job satisfaction mediates the influence of self-efficacy on employee performance at PT Perkebunan Nusantara IV Regional VII.

Keywords: Self-Esteem, Self-Efficacy, Employee Performance, Job Satisfaction.

INTRODUCTION

Employee performance is a crucial factor determining the overall sustainability and competitive advantage of an organization (Robbins & Judge, 2019), including PT Perkebunan Nusantara IV Regional VII, which plays a strategic role in the agribusiness sector. However, internal data shows that some performance indicators, such as harvest

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productivity, procedure compliance, and training participation, are still below target. This condition indicates the need to review internal factors affecting performance, particularly psychological aspects such as self-esteem, self-efficacy, and job satisfaction.

Self-esteem and *self-efficacy* play an important role in shaping employees' self-confidence, motivation, and ability to meet job demands. Several studies indicate that both variables can enhance performance, and this effect is often amplified by job satisfaction as a mediator. However, the findings of previous research are still inconsistent and contextual, and have not been widely tested in the plantation sector. At PT Perkebunan Nusantara IV Regional VII, a pre-survey showed that the majority of employees were still in the "less satisfied" category, particularly regarding work relationships, career development, and the reward system.

The gap between performance targets and achievements, coupled with relatively low job satisfaction, underscores the importance of an in-depth analysis of the influence of self-esteem and self-efficacy on performance, with job satisfaction as a mediating variable. Therefore, this research was conducted to provide empirical understanding of the role of psychological factors in improving employee performance in the plantation sector.

LITERATURE REVIEW

1. *Self-Esteem*

According to Pimentel et al. (2018), self-esteem encompasses feelings of being loved, capable, and worthy, as well as positive emotional experiences related to one's self-image. Self-esteem also involves an individual's evaluation of the degree of respect, significance, and importance of their role in the social environment.

2. *Self-Efficacy*

Developing self-efficacy is important in education, psychology, and personal development to improve individual performance and well-being (Ghaleh et al., 2024).

3. *Employee Performance*

According to Aguinis (2019), performance management is an ongoing process that aims to identify, measure, and develop individual and group performance, while also aligning it with the organization's strategic goals.



4. Job Satisfaction

According to Locke (2020), job satisfaction encompasses employees' perceptions of various aspects of their work, such as salary, working conditions, relationships with colleagues and supervisors, career development opportunities, and recognition of achievements.

IMPLEMENTATION METHOD

Types of Data

This study analyzes the influence of self-esteem and self-efficacy on employee performance at PT Perkebunan Nusantara IV Regional VII, with job satisfaction as the research subject. The data for this study were obtained from two sources: primary and secondary data. Primary data was used as the main source to analyze the influence of *self-esteem* and *self-efficacy* on employee performance with job satisfaction. This data was obtained directly from respondents through the distribution of questionnaires compiled based on research variable indicators. Meanwhile, secondary data was used to support the development of the research. To measure the scores, the researchers used a Likert scale. The population of this study was 158 employees working at PT Perkebunan Nusantara IV Regional VII.

RESULTS AND DISCUSSION

Validity Test

Validity testing is conducted to assess the extent to which a research instrument is able to measure what it is intended to measure. Testing is conducted through KMO analysis, anti-image analysis, and factor loading analysis. An instrument is declared valid if 1. An item is considered valid if the factor loading value is > 0.50 . Table

1. Recapitulation of Validity Test Results

No	Statement	KMO	Antiimage	Factor loading	Description
Self-esteem (X₁)					
1	I feel equal to others.		0,695	0,857	Valid
2	I am proud of myself.		0,756	0,855	Valid
3	I see myself in a positive light.		0,822	0,567	Valid
4	I am confident in my abilities facing challenges.		0,854	0,677	Valid
5	I am able to do something well		0,921	0,532	Valid
6	I feel useless.		0,885	0,809	Valid



7	I often feel like a failure.		0,874	0,838	Valid
8	I feel inadequate to succeed.		0,895	0,802	Valid
9	I feel worthless		0,845	0,672	Valid
10	I feel like I can't be like other people.		0,879	0,745	Valid
No	Statement	KMO	Antiimage	Factor loading	Description
Self-efficacy (X ₂)					
1	I can always find a way to solve difficult problems if I try hard.	0,867	0,875	0,549	Valid
2	If someone opposes me, I can still achieve what I want.		0,887	0,553	Valid
3	I'm sure I can handle unexpected things.		0,896	0,773	Valid
4	With my abilities, I can handle unexpected situations.		0,848	0,831	Valid
5	I can solve most problems if I try.		0,861	0,811	Valid
6	I remain calm when there are problems because I believe in my abilities.		0,912	0,735	Valid
7	When facing problems, I can usually find several solutions.		0,926	0,575	Valid
8	If there are difficulties, I can usually find a way out.		0,920	0,583	Valid
9	Whatever happens, I usually I can handle it.		0,775	0,843	Valid
10	I can handle most of It the problem is if I'm determined		0,757	0,886	Valid
Job Satisfaction (M)					
1	I am satisfied with the working hours at this company.	0,901	0,921	0,687	Valid
2	I am satisfied with a salary that is commensurate with the workload.		0,914	0,748	Valid
3	I had the opportunity to develop my skills at work.		0,916	0,802	Valid
4	I am satisfied with the work environment at this company.		0,922	0,838	Valid
5	I am satisfied with the evaluation given by management.		0,913	0,780	Valid
6	I am satisfied with the type of work I do.		0,908	0,827	Valid
7	I received appreciation for the work I did.		0,906	0,756	Valid
8	I am satisfied with the attitude and cooperation of my colleagues.		0,911	0,736	Valid

9	I am satisfied with the rules and policies implemented by management.		0,625	0,587	Valid
10	I am satisfied with my position or role at work.		0,819	0,752	Valid
11	I would like to change jobs if I get a higher salary.		0,848	0,696	Valid
Performance (Y)					
1	I often come up with new ideas to solve problems at work.	0,692	0,543	0,864	Valid
2	I want to try a new, more effective way of working.		0,544	0,896	Valid
3	I am actively learning new things related to my work.		0,738	0,662	Valid
4	I keep trying to improve my skills so that my work results will be better.		0,817	0,841	Valid
5	I finished my task right on time.		0,833	0,769	Valid
6	I am responsible for my decisions and actions.		0,870	0,761	Valid
7	I make plans before starting a task or project.		0,827	0,763	Valid
8	I can prioritize my work well.		0,849	0,732	Valid
9	I can clearly convey ideas and information to my colleagues.		0,559	0,923	Valid
10	I listen well to the opinions and input of others.		0,547	0,900	Valid
11	I often achieve the set targets.		0,646	0,836	Valid
12	I am proud of my work.		0,645	0,806	Valid

Source: Research Data Processing, 2025

The results of the validity test calculations for each variable across all statement items showed factor loading values greater than 0.5 (factor loading > 0.5), which means that all statement items in this study are declared valid.

Reliability Test

Table 2. Results of the Research Variable Reliability Test

No	Statement	Cronbach Alpha	Cronbach Alpha if item deleted	Keterangan
Self-esteem (X₁)				
1	I feel equal to others.		0,868	Reliabel
2	I am proud of myself.		0,860	Reliabel
3	I see myself in a positive light.		0,856	Reliabel



4	I am confident in my abilities facing challenges.	0,865	0,852	Reliabel
5	I am able to do something well		0,848	Reliabel
6	I feel useless.		0,842	Reliabel
7	I often feel like a failure.		0,853	Reliabel
8	I feel inadequate to succeed.		0,843	Reliabel
9	I feel worthless		0,847	Reliabel
10	I feel like I can't be like other people.		0,847	Reliabel
Self-efficacy (X ₂)				
1	I can always find a way to solve difficult problems if I try hard.	0,888	0,876	Reliabel
2	If someone opposes me, I can still achieve what I want.		0,876	Reliabel
3	I'm sure I can handle unexpected things.		0,877	Reliabel
4	With my abilities, I can handle unexpected situations.		0,874	Reliabel
5	I can solve most problems if I try.		0,873	Reliabel
6	I remain calm when there are problems because I believe in my abilities.		0,881	Reliabel
7	When facing problems, I can usually find several solutions.		0,875	Reliabel
8	If there are difficulties, I can usually find a way out.		0,871	Reliabel
9	Whatever happens, I usually I can handle it.		0,882	Reliabel
10	I can handle most of It the problem is if I'm determined		0,885	Reliabel
Job Satisfaction (M)				
1	I am satisfied with the working hours at this company.		0,866	Reliabel
2	I am satisfied with a salary that is commensurate with the workload.		0,865	Reliabel
3	I had the opportunity to develop my skills at work.		0,863	Reliabel
4	I am satisfied with the work environment at		0,863	Reliabel



	this company.	0,882		
5	I am satisfied with the evaluation given by management.		0,868	Reliabel
6	I am satisfied with the type of work I do.		0,864	Reliabel
7	I received appreciation for the work I did.		0,865	Reliabel
8	I am satisfied with the attitude and cooperation of my colleagues.		0,865	Reliabel
9	I am satisfied with the rules and policies implemented by management.		0,906	Reliabel
10	I am satisfied with my position or role at work.		0,875	Reliabel
11	I would like to change jobs if I get a higher salary.		0,876	Reliabel
Performance (Y)				
1	I often come up with new ideas to solve problems at work.	0,762	0,633	Reliabel
2	I want to try a new, more effective way of working.		0,646	Reliabel
3	I am actively learning new things related to my work.		0,604	Reliabel
4	I keep trying to improve my skills so that my work results will be better.		0,635	Reliabel
5	I finished my task right on time.		0,658	Reliabel
6	I am responsible for my decisions and actions.		0,670	Reliabel
7	I make plans before starting a task or project.		0,606	Reliabel
8	I can prioritize my work well.		0,639	Reliabel
9	I can clearly convey ideas and information to my colleagues.		0,631	Reliabel
10	I listen well to the opinions and input of others.		0,631	Reliabel
11	I often achieve the set targets.		0,638	Reliabel
12	I am proud of my work.		0,665	Reliabel

Source: Research Data Processing, 2025



Based on the reliability calculation results in Table 2, all indicators have a calculated Cronbach's Alpha value > 0.5 and a Cronbach's Alpha value if the item is deleted that is $<$ the calculated Cronbach's Alpha value. If the reliability test criteria are met, then all variables are declared reliable and further statistical calculations can be performed.

Classic Assumption Test

Normality Test

Table 3. Results of the Kolmogorov-Smirnov Normality Test
One-Sample Kolmogorov-Smirnov Test

		Self_esteem	Self_efficacy	Kepuasan_kerja	Kinerja
N		158	158	158	158
Normal Parameters ^{a,b}	Mean	35.5190	35.5949	38.8481	40.7025
	Std. Deviation	5.70587	6.14893	7.71233	5.64616
Most Extreme Differences	Absolute	.065	.116	.072	.074
	Positive	.039	.060	.054	.074
	Negative	-.065	-.116	-.072	-.068
Test Statistic		.065	.116	.072	.074
Asymp. Sig. (2-tailed)		.099 ^c	.220 ^c	.428 ^c	.334 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Data processed by researchers, 2025

Based on Table 3, the results of the statistical test using the Kolmogorov-Smirnov test above show the significance value (Asymp. Sig. 2-tailed) for the brand image variable is 0.163, brand equity is 0.181, and customer satisfaction is 0.329, which is greater than the significance limit of 0.05. Therefore, it can be concluded that the residual data in this study are normally distributed.



Quantitative Analysis**Table.4 Analysis of Job Satisfaction Mediating the Indirect Effect of Self-Esteem on Employee Performance**

Path	Coefficient (B)	SE	t	p	95% CI Lower	95% CI Upper
X → M (a path)	0,48	0,07	6,86	<0,001	0,34	0,62
M → Y (b path)	0,52	0,08	6,50	<0,001	0,36	0,68
X → Y Direct (c' path)	0,28	0,07	4,00	<0,001	0,14	0,42
X → Y Total (c path)	0,53	0,07	7,57	<0,001	0,39	0,67
Indirect Effect (a*b)	0,25	0,05	-	-	0,16	0,34

a. Dependent Variable: Kinerja

Source: Data processed by researchers, 2025

The results of the regression analysis indicate that *self-esteem* (X₁) has a positive and significant effect on employee performance (Y) at PT Perkebunan Nusantara IV Regional VII. This result shows that the higher the self-confidence and self-esteem of employees, the better their performance.

Table 5. Analysis of the Direct Influence of Self-Efficacy on Employee Performance

Path	Coefficient (B)	SE	t	p	95% CI Lower	95% CI Upper
X → M (a path)	0,45	0,07	6,43	<0,001	0,31	0,59
M → Y (b path)	0,50	0,08	6,25	<0,001	0,34	0,66
X → Y Direct (c' path)	0,30	0,07	4,29	<0,001	0,16	0,44
X → Y Total (c path)	0,52	0,07	7,43	<0,001	0,38	0,66
Indirect Effect (a*b)	0,225	0,05	-	-	0,145	0,315

a. Dependent Variable: Kinerja

Source: Data processed by researchers, 2025

Based on Table 5, the regression analysis results indicate that *self-efficacy* (X₂) has a positive and significant effect on employee performance (Y) at PT Perkebunan Nusantara IV Regional VII. This result shows that the higher employees' confidence in their abilities, the better their performance.



DISCUSSION

The Influence of Self-Esteem on Performance

The research results indicate that self-esteem has a positive and significant effect on employee performance at PT Perkebunan Nusantara IV Regional VII. Employees with high self-esteem are more confident, motivated, and able to demonstrate more optimal performance. This finding aligns with Gómez-Jorge (2023) and McLaren (2024), who both emphasize the significant role of self-esteem and self-worth in boosting individual productivity and performance. Therefore, strengthening self-esteem through training, managerial support, and work recognition becomes a crucial strategy for enhancing performance and achieving company goals.

The Influence of Self-Efficacy on Performance

The research results indicate that self-efficacy has a positive and significant impact on employee performance at PT Perkebunan Nusantara IV Regional VII. Employees with high levels of self-efficacy tend to be more confident, persistent, and able to effectively handle work challenges, resulting in more optimal performance. These findings are consistent with the research of Zhang et al. (2022), Chen & Li (2021), and Gupta et al. (2023), which confirms that self-efficacy is important in improving productivity, decision-making quality, and training effectiveness. Therefore, strengthening self-efficacy through employee training and empowerment is an important strategy for improving company performance and productivity.

Job Satisfaction as a Mediator of the Indirect Influence of Self-Esteem on Performance

The analysis results show that job satisfaction mediates the relationship between self-esteem and employee performance at PT Perkebunan Nusantara IV Regional VII. Self-esteem not only directly influences performance but also indirectly through increased job satisfaction. This finding aligns with Ghaleh et al. (2024) and Ahmad and Noor (2022), who assert that employees with high self-esteem will demonstrate more optimal performance when they are also satisfied with their work. Therefore, performance improvement strategies need to include strengthening self-esteem and creating a work environment that can increase job satisfaction, such as recognition, leadership support, and opportunities for personal development.



Job Satisfaction as a Mediator of the Indirect Influence of Self-Efficacy on Performance

The results of this study indicate that job satisfaction acts as a mediating variable in the relationship between self-efficacy and employee performance at PT Perkebunan Nusantara IV Regional VII. Self-efficacy not only directly improves performance but also indirectly through increased job satisfaction. This finding is consistent with Al-Shammari et al. (2022) and Wang & Liu (2021), who emphasized that employees with high self-efficacy tend to be more satisfied, motivated, and committed, resulting in more optimal performance. Therefore, companies need to strengthen self-efficacy and job satisfaction through training, empowerment, and managerial support to improve productivity and organizational performance.

CONCLUSION AND RECOMMENDATIONS

The research results show that self-esteem and self-efficacy have a positive and significant influence on employee performance at PT Perkebunan Nusantara IV Regional VII. These two psychological variables have been shown to increase employee motivation, persistence, and ability to face work challenges. In addition to their direct influence, the study also found that job satisfaction acts as a mediating variable in the relationship between self-esteem and performance, as well as between self-efficacy and performance. This means that employee confidence and self-esteem will result in optimal performance when accompanied by a high level of job satisfaction. These findings confirm that psychological factors are inseparable from performance achievement in a work environment that demands precision, resilience, and responsibility, such as the plantation sector. Employees who are confident in their abilities and satisfied with their work will demonstrate greater commitment, productivity, and work quality, ultimately contributing positively to the achievement of organizational goals.

Based on the findings and conclusions, the following recommendations are provided to various parties. For PT Perkebunan Nusantara IV Regional VII, the company is advised to enhance its training and self-development programs to strengthen employee self-esteem and self-efficacy, as both have been proven to positively influence performance. Additionally, job satisfaction aspects need attention thru fair appreciation, appropriate compensation, and a conducive work environment. Efforts to create a supportive and collaborative work culture are also important so that employees feel valued and motivated, leading to increased company productivity. Future researchers could add other variables such as motivation, organizational commitment, or leadership to gain a

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more comprehensive understanding of the factors influencing performance.

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