

## The Effect of Self-Efficacy, Competence, Work Discipline, Employee Engagement on Work Performance and Work Motivation: Empirical Study on Umrah Travel Agency

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### ABSTRACT

The purpose of the research to be conveyed is to find the influence between the variables in this paper between independent variables and dependent variables. This study used a survey method. Testing the proposed hypothesis involves the use of statistical expressions or structural models suitable for causal analysis. Therefore, the method used in this study is a quantitative approach with correlational research, which is a type of research that aims to find out whether there is a relationship between several variables (Cooper and Schlinder, 2006). The population in this study is employees of Umrah travel agencies from several Umrah bureaus in Jakarta, Bekasi, Depok, a population of 37 employees with purposive Sampling, Data Analysis Techniques using simple regression analysis assisted by SPSS version 25

## **INTRODUCTION**

Human beings as individuals with high work motivation face challenges with optimism and determination. They see obstacles as opportunities for growth, not insurmountable obstacles. When employees believe in their abilities, they tend to set challenging goals for themselves and work consistently to achieve those goals. This belief acts as a powerful source of motivation as it instills purpose and confidence in one's work. When employees feel competent in their roles and duties, they are more likely to be highly motivated (Locke & Latham, 2002). This sense of mastery not only boosts their confidence, but also increases their sense of accomplishment and satisfaction. Competence and motivation form a positive feedback loop – the more competent an employee perceives himself, the more motivated he is to succeed at his job (Landers et al., 2017);(Susanto, Ali, et al., 2023).

Employees with strong work discipline will be better able to manage their time effectively, avoid distractions, and stick to their goals. When people show work discipline, they experience control over their work, which reduces stress and anxiety and increases their motivation. Discipline creates a structure that allows self-efficacy and competence to develop. Employee engagement represents an employee's emotional connection to his or her work and organization. Dedicated employees are enthusiastic about their duties, committed to the company's mission, and willing to contribute as they see fit. Engagement sparks motivation by creating a positive and rewarding work environment. When employees are engaged, they tend to take responsibility for their duties, seek growth opportunities, and feel valued for their contributions.

This emotional investment leads to higher levels of motivation because they care deeply about the work they do. The complex interplay between self-efficacy, competence, work discipline, and employee engagement creates a dynamic ecosystem within an organization. When these factors are nurtured and supported, they will form powerful synergies that propel people towards greater motivation. On the other hand, ignoring these parts can lead to a decrease in motivation, which not only impacts individual performance, but also the success of the organization as a whole.

An employee's confidence in his abilities often precedes the development of his competence. When organizations invest in training and skills development opportunities, employees can improve their skills by aligning their beliefs about performance. Engaged employees are more likely to exhibit strong work discipline because they are intrinsically motivated to do their best. Conversely, a disciplined approach to work can increase engagement by reducing stress and increasing a sense of accomplishment. For example, an employee who manages his workload effectively and meets deadlines will feel committed to his or her duties and committed to organizational goals. This commitment increases their motivation to succeed. As their commitment deepens, they become more committed to the success of their organization, thus increasing their motivation to succeed. Qualifications and work discipline complement each other so as to improve the ability of employees to meet high job performance requirements.

Competent employees will be better able to manage the workload effectively, which in turn will improve work discipline.

In a complex work motivation landscape, these four factors interact dynamically and influence each other in a continuous feedback loop. Travel agencies that recognize the importance of self-efficacy, competence, work discipline, and employee engagement create an environment where motivation flourishes. They invest in training and development programs to develop skills, encourage employees to set challenging goals to improve their performance, create clear work routines to improve discipline and foster a culture of reward and recognition to increase engagement. By understanding and optimizing the interaction of these factors, organizations can create a workplace where employees are not only motivated, but also ready to reach their full potential, thereby fostering individual and collective success. From the description above, the phenomena that exist are employees in the Umrah travel industry who have a high level of self-efficacy, feel competent in carrying out their duties, maintain good work discipline, and are actively involved with their work tend to be more motivated.

Employee performance is certainly related to the results of employees who work with competence, self-efficacy, discipline at work, and how employees provide roles in their work attachment. Employee performance has a way of giving an assessment, which sometimes differs from one individual to another in this Umrah travel agency. They may be better able to provide quality service to customers who plan to travel for Umrah, training and developing employees in improving their self-efficacy and competence. Employees who get good training may feel more confident in providing information and assistance to customers who want to perform Umrah, Strong work discipline may be very important in the Umrah travel industry because preparation for Umrah travel involves many details and schedules that must be adhered to. Employees who maintain good work discipline may be able to help customers to avoid problems and complications during their trip.

While the latest in this study is This study comprehensively examines various factors that influence motivation in the specific context of the Umrah travel industry. By combining these factors and investigating their interacting, this research has the potential to provide valuable understanding and practical advice for academics as well as industry practitioners. The purpose of the research to be conveyed is to find the influence between the variables in this paper between independent variables and dependent variables.

## **LITERATURE REVIEW**

### **Self Efficacy**

According to (Monteiro et al., 2021; Siefer et al., 2021) Self-efficacy is a term used to describe an individual's belief in his ability to perform certain tasks or activities to achieve desired results. Self-efficacy is related to the performance of self-care tasks and good health outcomes in different population groups (Eller et al., 2016) Self-efficacy can be assessed using surveys, such as the General Self-

Efficacy Scale (Zammitti et al., 2021) In a research result from (Ma et al., 2021) stated Inadequate self-efficacy can have a negative impact on performance.

Self-efficacy refers to an individual's belief in his or her ability to perform a particular task or behavior to achieve a desired outcome. When a person lacks self-efficacy, they may question their ability to complete a task, leading to decreased leadership and effectiveness. For example, a teacher with low self-efficacy may question their effectiveness in teaching a lesson, which ultimately leads to low motivation and effectiveness of the class. Therefore, it is important to increase self-efficacy by using different approaches to improve performance.

### **Competence**

Competency means the skill, competence and ability to carry out a task or role skillfully. This knowledge can be specialized in a particular field or profession, such as accurate detection of small colorectal polyps using optical methods (Odag et al., 2016) Competencies can include a variety of dimensions that include individual attitudes, knowledge, and skills (Spirin et al., 2020) Developing knowledge in a particular field requires dedication and hard work. Here are some steps that can help develop skills in a particular area; Identify areas you want to improve, whether it's skills, knowledge, or mindsets required for a particular job or task. Set clear goals and objectives to improve competence in this area. These goals may include specific tasks, projects to be completed, or milestones to be achieved.

Competence is needed in supporting the best performance of employees, with employees having competence will minimize errors in duty, employee competence every year must be upgraded so that they are more dexterous at work, in line with previous research has been widely researched by (Susanto, Hidayat, et al., 2023);(Susanto, 2021)(Susanto, Sawitri, et al., 2023);(Susanto, Soehaditama, et al., 2023);(Thamrin AR et al., 2022);(Ok & Vandenberghe, 2016).

Find resources and training opportunities to help you develop your skills, including online courses, workshops, or mentoring projects. Apply and practice new knowledge and skills in real life. Take on new projects or responsibilities that challenge you to practice your newly acquired skills. Ask for input and guidance from people who are more experienced in their field, such as mentors, colleagues, or superiors. They can provide constructive feedback and help you hone your skills. Assess your progress regularly and adjust your approach if necessary. This requires reflecting on your achievements and failures, as well as changing your goals and strategies based on your learning experience. By following these steps, you can develop your skills in specific areas and improve your overall performance and efficiency (Bentué et al., 2018; Sierra-Huedo & Nevado-Llopis, 2022).

### **Work Discipline**

According to (Brekke, 2014; Ng, 2014) Work discipline can be characterized as the ability to maintain focus, productivity, and follow workplace protocols and instructions. This includes establishing policies and schedules that improve efficiency and competence in completing tasks and objectives. Work discipline requires thoroughness, reliability and responsibility for its actions and duties. It is integral to professional growth and plays a role in individual and organizational achievement (Pozzi et al., 2014)

Work discipline can be implemented within the professional setting through several methods, including ; Establish and follow consistent routines can help people maintain focus and productivity. This includes setting specific work hours, taking regular breaks and prioritizing tasks according to their importance and urgency. Keeping your workspace organized and tidy, Keeping your workspace tidy can reduce disruption and increase efficiency. This includes cleaning the workspace, labeling objects, and storing them in designated places. Respecting the rules and regulations, Respecting the rules and regulations of the organization helps maintain order and discipline in the workplace. This includes being punctual, dressing appropriately, and following safety guidelines.

Practice effective communication, Effective communication is essential to maintaining discipline in the workplace. This includes clear and concise communication, active listening to others, and professional conflict resolution. Application of ergonomic principles, the application of ergonomic principles can improve the physical and mental well-being of employees, so that it can lead to increased productivity and job satisfaction. This means designing a comfortable and safe workplace, acquiring ergonomic equipment and equipment, and minimizing physical and mental workload (Febri & Susilawati, 2022).

### **Employee Engagement**

An individual's attitude towards his work in the organization includes passion, commitment and commitment. cognitive assessment of psychological empowerment; and willingness to act to achieve organizational goals both inside and outside the roles assigned to them (Witemeyer et al., 2013) Employee engagement has been characterized as a specific and unique construct consisting of cognitive, emotional, and behavioral components related to the performance of individual roles, Engaged employees often show a deep and positive emotional connection to their work and tend to be attentive and mentally engaged in their tasks, Although an engaged workforce consistently demonstrates productivity, Profitability, safety, health, and lower turnover rates, estimated at only 30% of the global workforce are involved. (Schuck & Wollard, 2013);(Gottman et al., 1998);

Common barriers to encouraging employee engagement in the workplace include; Employees need to feel that their voices are being heard and their opinions are valued. If management does not communicate effectively, this can lead to a release of involvement and feelings of disrespect. Limited Acknowledgment: Employees who believe that their contributions are not noticed or appreciated are less committed to their work. Ineffective management practices such as micromanagement or lack of support can lead to employee disengagement and low morale. Inadequate training and development, Employees who feel their role does not have the opportunity to learn and develop, are less engaged in their work.

Workload and stress: High workloads and stress levels can lead to burnout and reduced employee engagement. Work-Life Balance: Employees who struggle with work-life balance are less committed to their jobs. Organizational Culture: A negative or toxic organizational culture can encourage self-detachment and low employee morale. Employees who feel restricted in

their work and have limited flexibility to meet their needs are less likely to engage in their work. Removing these barriers can increase employee engagement and develop a more positive and productive work environment (Hunter et al., 2018; Ward, 2019).

### **Work Performance**

According to (Campbell & Wiernik, 2015) Work performance refers to an individual's ability to complete tasks and achieve goals in a professional environment. It is an important outcome variable in the field of organizational psychology and organizational behavior. Job performance can cover many aspects and is often assessed using a variety of methods, such as self-reports, task execution, and physiological measures. The existence of different theoretical assumptions and practical interpretations of work performance can make it difficult to create a coherent, reliable, and generally applicable research framework (Longo et al., 2022)

Skills associated with exceptional performance in a variety of roles including achievement, leadership, and cognitive skills. Another concept related to job performance is work engagement, which refers to a person's positive emotional state and motivation during work (Christian et al., 2011; Irshad et al., 2021) There are different types of job performance, such as, It refers to a person's ability to perform certain work-related tasks effectively and efficiently It refers to an individual's ability to engage in behaviors that support organizational goals and values, such as helping co-workers, volunteering for additional tasks, and punctuality, It refers to an individual's ability to adapt to changes in the work environment, such as acquiring new skills, adapting to new ways of working, and coping with unexpected situations, This means behavior that is detrimental to the organization, such as absenteeism, theft, and harassment (Dåderman et al., 2020)

### **Work Motivation**

According to (Russel, 2014; Shrestha et al., 2022) Work motivation is the drive that makes people choose between various options. It includes both intrinsic and extrinsic elements that spark the enthusiasm and energy people need to maintain an ongoing interest, commit to a job, role or topic, or strive to achieve a specific goal. Work motivation can be influenced by many factors, such as age, organizational climate and company goals (Russel, 2014; van Tuin et al., 2020)

A new approach has been created in the field of work motivation, which focuses on the idea of motivational tasks. This motivational task serves as a tool of self-assessment in the context of motivational elements, facilitating further refinement of the motivational landscape. The criteria for the completion of this motivational task are contained in a diagnostic process known as the Motivation Map (Strizhova & Gusev, 2014). Strong work motivation can bring many benefits to both individuals and organizations. Some of these benefits include, Better productivity: When people have high levels of motivation, they often put in more effort and work more efficiently, resulting in higher productivity and better performance, Better job satisfaction: High job motivation can increase feelings of job satisfaction and satisfaction, which improves overall well-being and reduces stress, Increased creativity and innovation: Motivated people tend to think more

creatively and develop innovative solutions to challenges. Higher levels of engagement: Motivated employees tend to be more committed to their work, thus facilitating better teamwork, communication, and collaboration. Those with strong work motivation are more likely to accept new challenges and actively seek opportunities for career growth. Better health outcomes. Research shows that people with high work motivation often have better physical and mental outcomes, including less depression and anxiety (Russell, 2014);(Susanto, Soehaditama, et al., 2023).

### **Hypotheses Development**

#### **Relationship Self Efficacy on Work Motivation**

Self-efficacy refers to an individual's belief in his or her ability to perform a specific task or achieve a specific goal, Research conducted at a manufacturing company based in DKI Jakarta found that self-efficacy has a positive and significant effect on employee performance. In addition, work motivation acts as a positive and significant mediator between self-efficiency and employee performance. (Hadi, 2023). On the other hand, work motivation refers to internal and external elements that force a person to do his job effectively (Munir & Arifin, 2021). Another study involving employees of several organizations located in organized industrial areas in Turkey found that professional self-efficacy and intrinsic motivation play an important and influential role in job performance. In addition, intrinsic motivation plays a role as a partial mediator in this relationship (Çetin & Aşkun, 2018).

Research conducted on permanent employees of PT Telekomunikasi in Jakarta shows that self-efficiency has a positive and significant effect on employee performance. In addition, work motivation has a positive and significant effect on employee performance (Wiyanto et al., 2022) In summary, research shows that self-efficacy has a positive effect on work motivation and employee performance. Increased self-efficacy can lead to increased work motivation, thus contributing to increased job performance.

*H<sub>1</sub>: Self Efficacy has Positive and Significant on Work Motivation.*

#### **Relationship Competence on Work Motivation**

A study conducted on employees of the regional disaster management agency in Manado, Indonesia found that competence and motivation simultaneously affect job performance. (Mandey, 2015) A separate study involving sales promotion girls in Jakarta found that job skills positively affect employee performance through work motivation (Putra & Nilasari, 2023). A study conducted on school teachers in Jakarta revealed that digital skills have a positive impact on work motivation, job satisfaction, and job performance (Andriana & Ardi, 2022).

An investigation involving hotel employees in Malaysia discovered a positive correlation between having a sense of purpose in their work and the desire for competence with job motivation (Binwani, 2022). A study conducted among professional students in Indonesia shows that the quality of human resources in the tourism industry depends on individual competencies, which include soft skills and hard skills (Djunaid, 2021) In summary, research shows that competence plays a key role in shaping work motivation in the tourism

industry. Qualifications that include soft skills and hard skills can enhance goals and desires to achieve goals at work. However, the dynamics of the relationship Between competence and work motivation may depend on several factors, such as organizational culture, management approach, and job demands

*H<sub>2</sub>: Competence has Positive and Significant on Work Motivation.*

#### **Relationship Work Discipline on Work Motivation**

Work discipline and work motivation have a significant and positive effect on employee performance, it can be concluded that work discipline and work motivation have a significant and positive influence on employee work results. In the tourism industry, maintaining strong work discipline can increase productivity and efficiency. This in turn can contribute to an increase in the level of motivation of the workforce (Dari, 2022; Wisesa et al., 2022)

Therefore, it is important for organizations to implement clear guidelines and protocols, provide consistent feedback and recognition, and create a conducive work environment that fosters employee discipline and motivation (Nuraeni et al., 2022) Conversely, lack of work discipline can result in decreased work motivation and work results (Ali & Simamora, 2022).

*H<sub>3</sub>: Work Discipline has Positive and Significant on Work Motivation.*

#### **Relationship Employee Engagement on Work Motivation**

Leadership, employee satisfaction, competence, motivation, talent management and employee welfare have a positive relationship with employee engagement, Among the factors investigated, tourism company performance is most influenced by employee welfare, employee engagement, and employee motivation (Dhiman & Katou, 2019; Sanpakdee et al., 2019) Among the factors investigated, the performance of tourism companies is most influenced by employee well-being, employee engagement, and employee motivation.

Competence, motivation and talent management have a direct and positive effect on employee engagement (Nawang Sari & Sutawidjaya, 2019). These studies show that employee engagement and motivation play an important role in improving the performance of travel companies. Managers can develop employee engagement through fair and adaptive management practices, increase employee satisfaction, and allocate resources to talent management. In addition, organizations can improve their performance by prioritizing employee well-being and motivation and implementing effective performance management systems tailored for virtual and collaborative teams.

*H<sub>4</sub>: Employee Engagement has Positive and Significant on Work Motivation.*

#### **Relationship Work Motivation on Work Performance**

The study from (Sandi et al., 2021) states The direct effect of work motivation variables on performance variables is expressed with a path coefficient of 1.247 which shows a positive relationship. This means that the increase in the value of the work incentive variable is proportional to the increase in the performance variable. The effect of work motivation on performance was statistically significant with a P value of 0.213, smaller than the significance threshold of 0.05. Thus, it can be concluded that work motivation has a significant effect on performance.



Work motivation has a significant impact on individual performance and includes intrinsic and extrinsic motivation and their interactions (Fahriana & Sopiah, 2022). There is a positive and significant relationship between work motivation and employee performance. Similarly, there is a positive and significant relationship between work discipline and employee performance (Maryani et al., 2021)

H<sub>5</sub>: *Work Motivation has Positive and Significant on Work Performance.*

**Here is the Framework Model in this Study;**

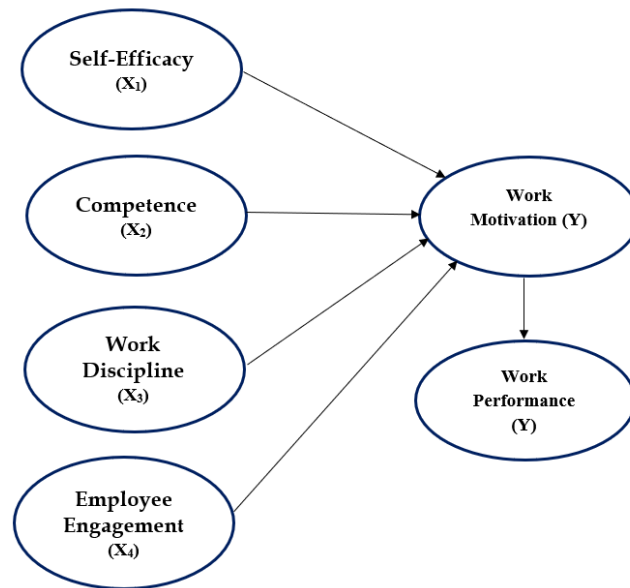


Figure 1. Conceptual Framework

## METHODOLOGY

This study used a survey method. The purpose of the survey method is to collect information about respondents' choices using structured questionnaires (Sekaran, 2010). The methods used are limited to descriptive research or samples that test established hypotheses (Vogt, 2015). Testing the proposed hypothesis involves the use of statistical expressions or structural models suitable for causal analysis. Therefore, the method used in this study is a quantitative approach with correlational research, which is a type of research that aims to find out whether there is a relationship between several variables (Cooper and Schlinder, 2006).

The population in this study is employees of Umrah travel agencies from several Umrah bureaus in Jakarta, Bekasi, Depok, a population of 37 employees with purposive Sampling, Data Analysis Techniques using simple regression analysis assisted by SPSS version 25.

## RESEARCH RESULT

### First Analysis

The results obtained from data processing using SPSS 25 with independent variables Self Efficacy (X1), Competence (X2), Work Discipline (X3), Employee Engagement (X4) on the variables Dependent Work Motivation (Y1) and Work Performance (Y2) as below:

Table 1. Variable Test Results  
Variables Entered/Removed<sup>a</sup>

Variables Entered	Variables Removed	Method
EMPLOYEE ENGAGEMENT, SELF EFFICACY, COMPETENCE, WORK DISCIPLINE		. Enter

a. Dependent Variable: WORK MOTIVATION

b. All requested variables entered.

Table 2. Model Overview

#### Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.393 <sup>a</sup>	.155	.049	4.57453

a. Predictors: (Constant), EMPLOYEE ENGAGEMENT, SELF EFFICACY, COMPETENCE, WORK DISCIPLINE

The table above shows that the magnitude of the correlation value or R relationship of 0.393 means that there is an influence between the independent variable and the dependent variable, and the output above produces a coefficient of determination (R<sup>2</sup>) of 0.155 that there is an influence between the independent variable and the dependent variable of 15.55%, while the rest is influenced by other factors outside the independent variable or X. Semua rumus atau formula juga harus diberi nomor.

Table 3. Anova

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	122.467	4	30.617	1.463	.236 <sup>b</sup>
	Residual	669.641	32	20.926		
	Total	792.108	36			

a. Dependent Variable: WORK MOTIVATION

b. Predictors: (Constant), EMPLOYE ENGAGEMENT, SELF EFFICACY, COMPETENCE, WORK DISCIPLINE

From the data above,  $F_{\text{calculate}} = 1.463$ ,  $F_{\text{table}} = 2.366$ , with a significance / probability level of  $0.236 > 0.05$ , the regression model can be used to predict the variable Work Motivation.

Table 4. Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	40.155	8.723			4.603	.000
SELF EFFICACY	-.147	.176	-.152		-.835	.410
COMPETENCE	-.211	.183	-.230		1.150	.259
WORK DISCIPLINE	.420	.270	.449		1.553	.130
EMPLOYEE ENGAGEMENT	-.031	.248	-.034		-.125	.901

a. Dependent Variable: WORK MOTIVATION

The positive constant value of 40.155 indicates the positive influence of the independent variable, the regression coefficient X of -0.147 states that if the Self-Efficacy variable decreases by one unit, then self-efficacy will decrease by -0.147 or as, 14.7%, and the competency variable decreases by -0.211 or -21.1%, the variable Work discipline has increased by one unit by 0.420 or by 42.0% will then experience an increase of 42%, finally the variable employee engagement with a decrease of -0.031 will experience a decrease of 3.1%.

## Second Analysis

Table 5. Correlation  
Correlations

		WORK MOTIVATION	EMPLOYEE PERFORMAN CE
WORK	Pearson Correlation	1	.276
MOTIVATION	Sig. (2-tailed)		.099
	N	37	37
EMPLOYEE	Pearson Correlation	.276	1
PERFORMANCE	Sig. (2-tailed)	.099	
	N	37	37

From the table above with the results of the analysis using SPSS 25, work motivation has a positive and significant effect on Employee Performance by 0.276

## DISCUSSION

From the results of the calculation above from the first or first analysis, there is an influence between self-efficacy variables on work motivation, both variables competence on work motivation, then the work discipline variable on work motivation has a positive and significant effect, the employee engagement variable has a positive and significant effect, and from multiple correlation testing with a value of 15.5% positive and significant influence and the rest of the other variables that are not used in this research.

The second analysis of the work motivation variable on the work performance variable then there is a positive and significant influence of 0.276 or 27.6%, the rest are other variables that are not used in this study.

## CONCLUSIONS AND RECOMMENDATIONS

This study produced values with two analyses where the first variable self-efficacy on work motivation, the second variable competence on work motivation, then the variable work discipline on work motivation has a positive and significant effect, the variable employee engagement has a positive and significant effect, and from multiple correlation testing with a value of 15.5% positive and significant influence.

While the second analysis there is a positive and significant influence between work motivation variables and work performance. The results of this study are real research results with calculations that are not large from the results so that future research can be done by other researchers with other variables.

## FURTHER STUDY

This research can be developed with existing results, then future research will be carried out by other researchers.

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This research contributes to science and knowledge, especially in the field of human resources, and hopefully can also be useful for the institution where I am sheltered and Formosa Publisher.

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