

# The Influence Of Social Support, Sefl Efficacy And Employee Engagement As Intervening Variable On Work Achievement In Cv.Xyz

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## Abstract

As an intervening variable on work performance at CV.XYZ, this study examines the direct and indirect effects of social support, self-efficacy, and employee engagement on these variables. As an intervening variable, social support, employee self-efficacy, and employee engagement will be examined in this study. Quantitative research methods and a causal study strategy are used by the researcher in this study. Results reveal that social support and self-efficacy have an impact on employee engagement and performance, self-efficacy has an impact on employee performance, and employee engagement acts as an intervening variable in employee performance. CV.XYZ in improving employee performance by providing regular socialization on a regular basis.

**Keywords:** Social Support, Self efficacy, Employee engagement, Work Achievement.

## introduction

CV. XYZ is a large company that already has a professional workforce in the field of logistics, especially package delivery. Businesses related to customer satisfaction must be able to compete with other service companies to grow their business. Service is the main key to attract customers in the service business. So that the quality of service depends on the professional performance of the employees themselves. This professionalism is supported by the work performance given by the management to employees. Many companies are faced with performance (Performance) that does not work in accordance with predetermined work standards to support the achievement of company goals and objectives effectively. No exception at CV.XYZ also experienced

the same thing. The possible cause is their social support and self-efficacy which do not support the achievement of optimal levels of work productivity. On the other hand, social support and self-efficacy are factors in achieving high achievement and productivity. In this regard, through proper management it will at least create a positive climate for employee engagement for employees.

In a previous study mentioned the research of Joushan, et al. (2016) shows that the study's findings, notably that employee involvement has no substantial impact on employee performance, In the social support variable, it was also found according to Bibit Muhaimin's research (2016) that Social Support had an effect on employee performance. In the self-efficacy variable,

Ristika (2015) discovered that self-efficacy has an impact on work performance that is both positive and substantial. . Based on the problems raised, the authors are encouraged to make a study entitled "The Effect of Social Support, Self-efficacy and Employee Engagement as Intervening Variable on Work Performance at CV.XYZ".

## Literature Review and Hypothesis Development

### I. Social Support

Social support refers to information or feedback from others that shows someone is valued, cared for, and respected, as well as being a part of a network of communication and reciprocal commitment. The above understanding provides an illustration if social support generates feedback to be achieved (King, 2020). Individuals who receive social assistance benefit from the availability of relationships that are beneficial and of particular value to them (Ganster, 2018). According to Myers (1986) in Maslihah (2012:107) suggests that there are three main factors that encourage someone to provide social support are as follows:

- a. Empathy is feeling the distress of others with the aim of anticipating emotions and behavioral motivations to reduce distress and improve the welfare of others.
- b. Social norms and values, these norms and values will direct individuals to behave and explain their obligations in life. In the social environment, individuals are urged to provide assistance to others in order to develop their social life.

- c. Social exchange, the reciprocal relationship of social behavior between love, service, and information. Balance in exchange will result in satisfactory conditions for interpersonal relationships.

According to Neta (2011:255) social support has the following dimensions:

- a. Emotional support, expressed through joy, love, or empathy, for example, if you are fighting with your boyfriend and are in danger of breaking up, an expression of concern from your friend can be of great help to you. This dimension has indicators of attention, care, and empathy.
- b. Instrumental support, such as providing services or goods during times of stress, for example, if you are having trouble arriving on time because your car breaks down, a friend's offer to fix the car will be very helpful. This dimension has indicators of direct assistance in the form of materials, direct assistance in the form of actions, and direct attention.
- c. Appreciation support, for example, if you successfully face a test and someone congratulates you then this will definitely add to a sense of respect and pride. This dimension has indicators of appreciating, being accepted by coworkers and positive appraisals.

### 2. Self efficacy

A person's self-perception of how well they can perform in specific

circumstances is referred to as self-efficacy by Bandura (2017: 38). To have self-efficacy, one must have faith in one's own abilities to perform the desired action, Self-efficacy, according to Alwisol (2012: 287), is the ability to judge one's own ability to conduct good or terrible actions, correct or wrong, and to perform or not perform as required. For example, self-efficacy is distinct from ideals in the sense that it refers to one's own judgment of one's own abilities rather than an ideal. Zimmerman (2000) in Flora Puspitaningsih (2016: 77) self-efficacy is broken down into three dimensions:

- a. Dimensions Level or Magnitude, describes the degree to which a person believes they can overcome the challenge at hand. Self-efficacy is a personal trait that can vary widely among individuals. An individual's level of self-efficacy will be determined by the difficulty of a task and whether it is easy or challenging. This dimension has indicators of avoiding situations and behavior beyond the limits of ability, analyzing behavioral choices to be tried, adjusting and dealing directly with tasks.
- b. Dimension Generally, refers to the various contexts in which self-efficacy judgments can be used. If a person thinks they are effective in a variety of activities, they can also think they are effective at one or a few of those activities. The higher one's self-efficacy, the more situations it can be applied to. This dimension has indicators of belief that spread across various areas of

behavior, belief only in specific areas, and having belief in success.

- c. The Strength dimension is linked to a person's ability to cope with the demands of a task or situation. When confronted with a difficult task, a person's low self-efficacy can be quickly and easily removed by a frightening encounter. This dimension has indicators, self-efficacy beliefs, solid belief in their efforts, and assesses themselves as capable of completing tasks.

### **3. Employee engagement**

Emotional investment in a company by a worker is known as employee engagement. One of the factors of the success of a company is where the company has employees who have good relationships and feel attached to the company. As defined by Robinson in Farida Elmi (2018), employee engagement refers to the attitude that employees have toward their employers and the principles that such firms adhere to as a source of pride for their coworkers. The dimensions of employee engagement according to Schaufeli and Bakker in Akbar (2013:13) are:

- a. The spirit dimension has indicators of high energy, work resistance, and persistence.
- b. The dedication dimension has indicators of work enthusiasm, pride in work, challenges in work.

### **4. Work performance**

As stated by Hasibuan (2018: 64), a person's work performance is based on his or her talents, experience, honesty,

and time spent on the allotted responsibilities. Furthermore, According to Rivai (2014:309), a person's ability and motivation at work determine their level of productivity. Employee performance is evaluated in a variety of ways by companies, but in general, Mangkunegaran (2013) identifies the following dimensions of performance evaluation:

- a. The work quantity dimension has process indicators, working conditions, the number of errors

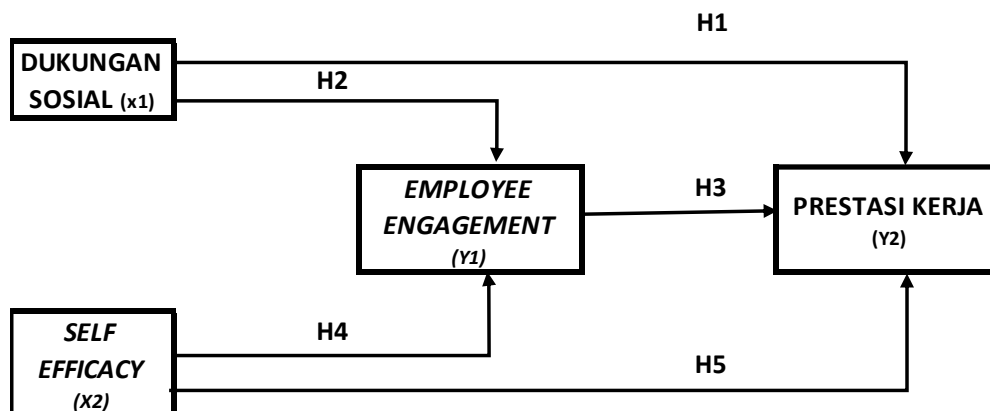
at work, the number and type of service delivery at work.

- b. The dimension of work quality has indicators of work accuracy, job analysis ability, and job evaluation ability.

## 5. Hypothesis Development

As described in the previous theory, there was a research hole in earlier investigations, Figure 1. Shows the framework of thinking to describe the research hypothesis.

Figure 1. Thinking Framework



One definition of social support is provided by King (2020:226), while another definition is provided by Ganster (2012) in Apollo & Cahyadi (2017:261) states that social support is the availability of relationships that are beneficial and have special value for those who receive them.

According to Bandura (2017:5), one's self-perception of one's own ability to perform in specific conditions is what is meant by "self-efficacy." When someone possesses self-efficacy, they believe they can perform the desired action. To clarify, Alwisol (2012: 287) defines self-efficacy as the ability to judge one's own abilities, such as

whether or not one can perform the task at hand with good or terrible results, right or incorrect. To put it simply, self-efficacy is distinct from ambitions (ideals), which express something ideal that should be (achievable).

As stated by Risher (2013: 86), the concept of employee engagement has been increasingly popular in recent years. A company's overall performance is influenced by the level of employee engagement. The strong emotional connection that an employee has with his or her organization has been identified by one of the major research organizations as influencing him or her

to exert more freedom and effort for their task.

As stated by Hasibuan (2018: 64), a person's job performance is based on the abilities, experience, and sincerity and time he devotes to completing specified responsibilities. Rivai (2014:309) also remarked that motivation and ability are interdependent when it comes to the quality of one's work output.

**Research methodology**

This study uses a quantitative method with a causal research design. This research is

focused on CV.XYZ using the X variable includes social support and self-efficacy, the intervening variable (Y1) is employee engagement, and the variable (Y2) is work performance. The population of 295 employees, selected by researchers are employees at CV. XYZ, among others: work supervisors, couriers, and admin staff. With samples obtained from R-slovin 170 employees, using a probability sampling sample by simple random sampling. The data analysis technique used Structural Equation Modeling (SEM) with Patial Least Square (PLS) using SmartPLS V 3.2.9 Bootstraping software.

**Results**

**I. Characteristics of Descriptive Statistics**

Table 1. Results of Descriptive Statistical Characteristics

| Category         | Description      | Percentage |
|------------------|------------------|------------|
| Gender           | Man              | 59.4%      |
|                  | Woman            | 40.6%      |
| Age              | <30 years old    | 76.5%      |
|                  | >30 – 40 years   | 21.2%      |
|                  | >40-51 years old | 2.4%       |
|                  | >51 years old    | 0%         |
| Years of service | 1-5 years        | 39%        |
|                  | >5-10 years      | 41%        |
|                  | >10-15 years     | 20%        |
|                  | >15 years old    | 0%         |

Table 1. Above shows, the results of the descriptive statistics of the characteristics in the gender category are dominated by male was 59.4%, descriptive statistics in the age category

were dominated by age <30 years at 76.5%, and descriptive statistics for the service period category were dominated by years of service >5-10 years at 41%.

**2. Relationship Between Constructs**

| Path                                            | Path Coefficient | T Statistics | P Values |
|-------------------------------------------------|------------------|--------------|----------|
| Social Support (X1) -> Employee engagement (Y1) | 0.193            | 2,628        | 0.009    |

|                                                  |       |       |       |
|--------------------------------------------------|-------|-------|-------|
| Social Support (X1) -> Work Achievement (Y2)     | 0.246 | 3.686 | 0.000 |
| Self efficacy (X2) -> Employee engagement (Y1)   | 0.586 | 7,764 | 0.000 |
| Self efficacy (X2) -> Job Performance (Y2)       | 0.516 | 6.776 | 0.000 |
| Employee engagement (Y1) -> Job Performance (Y2) | 0.199 | 2.438 | 0.015 |

Source: SmartPLS 3.2.9 Output (2021)

Based on the table above, it is found that:

### 1. Effect of Social Support (X1) on Employee Management (Y1)

The path coefficient value is positive at 0.193. It is also known, the value of T-Statistics (2.628) < T table (1.974) and P-value (0.009) < 0.005, then the hypothesis H0 is rejected and H1 is accepted. This means that there is a significant effect of Social Support (X1) on Employee Management (Y1). This explains that the higher the value of Social Support, the higher the Employee Management will be. Vice versa if the value of Social Support is lower then Employee Management will also be lower or decrease.

### 2. Effect of Social Support (X1) on Work Performance (Y2)

The path coefficient value is positive at 0.246. It is also known that the value of T-Statistics (3.686) < T table (1.974) and P-value (0.000) < 0.005, so the hypothesis H0 is rejected and H1 is accepted. This means that there is a significant effect of Social Support (X1) on Work Performance (Y2). This explains that the higher the value of Social Support, the higher the work performance or increase. On the other hand, if the value of Social Support is getting lower, then work performance will be lower or decreased.

### 3. Effect of Self-efficacy (X2) on Employee Management (Y1)

The path coefficient value is positive at 0.586. It is also known that the value of T-Statistics (7.764) < T table (1.974) and P-value (0.000) < 0.005, so the hypothesis H0 is rejected and H1 is accepted. This means that there is a significant influence of self-efficacy (X2) on Employee Management (Y1). This explains that the higher the self-efficacy value, the higher the Employee Management will be. On the other hand, if the self-efficacy value is lower, then Employee Management will also be lower or decreasing.

### 4. Effect of Self efficacy (X2) on Work Performance (Y2)

The path coefficient value is positive at 0.516. It is also known that the value of T-Statistics (6.776) < T table (1.974) and P-value (0.000) < 0.005 then the hypothesis H0 is rejected and H1 is accepted. This means that there is a significant effect of self-efficacy (X2) on work performance (Y2). This explains that the higher the self-efficacy value, the higher the work performance or increase. On the other hand, if the self-efficacy value is lower, the work performance will also be lower or decrease.

## **5. Influence of Employee Management (Y1) on Work Performance (Y2)**

The path coefficient value is positive at 0.199. It is also known that the value of T-Statistics (2.438) < T table (1.974) and P-value (0.015) < 0.005, then the hypothesis H0 is rejected and H1 is accepted. This means that there is a significant influence of Employee Management (Y1) on Work Performance (Y2). This explains that the higher the value of Employee Management, the higher the work performance or increase. On the other hand, if the value of Employee Management is lower, work performance will also be lower or decrease.

### **The Effect of Social Support on Work Performance**

At CV.XYZ, social support has a good and considerable impact on staff productivity, meaning that one way to improve work performance in the Covid-19 pandemic era is to increase the social support of each employee. The most dominant indicator of the social support variable based on the loading factor value is "appreciating" in the award dimension. The results of this study are also in line with that of Usep Deden Suherman (2018) which states that social support affects employee performance. Likewise with research from Eddy M Sutanto and Athalia Ratna (2015) It shows that employee performance is positively affected by social support and that this effect is significant.

### **The Effect of Social Support on Employee Engagement**

Social support has a positive and significant impact on employee engagement at CV.XYZ, meaning that one way to increase employee engagement in the Covid-19 pandemic era is to increase the social support of each employee. The most dominant indicator of the social support variable based on the loading factor value is "appreciating" in the award dimension. This study supports the findings of M Alfi Faisal Rizza, et al (2021), who found that employee engagement is influenced by social support. Likewise with research from Pardede Bernart Marihot (2018) it has been shown that employee engagement is positively affected by social support.

### **The Influence of Employee Engagement on Work Performance**

Employee engagement has a positive and significant influence on work performance at CV.XYZ, meaning that one way to improve work performance in the Covid-19 pandemic era is to increase employee engagement for each employee. The most dominant indicator of the employee engagement variable based on the loading factor value is "work resilience" which is in the spirit dimension and "enthusiasm to work" which is in the dedication dimension. Deisy Monika Puspa (2018) found that employee engagement has a favorable and significant impact on work performance, and this research is consistent with that. This is in line with the findings of the recent study by Agnes Wahyu Handyo and Roy Setiawan (2017), which show that increasing employee involvement has a favorable impact on job output.

### **The Influence of Self Efficacy on Perceptions of Employee Engagement**

Self-efficacy has a favorable and significant impact on employee engagement perceptions at CV.XYZ, meaning that one way to increase the perception of employee engagement in the Covid-19 pandemic era is to increase the self-efficacy of each employee. The most dominant indicator of the self-efficacy variable based on the loading factor value is "having confidence in success" in the general dimension. The findings of this study are confirmed by the hypothesis of Mujidsih (2015), according to which employee engagement and self-efficacy are correlated. This research aligns with the work of Stefanus Hendriatno.

### **The effect of self-efficacy on work performance**

At CV.XYZ, having a high level of self-efficacy has a considerable positive impact on productivity, meaning that one way to improve work performance in the Covid-19 pandemic era is to increase self-efficacy. The most dominant indicator of the self-efficacy variable based on the loading factor value is "having confidence in success" in the general dimension. The findings of this study are consistent with the hypothesis of Robbins and Judge (2015), which claims that self-efficacy refers to employee performance about the extent to which the organization honors contributions, gives assistance, and cares for their welfare. Similarly, study by Hery Hermawan et al. (2017) indicates a favorable and substantial relationship between self-efficacy and work performance.

### **Conclusion**

Based on the results of the research and discussion, the researchers concluded as follows: [1] "Social support has a significant influence on the work performance of

CV.XYZ employees." [2] "Social support has a significant effect on employee engagement at CV.XYZ." [3] "Employee engagement has a significant influence on the work performance of CV.XYZ employees." [4] "Self efficacy has a significant effect on employee engagement at CV.XYZ." [5] "Self efficacy has a significant effect on work performance at CV.XYZ." This investigation was conducted solely on CV.XYZ, one of multiple owned branch offices, which is a limitation of this study. The sample size employed is quite small.

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