

# How do self-efficacy and career development affect employees' work at PT Telkom Indonesia Palangka Raya?

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## Abstract

*This study aims to examine the impact of self-efficacy and career development on the performance of employees at PT. Telkom Indonesia Palangka Raya Branch. The sample will be determined using the saturation sampling technique, including all 70 PT employees. Telkom Indonesia Palangka Raya Branch as respondents. The research methodology employs a causal associative research design, utilizing a quantitative method—techniques for collecting data through questionnaires. The data were examined using descriptive and multiple linear analyses utilizing the SPSS program version 22. The findings indicated that both self-efficacy and career development had a concurrent and partial impact on the performance of PT. Telkom Indonesia Palangka Raya Branch.*

*Keywords: career development, employee performance, self-efficacy*

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## 1. INTRODUCTION

The role of individuals as human capital in an organization or firm is crucial and indispensable. In light of the advancements that have propelled us into the era of globalization, we must strive to secure our position as key players in the contemporary economy. Career development is a personal endeavor to equip oneself with the necessary skills and knowledge to enhance or advance one's professional trajectory according to a predetermined strategy (Kumar, 2022). As a business progresses, it becomes imperative to improve the professionalism and skills of personnel to foster ongoing growth in their creative performance. Companies must possess the capability to enhance their personnel's existing skills and abilities (Rivaldo & Nabella, 2023). While performing their duties, employees should not solely prioritize their wages but also aspire for personal growth and advancements that will lead them towards a more favorable trajectory (Jaiswal et al., 2023).

Similar to how career development positively impacts employee performance, self-efficacy likewise significantly enhances employee performance. Self-efficacy refers to the confidence and belief one has in their abilities and potential (Beatson et al., 2020). Self-efficacy refers to an individual's belief in their ability to perform tasks at a specific level (Schunk & DiBenedetto, 2021). Self-efficacy is a factor that can influence a person's performance (Abun, 2021). When an individual has a high level of self-efficacy, they are more likely to perform well, which in turn contributes to the company's ability to fulfill its goals.

Telkom Indonesia Palangka Raya Branch, a subsidiary of PT Telekomunikasi Indonesia Tbk (Persero), often known as Telkom Indonesia or Telkom, is a telecommunications corporation that offers comprehensive information and communications services and operates networks throughout Indonesia. Through observations conducted at the Palangka Raya Branch of the Telkom Indonesia Office, it has been determined that employees lack self-efficacy, resulting in anxiety and fear when assigned to serve the

community. A lack of preparedness and experience primarily causes this lack of self-confidence. The second issue pertains to career advancement. Many employees lack optimal competencies, and there is a lack of awareness among both employees and company institutions regarding employee career development. Additionally, the organizing institutions fail to prioritize employee welfare and career development.

## **2. LITERATURE REVIEW**

### *Self-Efficacy*

Self-efficacy theory is a branch of Social Cognitive Theory (known as Social Learning Theory) (Lippke, 2020). A person's belief in their ability to control their own functions and their environment is called self-efficacy. Apart from that, self-efficacy is a factor in cognitive changes in adolescents, a person's ability to perform actions at the level indicated. Self-efficacy determines how people feel, think, motivate, and behave (Martini et al., 2023).

Self-efficacy is partly based on experience. Some of our expectations are related to other people, expectations that primarily function for personality, and perceptions of self-efficacy causally influence a person's behavior (Irie, 2021). The indicators of self-efficacy are an experience of success (past performance), experiences of other individuals (various expertise), verbal persuasion (verbal persuasion), and physiological states (emotional cues). Several factors influence self-efficacy, namely experience of success, the experience of other people, social persuasion, and physiological and emotional states (Tusianah et al., 2021).

### *Career development*

Career development is defined as a series of activities throughout life (such as workshops) that contribute to the exploration, consolidation, success, and achievement of a person's career (Patton & McMahan, 2021). Career development is a person's efforts in personal improvement to achieve his career plans. Never-ending activities that contribute to one's career exploration, formation, success, and achievement (Vasoya, 2023). Career development can be related to increasing intellectual or emotional abilities to produce better work (Sugiarti, 2022).

Factors that influence career development are work performance, exposure to managers, loyalty to the organization, mentors and sponsors, and growth opportunities (Caniago & Rustanto, 2022). Meanwhile, various indicators that need to be considered in career development are fair behavior in a career, concern for direct superiors, information about various promotion opportunities, interest in being promoted, and level of satisfaction (Setyawati et al., 2022).

### *Performance*

Employee performance is an individual's level and ability to achieve job requirements with several indicators such as loyalty, achievement, responsibility, work, honesty, and obedience (Darmawan et al., 2020). Performance is the result of work a person achieves based on job requirements (Badrianto & Ekhsan, 2020). A job has specific requirements to be carried out to achieve goals, also known as job standards. Performance is a description of the level of achievement of an activity program or policy in realizing an organization's means, goals, vision, and mission as outlined through an organization's strategic planning (Akpa et al., 2021).

Performance is the level of achievement of results for carrying out specific tasks. Many internal and external organizational factors influence individual, group, and company performance (Nguyen et al., 2020). Therefore, the performance of a company or organization is the accumulated performance of all individuals who work in it (Tuan, 2023). Factors influencing employee performance are individual abilities, effort devoted, and organizational environment (Latifah et al., 2024).

## **3. METHOD**

The research carried out is causal associative research with a quantitative approach, which will reveal the causal relationship between the independent variable and the dependent variable. This research uses a quantitative approach because the data will be used to analyze the relationship between variables expressed by numbers or a numerical scale.

This research was conducted at the PT. Telkom Indonesia Palangka Raya Branch, Central Kalimantan Province, located at Jl. Ahmad Yani No. 45, Langkai Village, Pahandut District, Palangka Raya City 73111. Primary data in this research was obtained using a questionnaire technique, which is a data collection technique carried out by giving respondents a set of questions or written statements to answer

(Sugiyono, 2017). The questionnaire in this research was obtained from the answers of PT employee respondents. Telkom Palangka Raya Branch. The sample collection technique in this research used a saturated sampling technique, where the samples were taken from all employees at PT. Telkom Palangka Raya Branch, namely 70 respondents.

This research uses data analysis methods in the form of descriptive statistical analysis and multiple regression analysis with the help of SPSS version 22 software. One of the conditions for using multiple linear regression equations is the fulfillment of classical assumption tests in the form of normality tests, multicollinearity tests, heteroscedasticity tests, and linearity tests.

Descriptive statistical analysis is used to analyze data in an explanatory way or describe the data that has been collected as it is without intending to make generally accepted conclusions or generalizations. Regression analysis is used to predict how far the value of the dependent variable will change if the value of the independent variable is manipulated or changes increases, or decreases (Sugiyono, 2017).

Testing the research hypothesis was carried out by looking at the statistical t value of the inner model that had been previously formed. The relationship between latent variables can be significant or not visible if the t-table (one tail) statistic is at alpha ( $\alpha$ ), then the relationship is substantial. Testing is carried out with a t-test; if a significance value  $<0.05$  (alpha 5%) is obtained, then it can be concluded as significant, and vice versa.

The instrument in this research is in the form of a questionnaire prepared by the researcher, which refers to variables operationalized in research conducted by previous researchers. The instruments used in this research will be measured using a Likert scale so that the variables measured can be accurate. A five-point Likert scale ranged from 1 = strongly disagree to 5 = strongly agree to measure research variables. This study used a Likert scale to determine how respondents perceive the variables of self-efficacy and career development on employee performance.

#### 4. RESULT AND DISCUSSION

##### *Multiple Regression Equation*

Table 1. Results of Multiple Linear Regression Equations

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1,626	,410		3,969	,000
Self-Efficacy	,327	,134	,498	3,953	,044
Career development	,762	,103	,760	7,371	,000

Based on the table above, a multiple linear regression model can be determined, which is expressed in the form of the following equation:

$$Y = 1.626 + 0.327 X1 + 0.762 X2 + e$$

From the value of the regression equation above, it can be seen that the constant is 1.626, meaning that if the variables Self-Efficacy (X1) and Career Development (X2) are constant or fixed, then the employee performance value is 1.626. The Regression Coefficient value for the Self-Efficacy (X1) variable in the regression equation shows a positive value of 0.327, meaning that if Self-Efficacy (X1) increases by 1 unit, the employee performance value will increase by 0.327. In other words, the magnitude of the influence is 0.327 on employee performance. Is 0.327 or 32.7%. The Regression Coefficient value for the Career Development variable (X2) in the regression equation shows a positive value of 0.762, meaning that if Career Development (X2) increases by 1 unit, then the employee's performance value will increase by 0.762. In other words, the magnitude of the influence of Career Development (X2) on performance employees is 0.762 or 76.2%.

##### *t Test (Partial)*

Table 2. Partial Test Results (t)

Model	t	Sig.
1 (Constant)	3.969	.000
Self-Efficacy (X1)	3.953	.044
Pengembangan Karir (X2)	7.371	.000

The coefficient of the variable Self-Efficacy (X1) is significant at  $\alpha = 0.05$  because t count  $> 3,953$  t table 1.699 ( $3,953 > 1.699$ ) or sig value.  $0.44 < 0.05$ . This means that the influence of the Self-Efficacy variable (X1) on employee performance is significant. This means that the hypothesis that states that Self-

Efficacy (X1) influences employee performance can be accepted. The coefficient of Career Development (X2) is significant at  $\alpha = 0.05$ , because t count is  $7.371 > t$  table  $1.699$  ( $7.371 > 1.699$ ) or the sig value.  $0.000 < 0.05$ . This means that the influence of the Career Development variable (X2) on employee performance is significant. This means that the hypothesis that Career Development (X2) influences employee performance can be accepted.

*F Test (Simultaneous)*

Table 3. Simultaneous Test Results (F)

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	18,155	2	9,078	34,192	,000 <sup>b</sup>
Residual	17,788	67	,265		
Total	35,943	69			

This test aims to prove whether the independent variables have a joint effect on the dependent variable. The results of calculations via SPSS show that Fcount is  $34.192$  and Ftable  $3.23$  (using a significance level of  $0.00\%$  and degrees of freedom (df);  $n-(k+1)$ ;  $70-(2+1)=73$ ). This states that F-count ( $34.192$ )  $>$  Ftable ( $3.23$ ), so the hypothesis is accepted. This means that the independent variables of Self-Efficacy (X1) and Career Development (X2) simultaneously influence PT Employee Performance. Telkom Palangka Raya branch.

*Coefficient of Determination (R<sup>2</sup>)*

Table 4. Coefficient of Determination (R<sup>2</sup>)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,711 <sup>a</sup>	,505	,490	,51525

The coefficient of determination (R<sup>2</sup>) value of  $0.505$  indicates that variations in employee performance are explained by the Self-Efficacy (X1) and Career Development (X2) variables of  $50.5\%$ , while  $49.5\%$  is explained by other variables not analyzed in the model.

*The Influence of Self-Efficacy (X1) on Employee Performance (Y)*

Self-efficacy is a person's belief and ability to exercise self-control over the individual's functioning and events in the environment. Self-efficacy is based on human agency, and efficacy refers to a person's self-belief that that person can carry out a behavior (Feist, 2010). The research results show that the Self-Efficacy variable influences PT Employee Performance. Telkom Palangka Raya branch. Indicated by a Self-Efficacy significance value of  $0.044$ . The calculated t-value is  $3.953$  for the Self-Efficacy variable. It was concluded that self-efficacy has an influence on employee performance because comfortable self-efficacy can have a direct influence on employees in improving PT employee performance. Telkom Palangka Raya branch. On the other hand, inadequate Self-Efficacy can reduce employee performance. Self-efficacy is considered excellent and comfortable if humans can carry out activities optimally.

This is following research conducted by Hebbi Endar Sapvriti (2015), The Influence of Self-Efficacy and Career Development on Employee Performance at PT. Telkom Malang. The results of the study show that the independent variables consisting of self-efficacy (X1) and career development (X2) significantly influence performance (Y). Based on the results of tests carried out using partial regression analysis show that the self-efficacy variable (X1) and the career development variable (X2) have a significant influence on the performance variable (Y). Meanwhile, the most dominant variable is self-efficacy (X1) on performance (Y).

*Influence of Career Development (X2) on Employee Performance (Y)*

Career development is defined as a series of activities throughout life (such as workshops) that contribute to a person's career exploration, consolidation, success, and achievement (Dessler, 2010). The research results show that the Career Development variable influences PT Employee Performance. Telkom Palangka Raya branch. Indicated by a Career Development significance value of  $0.000$ . The calculated t value is  $7.371$  for the Career Development variable. It was concluded that career development has an influence on employee performance because comfortable career development can have a direct influence on employees in improving PT employee performance. Telkom Palangka Raya branch. On the other hand, inadequate career development can reduce employee performance. Career development is considered excellent and comfortable if people can carry out activities optimally.

This is following research conducted by Kaseger (Kaseger, 2013), in research entitled "Career Development and Self-Efficacy on Employee Performance at PT.Matahari Department Store Manado Town Square" the results showed that self-efficacy and career development have quite a big influence on performance—the relationship between career development and self-efficacy on employee performance at

PT. Matahari Department Store Manado Town Square is 91.5%—results 83.7% of employee performance at PT. Matahari Department Store is caused by career development, and other causes influence the remaining 16.3% of self-efficacy.

#### *Simultaneous Influence of Self-Efficacy Variables (X1) and Career Development (X2) on Employee Performance (Y)*

Based on the results of simultaneous analysis, it was found that Self-Efficacy (X1) and Career Development (X2) are positive. The positive sign indicates that the relationship between the variables Self-Efficacy (X1) and Career Development (X2) and employee performance variable (Y) is in the same direction, meaning that the higher the Self-Efficacy (X1) and Career Development (X2), the higher the employee's performance (Y).

This is following research conducted by Hebbi Endar Sapvriti (2015), The Influence of Self-Efficacy and Career Development on Employee Performance at PT. Telkom Malang. The results of this research show that the independent variables consisting of self-efficacy (X1) and career development (X2) significantly influence performance (Y). The results of the tests carried out using partial regression analysis show that the self-efficacy variable (X1) and the career development variable (X2) have a significant influence on the performance variable (Y). Meanwhile, the most dominant variable is self-efficacy (X1) on performance (Y).

## **5. CONCLUSION**

After testing the proposed hypothesis, the conclusion was obtained, namely that Self-Efficacy (self-confidence) influences the performance of PT employees. Telkom Indonesia Palangka Raya Branch. Career Development Influences PT Employee Performance. Telkom Indonesia Palangka Raya Branch. Self-efficacy (Self-confidence) and Career Development simultaneously influence PT Employee Performance. Telkom Indonesia Palangka Raya Branch.

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