



The Effect of Self-Efficacy and Employee Engagement on Employee Performance in Mediation by Digital Literation

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ABSTRACT

This study aims to determine whether self-efficacy and employee engagement affect the performance of bank frontliners and is mediated by digital literacy. The research was conducted at ten national private bank branch offices in Bandung using a questionnaire distributed to 119 frontliners who handle digital transactions. The research results were processed using SPSS software using the path analysis method. The results showed that self-efficacy and performance had a positive and significant effect on digital literacy, while engagement had no significant effect on digital literacy. The output from the calculation results can be concluded that the efficacy significance value of 0.000 is smaller than 0.05, which can be concluded that there is an effect of self-efficacy (X1) on performance (Y). The efficacy significance value of 0.000 is smaller than 0.05, which can be concluded that there is an effect of engagement (X2) on performance (Y). The significance value of the self-efficacy variable (X1) is 0,000, the engagement variable (X2) is 0.133 and the performance variable (Y) is 0,000, so it can be concluded that only self-efficacy and performance have an effect on digital literacy (Z) while engagement (X2) has a value 0.133 which is greater than 0.05, so it can be concluded that engagement has no significant effect on digital literacy

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1. Introduction

Technological developments are growing rapidly from day to day. As technology develops, companies must be able to balance their capabilities. One of them is banking companies that are starting to follow technological developments. This technological development can make it easier for its customers to obtain banking services without having to visit branch offices. One of the services provided by a private banking company is a CDM (cash deposit machine) machine that makes it easier for customers to deposit cash without having to visit a bank branch. To adapt to this technological development, companies need to pay attention to the human resources in it. Human resources have an effect on company competition in following technological developments. According to Bernardin (2003), performance is an outcome produced by activities carried out within a certain period of time and performance according to Dessler (2000) is defined as work performance, namely the comparison between work results with a set standard. Good employee performance will be able to achieve company goals. According to Bonner and Sprinkle (2002) employee performance is influenced by many factors, one of which is the internal factor between knowledge, ability and self-efficacy.

According to Lawless & Anderson (2017), this technological development certainly encourages companies to make changes so that companies must continue to maintain the spirit of employee engagement in order to provide the best results. Engagement is a positive attitude that employees have towards the organization where they work and the values that the organization has, in the concept of employee engagement there is a two-way relationship between employees and the company (Bridger, 2015) Engagement is the key to the company's success and ability to compete (Alan, 2019). In addition, performance is also influenced by self-efficacy, which according to Robbins (2008), the higher a person's self-efficacy, the greater the person's confidence in his ability to succeed in doing his job and self-efficacy values are needed in making changes because self-efficacy is a perspective and belief. individuals on their ability to face changes and new challenges (Garud, 2003).

Changes in technology are a new challenge because now customers are more comfortable with things that are digital. This change is a challenge for banking companies to determine to maintain and improve their performance. This challenge also requires employees to keep up with changes. According to Carter, a decrease in employee confidence in their ability to complete tasks will affect engagement and lead to decreased performance. Seeing this phenomenon, the study will discuss the effect of self-efficacy and engagement on performance mediated by digital literacy.

2. Theory

2.1. Engagement

Engagement is defined as the self-attachment of each employee at work, involvement that is shown physically, cognitively (mentally) and emotionally while working (Alan, 2019). Engagement is also defined as the simultaneous behavior of an employee who personally has a liking for work and people physically, mentally and emotionally actively and



at full performance (Asare, Nicholson, & Stein, 2017). So that in the explanation of Khan (1990), what is meant by physical presence involvement in work is that they are involved in working both alone and with others, cognitively (mentally) means being emotionally involved with work and others in serving them, emotional involvement is not It can be measured directly, but it can be seen from the behavioral energy when working. Therefore, it can be concluded that engagement is the involvement of feelings, focus, the full attention of an individual in working in accordance with their respective roles so that emotional commitment to the company is formed in other words individual goals and the company will be in line and the individual will have high concern for work and create a sense of responsibility in doing work. This emotional commitment becomes an understanding of work so that it does not cause a burden at work.

2.2. Self Efficacy

Self-efficacy, namely self-confidence or self-confidence which becomes one of the things that can determine the achievement of a person's success in achieving company goals. According to Cheria and Jacob (2013), one of the factors of HR in order to achieve high performance, one of which is self-efficacy or self-confidence. Conceptually, self-efficacy is a scientific domain of social cognition or social science that is often associated with organizational performance. This concept was first conceived by (Bandura, 1997) which states that self-efficacy is "an individual's belief in his ability to complete a particular task and a certain prospective situation".

Self-efficacy according to Steinbauer (2018) is also the basis for the formation of motivation, feelings and personal achievements, and is a critical determinant of self-regulation. This conception is in line with (Bandura et al., 2006) which states that a person's motivation, effective conditions and actions are often based on individual beliefs, not on actual conditions. Because of that individual behavior is often more predictable based on his belief in his abilities, not on knowledge and expertise. So it can be concluded that to achieve a goal, self-efficacy can influence a person who creates a boost of strength, creates a conducive environment and influences company members so that it ultimately leads to better performance.

2.3. Performance

Performance means achievement (accomplishment) which refers to the result or impact. Performance in the Oxford English Dictionary performance is defined as: "achievement, implementation, work results, doing whatever is ordered / desired". In simple terms, performance is defined as the result of a job, or a record of one's achievements (Michael Armstrong, 2014). Performance can also be defined as the output produced by a function or indicator of a job or profession within a certain time. In this case, work is the activity of completing something or making something that only requires certain energy and skills. Performance refers to the extent to which employees can fulfill Cascio's 2006 workplace mission (Pulakos & O'Leary, 2011).

2.4. Digital Literacy

Thinking about digital literacy started in 1997 by Gilster who stated that "Digital literacy is the ability to understand and use information in multiple formats from a wide variety of sources when it is presented via computers" (Belshaw, 2011). Digital literacy can be defined as an individual's ability to apply functional skills to digital devices so that he or she can find and select information, think critically, be creative, collaborate with others, communicate effectively, and continue to ignore electronic security and the developing socio-cultural context (Hague & Payton, 2010). It can be interpreted that digital literacy is an understanding of individuals so that they can operate digital technology.

Tables are written with Times New Roman font size 8. The title of the table is written with font size 8 above the table without blank space. The table is numbered in Arabic numerals. There is one single space line between the table and the paragraph. The table is placed immediately after it is referred to in the text. The frame of the table uses 1 font-size line. If the title in each table column is long and complex, the columns are numbered and the notes are given below the table.

3. Research Method

The research method used in this research is quantitative method. The research data was taken using a questionnaire with respondents who were frontliners of a private bank. The sampling technique used the Slovin formula where the population amounted to 170 and the calculated sample results were 119.29 rounded to 119 samples. The variables in this study include the variables of self-efficacy and engagement as independent variables and performance as the dependent variable and digital literacy as the mediating variable. The data analysis technique used in this research is Path Analysis. Path analysis is an extension of multiple linear regression analysis to estimate the causal relationship between tiered variables based on theory (Utama, 2012: 156).

A. Hypothesis

According to Arikunto (2014: 111), that "Hypothesis is a temporary answer to the problem at hand, and for that we need a systematic test through the analysis of empirical data, so that it is a generally accepted truth." The hypotheses in this study are as follows:

1) Hypothesis 1: Self Efficacy Affects Performance

Self-efficacy increases employees' perceptions of job-related relationships and job satisfaction. This condition shows that individuals can behave to achieve long-term results and interact with individuals in their work environment (Machmud, 2018). Individuals with high self-efficacy can increase strong self-confidence regarding task achievement. In addition, they can overcome obstacles in their task (T. A. J. Stephen P. Robbins, 2016). This evidence suggests that the higher the self-efficacy, the more capable individuals are in completing tasks. In general, research (Çetin & Aşkun, 2018) states that self-efficacy and performance are closely related. For example, (Stajkovic & Luthans, 1998) conducted a comprehensive meta-analysis that included 114 studies examining the relationship between self-efficacy and work-related performance. Overall, the results of the meta-analysis have shown that self-efficacy is strongly and positively associated with job-related performance.

2) Hypothesis 2: Engagement Affects Performance

Employees are a major asset for any organization and if they are not given the right space and time to create the perfect mix of work and fun at work, then a feeling of dis-engagement will occur in employees (Bedarkar & Pandita, 2014). Organizations and employees depend on each other to fulfill their goals and objectives. Therefore, employee



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engagement should not be a one-time exercise but must be integrated into the company culture (Bedarkar; 2014). Engagement must be a continuous process of learning, improvement and action. Thus, organizations today must actively hope to meet employee expectations and thus, have an impact on employee performance, which directly affects organizational performance (Bedarkar; 2014). Anitha's study: 2013 in her research emphasizes the importance of engagement and also identifies various aspects that have a significant influence on it. It also shows that there is a strong significant relationship between engagement and employee performance. In line with research (Rustono & Akbary, 2015), it is revealed that employee performance in a company is an important factor in assessing the progress of a company. The performance itself is influenced by several factors, one of which is engagement. Employees will be able to work more diligently when they feel psychologically engaged to the company. Rustono's research results conclude that the research results show that engagement has a strong correlation with performance (Rustono; 2015). Employees who are engaged in their work will tend to do more in their duties and provide superior performance in achieving the goals of the organization and their duties (Setiawan & Widjaja, 2017).

3) Hypothesis 3: Indirect Effect on performance in mediation by digital literacy

With the diffusion of realistic easy-to-use communication and interaction tools, such as e-learning has become a popular mechanism for training and enhancing individual performance. Meanwhile, individuals use these tools in the hope that employee training will improve performance. This research (Mohammadyari & Singh, 2015) proposes that a person's digital literacy level affects their performance through their impact on their performance and business expectations. The results show that the relationship is significant: Between digital literacy on user performance and employee expectations and performance expectations on, and continuing intentions on performance. In the research (Santoso, Elidjen, Abdinagoro, & Arief, 2019) suggests that the Digital Literacy variable has a significant effect on the relationship between the IWB and EMP variables so that it becomes a moderating variable between IWB and EMP. Furthermore, digital literacy moderates the relationship between innovative work behavior and employee performance. Research (Santoso et al, 2019) emphasizes the importance of digital literacy in employees to create innovation in organizations. While the growing literature suggests that employee digital skills are important for enabling individuals and organizations to take advantage of the digital workspace, there is an empirical understanding of their effect on performance. Further research (Marsh, 2018) The results partially support the model, showing that employees' digital skills influence individual intentions and performance through their perceptions of ease of use. Research (Marsh, 2018) suggests an important role for digital literacy, both as an antecedent to common determinants of technology, and in organizational interventions designed to drive digital adoption in the workplace.

4. Results and Discussion

4.1. Instrument Test Results

Table 1.
Table of Instrument Validity Test Results

No Item	r_{hitung}	r_{tabel}	Ket
1	0,684	0,1786	Valid
2	0,632	0,1786	Valid
3	0,633	0,1786	Valid
4	0,772	0,1786	Valid
5	0,719	0,1786	Valid
6	0,75	0,1786	Valid
7	0,388	0,1786	Valid
8	0,395	0,1786	Valid
9	0,496	0,1786	Valid
10	0,548	0,1786	Valid
11	0,594	0,1786	Valid
12	0,435	0,1786	Valid
13	0,68	0,1786	Valid
14	0,839	0,1786	Valid
15	0,845	0,1786	Valid
16	0,812	0,1786	Valid

Table 2.
Table Instrument Reliability Test Results

No Item	r_{hitung}	r_{tabel}	Ket
1	0,684	0,1786	Valid
2	0,632	0,1786	Valid
3	0,633	0,1786	Valid
4	0,772	0,1786	Valid
5	0,719	0,1786	Valid
6	0,75	0,1786	Valid
7	0,388	0,1786	Valid
8	0,395	0,1786	Valid
9	0,496	0,1786	Valid
10	0,548	0,1786	Valid
11	0,594	0,1786	Valid
12	0,435	0,1786	Valid
13	0,68	0,1786	Valid



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14	0,839	0,1786	Valid
15	0,845	0,1786	Valid
16	0,812	0,1786	Valid

Reliability test is the degree of consistency and stability of data or findings according to Sugiyono (2018; 268). Unreliable data cannot be processed further because it will produce biased conclusions, a measuring instrument that is considered reliable if the measurement shows consistent results over time. If the Cronbach's Alpha α value > 0.60 then it is reliable and if the Cronbach's Alpha value $\alpha < 0.60$ then it is not reliable. Based on the results above, the Cronbach's Alpha value obtained is more than 0.60, it can be concluded that all variables are declared reliable.

Table 3.

T test results (partial)

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients	Standardized Coefficients			
	B	StdError	Beta		
(Constant)	3,344	1,962		1,705	0,091
EfikasiDiri	0,42	0,096	0,376	4,384	0
Engagement	0,31	0,063	0,425	4,953	0

Table 4

F Test Results (Simultaneously)

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	677,192	2	338,596	68,199	,000 ^b
Residual	575,918	116	4,965		
Total	1253,109	118			

Hypothesis 1, based on the table above, can be seen that the efficacy significance value of 0.000 is smaller than 0.05, which can be concluded that there is an effect of self-efficacy (X1) on performance (Y). The results above also show that t count has a value of 4.384 which is greater than 1.980, it can be concluded that self-efficacy has an effect on performance.

Hypothesis 2, based on the table above, it can be seen that the efficacy significance value of 0.000 is smaller than 0.05, which can be concluded that there is an effect of engagement (X2) on performance (Y). The results above also show that t has a value of 4,965 which is greater than 1,980, it can be concluded that engagement has an effect on performance.

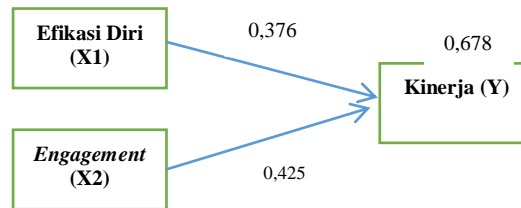


Fig 1. Path Coefficient 1

Based on the processed data, it can be seen that the significance value of the self-efficacy and engagement variables is 0.000, which is smaller than 0.05, so it can be concluded that the performance value. Based on the resulting r square value of 0.540, it can be concluded that the contribution of the self-efficacy and engagement variables is that the variable self-efficacy and engagement have a significant effect on 54% while the other 46% is the contribution of variables not calculated in this study. The value of e1 can be found through the formula $e1 = \sqrt{1 - 0,540} = 0.678$.

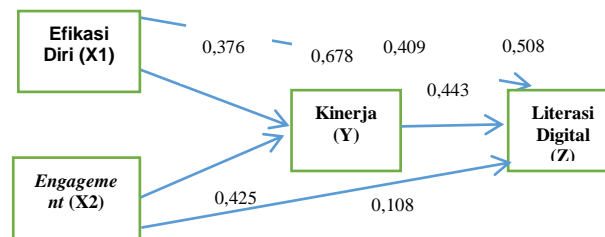


Fig 2. Model Path Coefficient 2



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Self-efficacy and engagement partially have a significant positive effect on performance, of course, in line with Bonner's (2002) research which states that one of the factors that influence performance is self-efficacy and also in line with Garud (2003) which states that the higher the level of one's self-efficacy. The greater the confidence of the person in his ability to succeed in doing his job and the value of self-efficacy is needed in making changes because self-efficacy is an individual's perspective and belief in his ability to face new changes and challenges.

Judging by using path analysis, self-efficacy and performance have an effect on digital literacy, which means that the more a person has a high level of confidence in the work he is doing despite technological changes, the more good performance is achieved. On the other hand, engagement has no significant effect on digital literacy. This is in line with Norbert's research (Semmer, 2015) which states that failure to complete a task will make a worker more stressful, especially if the task is unclear, the orders overlap, the schedule is conflicted, and there are demands for work results that are too high, a condition common to organizations undergoing radical change. In this transition process, companies need human resources who have deep special abilities and expertise, have broad understanding and are able to solve problems of high complexity, especially in current technological changes which encourage all employees to adapt and develop along with technological development.

5. Conclusions

Based on the results obtained, the resulting variable data is valid and reliable for research use. Based on the significance value of 0.000 for the variable self-efficacy and engagement on performance, it can be stated that performance is indeed influenced by self-efficacy and engagement. However, for the significance value of the variables of self-efficacy, engagement, and performance on digital literacy, only engagement has no effect on digital literacy. The significance value of self-efficacy and performance on digital literacy is 0,000 so that it has a significant effect, but engagement has a value of 0.133 which is greater than 0.05 so that engagement has no effect on digital literacy. The R square value of self-efficacy, engagement, and performance on digital literacy is 0.741 which means that the influence or contribution of self-efficacy, engagement and performance is 74.1% and the other 25.9% is the influence or contribution of the variables that are not included in this research.

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