# THE EFFECT OF SELF EFFICACY AND WORK DISCIPLINE ON EMPLOYEE PERFORMANCE AT CIAMIS REGIONAL GENERAL HOSPITAL

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## ABSTRACT

*Hospitals are pillars of the health system, requiring healthcare workers who excel in technical skills and overall performance, supported by resources that yield superior health products and services. However, at Ciamis Regional Hospital, employee performance remains below the set targets and has declined annually. This decline is partly due to low self-confidence and suboptimal work discipline, as data from July to August 2024 revealed that over 50% of employees did not properly implement work discipline. Based on these observations, this research assesses self-efficacy, work discipline, and employee performance at Ciamis Regional General Hospital, and examines how self-efficacy and work discipline affect performance. The study employs a descriptive causal design with a quantitative approach. A total of 276 employees were selected using probability sampling. Data were collected via questionnaires and analyzed using Structural Equation Modeling (SEM) with Smart-PLS software. Results indicate that self-efficacy significantly and positively influences performance, and when combined with effective work discipline, performance improves further. Based on these findings, it is recommended that the hospital enhance self-efficacy and work discipline through mentoring, targeted training, performance awards, and rigorous adherence to work procedures supported by regular evaluation and feedback, ultimately aiming to improve service quality and overall employee performance.*

| KEYWORDS | *self efficacy, work discipline, employee performance* |

## INTRODUCTION

According to (Lestari et al., 2023), development in the world of health is very important for the welfare of the community because with the achievement of a life that reaches the maximum level of health for everyone, namely with the existence of health service provider facilities to achieve a high degree of health. The goal of health development is a hospital. Basically, this aims to increase the patient's right to get appropriate and fair services. According to (Supriyanto et al., 2023)

According to WHO Technical Report No.122/1957, hospitals are elements in the social and medical system that function to provide comprehensive health services, both before and after health events occur. The hospital is a place for medical staff and research locations related to bio-psycho-social-economic-cultural aspects. In an increasingly complex global competition, hospitals are required not only to provide health services, but also to continue to innovate and improve service quality to achieve maximum output or results. The quality of health services provided is the main determinant in maintaining and attracting public trust. Currently, the size, number of units, medical and non-medical staff, as well as service and financial information systems are not the only factors affecting hospital health services. Therefore, to be able to compete in an increasingly global environment by shifting functions from social institutions to socio-economic institutions, or the service sector from *social oriented* to *private good-oriented* , of course, resources are needed that are able to produce superior health products and services.

According to (Nurfauziah & Kusjono, 2024) HR plays an important role in the success of an organization, because the abilities, skills, and involvement of employees are one of the determinants in achieving the company's goals. Basically, human resources are one of the capital in playing an important role in the success of an organization. In the health sector, especially in hospitals, human resource management is very important to ensure the quality of health services. The challenges of human resource management in hospitals are increasingly complex, in line with increasing public demands and better health services, improvements in medical technology, and national health policies such as the National Health Insurance (JKN).

On the other hand, hospitals as the main pillar of the health service system must have health workers who are not only technically proficient, but also able to work efficiently. The performance of employees in hospitals is greatly affected by internal and external factors. Aspects such as self-efficacy and employee discipline are very important in achieving optimal performance. Various internal and external factors affect the performance of employees in hospitals. Factors such as self-confidence or *self-efficacy* with employee work discipline will have a very important role so that performance results can be optimal. Judging from the phenomenon that occurred at Ciamis Hospital, that SKP (Employee Performance Targets) from year to year has different results. Looking at the data contained in the results of the performance report that has been summarized by the Personnel and Training division unit of Ciamis Hospital in 2021 to 2023, by showing the predicate of employee performance at Ciamis Hospital, and following the rules of BKN (State Civil Service Agency) in determining the value to be given. Assessment is divided into two assessments, qualitative assessment and quantitative assessment. According to (Ryser, 2021), conducting a value evaluation is analyzing the implementation of work that has been done, obtaining feedback, providing suggestions for improvement, and determining the results of the evaluation based on actual work results or actual results.

To understand how the assessment carried out in measuring the performance that has been fulfilled by employees is appropriate or not, the researcher conducted direct interviews with 10 Employee Performance Target assessors at Ciamis

Hospital. The interview was conducted on September 20, 2024, where 4 speakers, namely the Head of the Medical Services Section, the Head of the Nursing Section and two heads of rooms from the Medical Services Section Unit and the Head of the Nursing room, explained that the performance assessment had undergone significant changes before and after the issuance of Government Regulation Number 30 of 2021, it was explained that in the period before 2021 the ASN performance assessment was still manual, where SKP is determined with the same or uniform assessment format and tends to be only a formality. The assessment indicators carried out are qualitative, especially the behavioral assessment of each employee. Assessment is less flexible and less objective because it is not bound and not driven by the achievements of the leadership. Also, the evidence of performance is less effective because the assessment is carried out without supporting evidence of the tasks that have been done by the employees. Meanwhile, the performance assessment after 2021 with Government Regulation Number 30 of 2021 is that the performance assessment is more objective and flexible. SKP is determined based on objectives and each work unit that must be adjusted to the direction of the highest leadership based on 2 assessment categories, namely employee performance assessment with 70% of the assessment based on performance (Work Outcome Plan) and 30% on behavior. Behavioral assessment is qualitative and performance is measured quantitatively, namely quantity, quality and time. The SKP assessment is currently carried out every semester, while the Work Result Plan is prepared annually and detailed into two indicators, namely General Performance (IKU) and Individual Performance (IKI). The resource person also explained that the success of performance appraisal is highly dependent on direction and leadership. Because, the highest leadership has a great influence in determining the RHK which is then handed over to each unit under it.

Meanwhile, according to other speakers, the SKP assessment of this activity is carried out twice a year, namely in the January-June and July-December periods, with reference to guidelines from BPKSDM. Previously, the assessment was carried out administratively by the personnel department, without directly involving employees, with a focus on the aspects of professionalism, trustworthiness, expertise, cooperation, loyalty, flexibility, and mutual support. The assessment is divided into two, namely main performance (daily routine work) and additional performance (additional tasks). Assessments are considered less effective because of unrealistic or inadequate performance evidence because assessments are still done manually.

The Acting Head of the Personnel Section and the Head of the Finance Section, in the interview explained that the performance assessment carried out was not effective, there were several employees who did not reach the performance targets that had been set. In addition to performance that does not meet targets, other major problems are non-compliance with working hours, employees often do not work according to predetermined schedules or deadlines, and evaluations are carried out personally, especially to see targets that have not been achieved, how employees work, and their behavior while in the office. From this statement, the resource person said that objective and fair assessment is categorized or considered difficult because the behavior assessment process is qualitative and depends a lot

on the views of the leadership. Performance targets are also determined by the leadership, so the potential for subjectivity in the assessment is high. Based on the interview above, it can be concluded that the assessment has not reflected the actual performance of the assessed employees. This situation is important to be considered in an effort to improve overall performance in the hospital, especially to support the achievement of good Resource Management by implementing better and more effective services at Ciamis Hospital.

Based on research by (Arista, 2022) entitled "The Effect of *Self-Efficacy*, Motivation and Work Discipline on Employee Performance at Lloyd's Inn Bali Hotel in Seminyak", this study shows that the results of self-efficacy play a positive role in improving employee performance, especially for those who have a high level of confidence in completing tasks tend to have good performance. In addition, work discipline plays a significant role in improving employee performance. This research underscores the importance of discipline in getting the best work results.

Research by (Mahawati & Sulistiyani, 2021) with the title "Self-Efficacy and Work Discipline and Its Influence on Employee Performance" self-efficacy describes a person's confidence in their ability to complete tasks well. These findings reveal that self-efficacy contributes positively to employees who have a high level of *self-efficacy* tend to be more confident in improving their performance, so that the individual can achieve more optimal performance results. In addition, employee work discipline including complying with rules, attendance and fulfillment of work standards are very important factors that can affect performance. Good discipline results in a significant increase in performance because disciplined employees are able to complete tasks in accordance with the company's SOPs. Thus, *the factors of self-efficacy* and work discipline can be proven as factors that can determine employee productivity.

In addition to *self-efficacy*, work discipline also plays an important role in determining employee performance at Ciamis Hospital. When employees have *high self-efficacy*, they will tend to be more disciplined in carrying out their duties and adhering to work schedules, because they believe that their consistency and dedication will have a positive impact on their work results. According to (Vanesa et al., 2019), work discipline is defined as a person's ability to work according to the rules, be consistent and diligent not to violate the rules in the organization. In a hospital environment, work discipline not only functions as a determinant of individual performance, but also has a direct impact on the safety and quality of service to patients. Work discipline here covers various aspects, ranging from compliance with work schedules, accuracy in carrying out medical procedures, to consistency in operational implementation. The importance of work discipline in hospitals is increasingly prominent in the era of digitalization and the application of information technology.

Good work discipline can be seen from the punctuality of employees entering and leaving work. This research supports this previously according to (Dahlia et al., 2024) that employee attendance needs to be considered as a benchmark for discipline in employees as seen from the number of attendance that has been determined by the organization or company. In addition, another study, according to (Jamaluddin et al., 2024), states that the attendance system is one way to measure

the level of discipline in each employee and the attendance system has been implemented by organizations for a long time. Based on employee attendance data at the OPD in July 2024 which has been summarized by the Ciamis Hospital Personnel and Training unit, it can be seen that there are several employees who experienced untimely entry without permission (TTWM-TI) and untimely return without permission (TTWP-TI). Data shows that most employees have good punctuality, but there are some cases of significant delays, either in terms of entering or leaving work without permission. There are some employees who are late to work and employees who have delays when they leave work. This factor indicates the existence of disciplinary challenges in terms of attendance that need to be overcome to improve efficiency and overall performance.

Based on the explanation of the background, phenomenon, and urgency that has been explained, this study is interested in studying in depth the influence of self-efficacy and work discipline on employee performance at Ciamis Hospital in order to support previous studies, test theories, and understand phenomena that have never been comprehensively researched. The concept was then outlined in a study entitled "The Influence of Self Efficacy and Work Discipline on Employee Performance at Ciamis Regional General Hospital". The formulation of the problems raised includes questions about how self-efficacy, work discipline, and employee performance at Ciamis Hospital, as well as how self-efficacy and work discipline are affected individually and collectively on employee performance. The purpose of this study is to find out the condition of self-efficacy, work discipline, and employee performance, as well as to analyze the influence of each and the combined influence of self-efficacy and work discipline on employee performance at Ciamis Hospital. In addition to making practical contributions through policy and program recommendations that focus on improving self-efficacy and work discipline for the sake of improving the quality of health services, this research is also expected to provide academic benefits by enriching the literature on human resource management in the health sector, so that the findings of this research can be the basis for further research in the same institution and in other sectors.

## RESEARCH METHODS

Based on the results of filling out the questionnaire by 82 respondents, it was obtained that for the Organizational Culture variable, the average value achieved was 88.18 with a value range of 30 (minimum score of 75 and maximum value of 105). As for the Organizational Commitment variable, respondents showed an average score of 96.17 with a range of 50 (minimum value of 75 and maximum value of 125). For the Employee Performance variable, the average value recorded was 78.52 with a range of 36 (minimum value of 63 and maximum value of 99). This data indicates that the respondents' perception of Organizational Culture and Organizational Commitment is at a high level, while employee performance is quite good, which further provides a basis for a more in-depth analysis of the influence of these two variables on employee performance at SMK Ibnu Khaldun Mansyur Al-Makki Foundation.

## RESULTS AND DISCUSSION

**Model Measurement Test (Outer Model)**

According to (Uljens & Ylimaki, 2017), this model measurement test is used to see the validity and reliability value of the model. In the model measurement test, the first test used is the *convergent validity test* by looking at the loading *factor* and *average variance extracted* (AVE) values. Furthermore, the second test used is the discriminant validity test by conducting a fornell larcker criteration test, paying attention to *cross loading* values, and htmt. Then, the third test is a reliability test by looking at CA and CR values. The outer test of this model uses SmartPLS 4 software. The output of the outer model of this study is as follows:
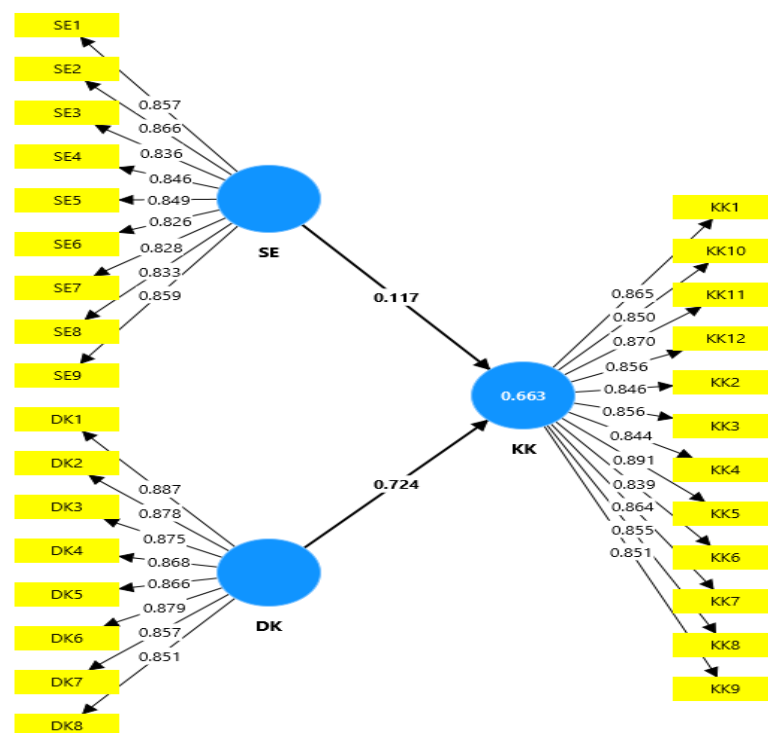


**Figure 1. Outer Model**
*Source: Author Processed Data 2025*

**Convergent Validity**

Indicator validity tests are used in modeling *Partial Least Square* (PLS), can be done by using model measurements *convergent validity*, which determines the correlation between the score of an item or indicator and its construct (*loading factor*). Output value (*loading factor*) can be seen on the outer loading output. The estimated output generated by the PLS algorithm is as follows:

**Table 1.** Output *Convergent Validity* On Variables *Self Efficacy*

| Variable Leave | Item | Loading factor | Conclusion |
|---|---|---|---|
| *Self Efficacy* | SE1 | 0.857 | Valid |
| | SE2 | 0.866 | Valid |
| | SE3 | 0.836 | Valid |

| | | |
|---|---|---|
| SE4 | 0.846 | Valid |
| SE5 | 0.849 | Valid |
| SE6 | 0.826 | Valid |
| SE7 | 0.828 | Valid |
| SE8 | 0.833 | Valid |
| SE9 | 0.859 | Valid |

*Source: Author Processed Data 2025*

Based on the output results above, it can be seen that each item of the variable *Self Efficacy* has a value *loading factor* >0.70. This means that the entire item of the variable *Self Efficacy* valid.

**Table 2.** Output *Convergent Validity* On Work Discipline Variables

| Variable Leave | *Item* | *Loading factor* | Conclusion |
|---|---|---|---|
| Work Discipline | DK1 | 0.887 | Valid |
| | DK2 | 0.878 | Valid |
| | DK3 | 0.875 | Valid |
| | DK4 | 0.868 | Valid |
| | DK6 | 0.866 | Valid |
| | DK6 | 0.879 | Valid |
| | DK7 | 0.857 | Valid |
| | DK8 | 0.851 | Valid |

*Source: Author Processed Data 2025*

Based on the output results above, it can be seen that each item of the Work Discipline variable has a value of *loading factor* >0.70. This means that all items of the Work Discipline variable are valid.

**Table 3.** Output *Convergent Validity* On Employee Performance Variables

| Variable Leave | *Item* | *Loading factor* | Conclusion |
|---|---|---|---|
| Employee Performance | KK1 | 0.865 | Valid |
| | KK2 | 0.850 | Valid |
| | KK3 | 0.870 | Valid |
| | KK4 | 0.856 | Valid |
| | KK5 | 0.846 | Valid |
| | KK6 | 0.856 | Valid |
| | KK7 | 0.844 | Valid |
| | KK8 | 0.891 | Valid |
| | KK9 | 0.839 | Valid |
| | KK10 | 0.864 | Valid |
| | KK11 | 0.855 | Valid |
| | KK12 | 0.851 | Valid |

*Source: Author Processed Data 2025*

Based on the output results above, it can be seen that each item of the Employee Performance variable has a loading *factor value* of >0.70. This means that all items of the Employee Performance variable are valid.

**Table 4.** Output *Average Variance Extracted (AVE)*

| Variable | AVE |
|---|---|
| Self Efficacy | 0.757 |
| Work Discipline | 0.735 |
| Employee Performance | 0.713 |

*Source: Author Processed Data 2025*

The validity of convergence can be measured through the value of *Average Variance Extracted (AVE).* According to (Musyaffi et al., 2022), a construct is said to meet the criteria for convergent validity if the value of *Average Variance Extracted (AVE)* greater than >0.5, which means that the construct is able to explain half the variance of its indicators. In this study, the value of *Average Variance Extracted (AVE)* obtained indicates that all variables have a value of *Average Variance Extracted (AVE)* >0.5 so that it can be concluded that all of these variables meet the convergence validity requirements.

**Discriminant Validity**

According to (Musyaffi et al., 2022), in the discriminant validity test, there are three measures, namely *fornell larcker critation, cross loading*, and HTMT, can be used to analyze the validity or not of each indicator. Test *fornell larcker critation* is the first test to be conducted. By comparing the AVE root at each construct load value. Based on the results of the calculations, it can be concluded that the model meets the criteria for the validity of discrimination. This result is indicated by the value of the test result *fornell larcker critation* under.

**Table 5.** Test Results *Fornell Larcker Criteration*

| | DK | MONTHS | HERSELF |
|---|---|---|---|
| **DK** | 0.870 | | |
| **MONTHS** | 0.811 | 0.857 | |
| **HERSELF** | 0.743 | 0.655 | 0.845 |

*Source: Author Processed Data 2025*

Then, in addition to the test *fornell larcker critation* Measurement *discriminant validity* can also be done through comparison *cross loading* with each item must be greater than the value of *cross loading item* and compared with other variables.

**Table 6.** Cross Loading Correlation Value

| | DK | MONTHS | HERSELF |
|---|---|---|---|
| **DK1** | **0.887** | 0.719 | 0.663 |
| **DK2** | **0.878** | 0.705 | 0.619 |
| **DK3** | **0.875** | 0.720 | 0.622 |
| **DK4** | **0.868** | 0.709 | 0.649 |

| | | | |
|---|---|---|---|
| **DK5** | **0.866** | 0.708 | 0.660 |
| **DK6** | **0.879** | 0.712 | 0.654 |
| **DK7** | **0.857** | 0.698 | 0.669 |
| **DK8** | **0.851** | 0.672 | 0.639 |
| **KK1** | 0.679 | **0.865** | 0.552 |
| **KK10** | 0.694 | **0.850** | 0.551 |
| **KK11** | 0.688 | **0.870** | 0.545 |
| **KK12** | 0.673 | **0.856** | 0.528 |
| **KK2** | 0.711 | **0.846** | 0.590 |
| **KK3** | 0.696 | **0.856** | 0.593 |
| **KK4** | 0.651 | **0.844** | 0.500 |
| **KK5** | 0.738 | **0.891** | 0.579 |
| **KK6** | 0.677 | **0.839** | 0.555 |
| **KK7** | 0.702 | **0.864** | 0.549 |
| **KK8** | 0.743 | **0.855** | 0.616 |
| **KK9** | 0.677 | **0.851** | 0.567 |
| **SE1** | 0.646 | 0.568 | **0.857** |
| **SE2** | 0.670 | 0.596 | **0.866** |
| **SE3** | 0.652 | 0.569 | **0.836** |
| **SE4** | 0.613 | 0.516 | **0.846** |
| **SE5** | 0.612 | 0.543 | **0.849** |
| **SE6** | 0.591 | 0.526 | **0.826** |
| **SE7** | 0.598 | 0.517 | **0.828** |
| **SE8** | 0.628 | 0.551 | **0.833** |
| **SE9** | 0.633 | 0.581 | **0.859** |

*Source: Author Processed Data 2025*

Next, the measurement *discriminant validity* can be done through other tests, namely the *Heterotrait-Monotrait Ratio (HTMT)*. Uji *Heterotrait-Monotrait Ratio (HTMT)* It aims to estimate the correlation between two reliable constructs. According to Musyafii (2021:10) the provisions of the test *Heterotrait-Monotrait Ratio (HTMT)* It is said to have met the discriminant validity if the value obtained $< 0.9$.

**Table 7.** Output Heterotrait-Monotrait Ratio (HTMT)

| | **DK** | **MONTHS** | **HERSELF** |
|---|---|---|---|
| **DK** | | | |
| **MONTHS** | 0.843 | | |
| **HERSELF** | 0.780 | 0.681 | |

*Source: Author Processed Data 2025*

Value *Heterotrait-Monotrait Ratio (HTMT)* In the table above, there is no value above 0.9 so it can be said that the research model formed from all the variables above is valid.

**Composite Reliability**

In the test *Composite Reliability* It can be measured by two criteria, namely from the value of *Composite Reliability* and *Cronbach's Alpha* to evaluate the reliability of the construct. A construct can be said to be reliable if the value of *Composite Reliability* and *Cronbach's Alpha* above 0.70. Here's the output *Composite Reliability* and *Cronbach's Alpha* can be presented in the following table:

**Table 8.** Reliability Test Results

|  | **Cronbach's Alpha** | **Composite Reliability** |
|---|---|---|
| *Self Efficacy* | 0.915 | 0.957 |
| Work Discipline | 0.954 | 0.961 |
| Employee Performance | 0.967 | 0.971 |

*Source: Author Processed Data 2025*

Based on the output table above, the value of the *Composite Reliability* and *Cronbach's Alpha* In each construct it is above 0.70, so it can be concluded that each construct in the model has good reliability.

**Structural Measurement Test (*Inner Model*)**

According to Musyaffi et al (2021:12), the purpose of testing structural models is to find relationships between exogenous and endogenous variables in research. In the testing process *inner model* The bootstrap resampling method is used. The results of the measurement test *inner model* are as follows:
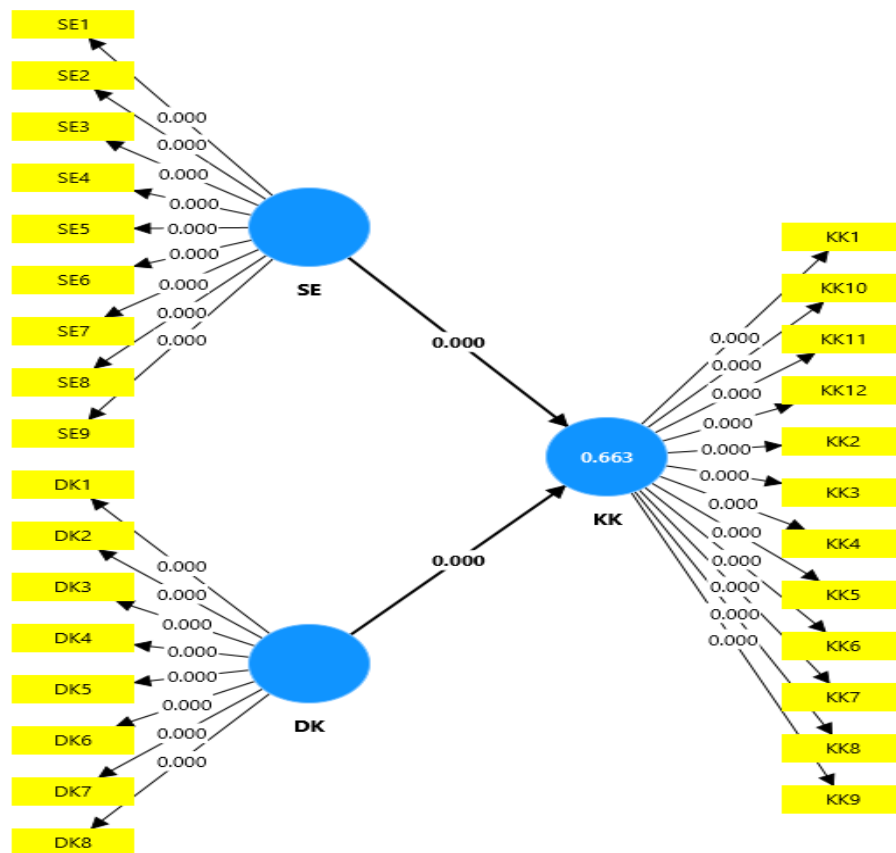
**Figure 2. Inner Model**
*Source: Author Processed Data 2025*

**R Square**

To determine the changes that occur in the independent variable over the dependent variable, the R Square value is observed. The results of the R Square value processing are presented in table 4.16 below:

**Table 9.** R Square Value

|  | **R-square** | **R-square adjusted** |
|---|---|---|
| **MONTHS** | 0.663 | 0.661 |

*Source: Author Processed Data 2025*

Based on the table above, it is obtained that the R Square Value of the Employee Performance (KK) variable is 0.663, which indicates that the variable *Self Efficacy* (SE) and Work Discipline (DK) were able to explain the Employee Performance (KK) variable by 66.3%. Then it can be concluded that the model is considered robust.

**F Square**

According to Musyaffi et al (2021:13) *Effect Size* is a procedure performed to determine the change in R *Square* on endogenous constructs. The value of f square is divided into several values, namely 0.35 means large, 0.15 means medium, 0.02

means small. The results of processing the value of F Square are presented in table 10 below:

**Table 10.** F Square Value

|  | DK | MONTHS | ONE |
|---|---|---|---|
| **HERSELF** |  | 0.118 |  |
| **DK** |  | 0.696 |  |
| **KK** |  |  |  |

*Source: Author Processed Data 2025*

Based on the table above, it was obtained that the Effect of Self Efficacy (SE) on Employee Performance (KK) of 0.118 was considered medium. Meanwhile, the influence of Work Discipline (DK) on Employee Performance (KK) of 0.696 is considered strong.

**Q Square**

Q Square testing, also called predictive relevance, can be used to measure observation values as a result of the model and the influence of parameter estimation. This value below 0 indicates that the exogenous latent construct is able to predict the existing construct both as an explanatory variable. Q Square test results carried out by the *PLS predict* at *software* SmartPLS is as follows:

**Table 11.** Q Square Value

|  | $Q^2$ predict |
|---|---|
| **Employee Performance (KK)** | 0.660 |

*Source: Author Processed Data 2025*

Q value *Square* It is categorized in several assessments, namely 0.35 means large, 0.15 means medium, and 0.02 means small. Q Testing *Square* It is carried out only on endogenous constructs that have reflective indicators. Based on the table above, it is obtained that the value is $0.660 > 0$ and is in the large or strong category, then the model has $Q^2$ *predictive relevance* or exogenous latent variables, namely *Self Efficacy* and Good and appropriate Work Discipline as an explanatory variable that is able to predict the endogenous variable, namely Employee Performance (KK).

**Estimation of Path Coefficients**

Then, an estimate was made on the path coefficient using the *bootstrapping* through *software* SmartPLS with output as shown in the table below. In the table, there are columns *path coefficient* as an indicator.

**Table 12.** Estimation on Path Coefficients

| Paths | Path Coefficients |
|---|---|
| Self Efficacy  -> Employee Performance | 0.117 |
| Work Discipline  -> Employee Performance | 0.724 |

*Source: Author Processed Data 2025*

Based on the table above, the results are obtained where the relationship between *self efficacy* to employee performance has a value of 0.117. *Path*

*Coefficients* Positive value means that the relationship between these two variables has a positive value. Then, work discipline on employee performance has a value of 0.724. *Path Coefficients* Positive value means that the relationship between these two variables has a positive value. From the overall results, it is known that the greatest influence occurs on the relationship between work discipline and employee performance.

**Hypothesis Testing**

Hypotheses that have been previously tested with *software* SmartPLS. Hypothesis testing was carried out by comparing the p-value with the significance level used in this study, which was 5%. According to Hair in (Irvandhel, 2024), at a significance level of 5% or 0.05, it can be said to be significant and the hypothesis can be accepted if the statistical T value is >1.96. As for *Path Coefficient* used to measure the influence of each variable tested. The results of the recapitulation of the hypothesis tests that have been carried out and presented in the following table:

**Table 13.** Recapitulation of Hypothesis Testing

| Hypothesis | Relationship | Path Coefficient | T statistics | P Values | Hypoplant Alternative |
|---|---|---|---|---|---|
| 1 | Self Efficacy -> Employee Performance | 0.117 | 19.007 | 0.000 | Accepted |
| 2 | Work Discipline -> Employee Performance | 0.724 | 3.901 | 0.000 | Accepted |

*Source: Author Processed Data 2025*

Based on the table above, it can be seen that:

a. The Self *Efficacy* (SE) variable has a significant and positive influence on Employee Performance, this is evidenced by the coefficient p value = 0.000 < 0.01, t statistics = 19,007 > 1.96, and *the path coefficient* value = 0.117. So hypothesis 1 is accepted.

b. The Work Discipline (DK) variable has a significant and positive influence on Employee Performance, this is evidenced by the coefficient p value = 0.000 < 0.01, t statistics = 3,901 > 1.96, and the *path coefficient* value = 0.724. So hypothesis 2 is accepted.

c. Based on the results of the SEM PLS analysis, the R Square value is 0.663 and shows that the variables *Self Efficacy* (SE) and Work Discipline (DK) are able to explain the Employee Performance (KK) variable of 66.3%. The significance test of each hypothesis produces *a p-value* < 0.01 which means H3 is accepted, where *self-efficacy* and work discipline have a significant positive effect on employee performance.

Judging from the results above, it can be concluded that by paying attention to the value of P *value* and *path coefficient* of the variable *self efficacy* have a significant and positive influence on employee performance. Then, work discipline has a significant and positive influence on employee performance. Therefore, Self

Efficacy and Work Discipline directly have a significant effect on Employee Performance. This is evidenced by the R Square value and the p-value < 0.05.

**The Effect of *Self Efficacy* on Employee Performance**

The first hypothesis is "*Self Efficacy* have a positive effect on Employee Performance". After conducting the test, it was obtained that the coefficient p value = 0.000 < 0.01, t statistics = 19,007 > 1.96, and the value of *path coefficient* = 0.117. Looking at the value *path coefficient* which has a positive value and from the three tests passes the test, then this hypothesis can be declared accepted. So that *Self Efficacy* have a significant and positive influence on Employee Performance. Although the results of this study show a strong impact, there is still a group of employees who have a high level of *Self Efficacy* low, which is reflected in the value of *path coefficient* 0.117 This could be influenced by other factors so that *self efficacy* in such individuals increases.

This finding is in line with research conducted by (Dwinanda et al., 2022) which confirms that *Self Efficacy* play an important role in improving employee performance. In this study, four factors were identified that can affect *self efficacy* namely personal competence, an attitude that never gives up and is persistent in facing challenges, the ability to think creatively, and a positive attitude in carrying out tasks. On the other hand, the results of the hypothesis test conducted by (Wulandari & Mujanah, 2024) show that the variable *self efficacy* had a significant and positive influence of 1,893 on employee performance. This means that the null hypothesis is rejected and the alternative hypothesis is accepted. From these findings, we can conclude that *self efficacy* can significantly improve performance. Focus on the individual's belief in his or her abilities, i.e. believe that they are capable of taking action or handling situations well. Furthermore, it plays an important role in shaping a person's feelings, attitudes, motivations, and behaviors. The author also conducted a survey with a questionnaire to 30% of 100 sample members, which revealed that self-efficacy contributed 50.6% to employee performance. This has become particularly relevant, especially in hospital environments, where work pressure and performance demands reach high levels. Self efficacy has also proven to be one of the key factors that affect performance both individually and in a team.

Then, it should be noted that the characteristics of respondents are dominated by employees aged 41-45 years, the length of work is dominated by employees whose service period is more than 6 years, and the majority of employees are medical personnel as much as 58%. This can affect the results of the research. For example, in the age group of 41-45 and having a working period of more than 6 years, they generally have mature work experience, with more experience in handling work challenges, which will certainly have an impact on their performance. In addition, with the category of employees dominated by medical personnel, medical personnel face a huge responsibility in patient safety. *Self efficacy* high is indispensable for dealing with work pressure, in quick decision-making, and practicing clinical skills.

**The Effect of Work Discipline on Employee Performance**

The second hypothesis is "Work Discipline has a positive effect on Employee Performance". After conducting the test, it was obtained that the coefficient p value

= 0.000 < 0.01, t statistics = 3.901 > 1.96, and the value of *path coefficient* = 0.724. So hypothesis 2 is accepted. Looking at the value *path coefficient* The positive value of the three tests passes, then this hypothesis can be declared accepted. Work discipline has a significant and positive impact on employee performance. With the acceptance of this hypothesis, it can be concluded that the higher the level of individual work discipline, the better the employee performance, which in turn will have a positive impact on the overall performance of the organization.

With the acceptance of this hypothesis, it can be proven that employee performance has experienced a significant improvement when their attendance is in accordance with the provisions of working time, the implementation of duties follows applicable rules and norms, and there is a high level of discipline in carrying out work. In addition, reports of work results that are consistent with the actual circumstances and respect each other's opinions also contribute to improved performance. This study shows that work discipline has a significant positive influence on employee performance. The findings are in accordance with the theory put forward by Rivai in Woru et al (2022) stated that work discipline serves as a communication tool to encourage employees to be willing to change their behavior, as well as increase awareness and willingness to comply with company regulations and applicable norms. Furthermore, these results support the research of Permatasari et al (2022) which found that work discipline has a positive and significant effect on employee performance. Thus, work discipline not only has implications for individual compliance but also has a direct impact on performance improvement. In addition, the research conducted shows results that support this hypothesis. Based on the test conducted by Hidayat et al (2024), a score was obtained *original sample* by 0.358, and t-statistics greater than t-table (2.262 > 1.96). This leads to the conclusion that the second hypothesis (H2) is accepted, which means that work discipline has a positive effect even with a significant value that is classified as weak on employee performance. By implementing company policies related to employee discipline, including the use of the Talent app to monitor working hours and provide sanctions for employees who are late, it is hoped that employee discipline can be improved, so that in turn, their performance will also improve.

Then, judging from the characteristics of respondents based on the length of work which is dominated by >6 years with a percentage of 58%. Then followed by respondents with 1-3 years of working time with a percentage of 10.6%. The respondents with a working length of 4-6 years with a percentage of 20.2% and a working length of <1 year with a percentage of 2.8%. With a deeper understanding of the rules and procedures, the individual has adapted to the organization's work culture, with experience handling various work situations, and by having work skills so that they can complete tasks in a more effective way.

**The Effect  *of Self Efficacy* and Work Discipline on Employee Performance**

The third hypothesis is "*Self Efficacy* and Work Discipline on Employee Performance". After testing, it was found that the R Square value was 0.663 and indicates that variable *Self Efficacy* (SE) and Work Discipline (DK) were able to explain the Employee Performance (KK) variable by 66.3%. Test the significance of each hypothesis results in *p-value* < 0.01. This is in line with the structural

equation that KK = β3*SE + β4*DK + ε3 where Employee Performance (KK) is directly affected by *Self Efficacy* (SE) and Work Discipline (DK) with the influence of each variable is indicated by the coefficients β3 and β4. So that *Self Efficacy* and Work Discipline is proven to affect Employee Performance.

The acceptance of this hypothesis shows that the higher the level of self-efficacy and work discipline, the higher the employee performance. Employees who are confident in their abilities and have high discipline, will be able to achieve organizational goals better and increase productivity in the workplace. In addition, the researcher conducted a preliminary study of an open questionnaire as many as 30% of the total population of 100 people, from the distribution of the questionnaire obtained information that many employees felt that their performance was influenced by *self-efficacy* and work discipline. To support this, it is in line with research conducted by Sinaga et al (2024) that *self-efficacy* and work discipline have a significant and positive effect on employee performance. Research by(Adirestuty, 2019) This study reveals that employee performance, as a dependent variable, is simultaneously influenced by several independent variables, namely self-efficacy and work discipline. Belief in the ability to master a job, supported by strong work discipline, is very important. The researchers emphasized that high performance, which is rooted in self-efficacy and work discipline, is the key to achieving the expected work results.

In addition, *self-efficacy* and work discipline on employee performance are also influenced by the characteristics of the respondents, which can be seen from the respondents who are dominated by medical personnel with mature age and long work experience. This character is very important to produce more consistent and effective work behavior. For example, medical personnel have a great responsibility in ensuring patient safety and providing health services in accordance with the standards that have been set. To carry out these tasks optimally, medical personnel need a high level of *self-efficacy* and work discipline, namely by being confident in their own ability to handle challenges and critical situations. Coupled with the maturity of age and extensive work experience, it creates better performance. They are not only able to maintain patient safety and strictly adhere to procedures but also make a significant contribution to creating a productive and high-performance work environment in hospitals. In addition, long work experience with mature age can strengthen *self-efficacy* and work discipline because individuals have become accustomed to dealing with various complex situations and finding effective solutions. Good adaptation to the work environment can improve their ability to work efficiently, consistently, and productively, which ultimately has a positive impact on performance.

## CONCLUSION

Based on the results of testing at Ciamis Hospital to determine the influence of self-efficacy and work discipline on employee performance, this study concluded that respondents gave a fairly high assessment of self-efficacy (61.4%), while the assessment of work discipline and employee performance were in the good category of 68.4% and 73%, respectively. Hypothesis testing shows that increased self-efficacy and work discipline significantly and positively affect employee

performance, with these two factors together making an important contribution to improving performance. Therefore, it is recommended that Ciamis Hospital focus on developing self-efficacy through training programs that hone stress management and decision-making skills, as well as strengthen work discipline through strict supervision, reward systems, and efficient attendance reporting mechanisms. Furthermore, the researcher suggested that the next study use different objects and consider other variables that can improve self-efficacy to obtain a more comprehensive understanding of the factors that affect employee performance.

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