



The Influence of Servant Leadership and Self-Efficacy on Employee Performance with Job Satisfaction as Intervening Variables (Empirical Study on Rural Banks in the Magelang Region)

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Abstract. This study will examine the impact of self-efficacy and servant leadership on employee performance as measured by work satisfaction from the viewpoint of social exchange theory. A survey was used to perform this research on the staff members of the Rural Banks in the Magelang region. In this work, nonprobability sampling with a purposive sampling strategy was employed as the sample selection method. Employees who had worked for at least a year were included for this study. Only 115 responders made up the study's sample size. Structural Equation Modelling (SEM) utilizing WarpPLS 7 software used as the analytical technique for evaluating the hypothesis in this study. The results of the study indicated that servant leadership has a positive impact on employee performance, self-efficacy has a positive impact on employee performance, job satisfaction has a positive impact on employee performance, servant leadership has a positive impact on job satisfaction, servant leadership has a positive impact on performance employees through job satisfaction, and self-efficacy has a positive impact on employ.

Keywords: Servant Leadership, Self-Efficacy, Job Satisfaction, Employee Performance

1 Introduction

The success of a business or organisation is significantly influenced by an employee's performance. Performance is the outcome of the work that an individual or group within an organisation may do depending on their various powers and duties [1]. The performance of employees in a bank is very important, especially in Rural Banks in the Magelang area. This is due to the rapid growth rate of Rural Banks in the Magelang region. Based on Financial Services Authority data, Rural Banks in the Magelang region experience fluctuating asset growth from year to year. The total assets of Rural Banks in Magelang Regency increased by 10%, while in Magelang City it increased by 8.5% [2]. However, within a certain period of time the performance targets set by the company

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do not always produce stable results. This can be seen from the monthly and annual performance targets which are often not achieved.

One that influences employee performance is servant leadership [3]. Servant leadership is a leadership style based on an interest in serving others. Servant leadership is leadership that serves, empowers, and develops employees with humility, a pure heart, and respect for others [4]. Apart from servant leadership, performance is also influenced by self-efficacy [5]. Self-efficacy is an individual's belief or belief in achieving a goal, producing something, and taking action to achieve certain skills. Self-efficacy refers to individual beliefs in their ability to mobilize career growth, cognitive resources, and actions needed to complete certain tasks and contexts [6].

Various findings from studies on self-efficacy and servant leadership may be shown. Servant leadership has a favourable and considerable impact on employee performance, claim [11]. The findings of Muafi and Muhammad Azim's study, which demonstrate that servant leadership has no positive and substantial impact on employee performance, are different from those of this study. Additionally, the study by Fahmy et al, [6] demonstrates that self-efficacy significantly affects employee performance. However, according to the findings of their study, self-efficacy has no discernible impact on employee performance [7]. When a leader in an organisation is able to offer employees excellent service, this will promote job happiness. High job satisfaction will boost staff productivity. Employees who feel content and receive the precise results they anticipate from their jobs are said to be in a state of work satisfaction. Employee performance can be impacted by employee job satisfaction. Good work satisfaction among employees will influence their performance outcomes [7].

Based on this background, researchers are interested in conducting research on "The Impact of Self-Efficacy and Servant Leadership on Employee Performance with Job Satisfaction as an Influencing Variable (Empirical Study on Rural Banks in the Magelang Region)".

1.1 Social Exchange Theory

Social exchange theory by Thibaut and Kelley is a theory that causes behaviour to be effective, such as increased performance and helping fellow co-workers, a sense of mutual support with leaders or organizations [8]. Social exchange theory explains the social relations that occur between groups of people and organizations where they are in it with all their activities, both in terms of rewards, sacrifices, and benefits they will get, including the level of development, and the level of specialization that leads to the emergence of social exchange in organization [9]. When organizations manage employees, there is a social exchange relationship that allows for increased performance. Employees who are empowered and given training will contribute their energy, feelings, and cognitive resources for maximum performance. According to the social exchange hypothesis, when employees feel well-empowered by their employers, they are more likely to act and behave in ways that benefit the company [10].

1.2 Employee Performance

Employee performance is the end result of work that has been completed by an employee in both quality and quantity while carrying out his duties in line with the obligations assigned to him [11]. Employee participation in the firm includes attendance at work, the calibre of work, the length of time spent working, and attitude in the workplace [7]. The ability to finish one's task and create a certain result is the duty of the individual [12].

1.3 Servant Leadership

Robert. K. Greenleaf introduced the concept of servant leadership for the first time in his 1970 book *Servant as Leaders*. According to Greenleaf, a leader who practises servant leadership acts with real sentiments from the heart to be the first to serve and makes decisions that are motivated by a deep-seated desire to be a servant leader. Leaders who have a servant leadership style are leaders who are disciplined in serving their employees without expecting anything in return [4]. Servant leadership positions itself as an individual who has the ability to become a "servant" for his subordinates, which is very helpful in building the capacity of employees to achieve the main goals of the organization. Servant leadership is a leadership style that can provide motivation for employee performance.

1.4 Self-Efficacy

Social cognitive processes produce self-efficacy in the form of beliefs, expectations, and decisions about one's capacity to behave in a way that will provide the best results [6]. Self-efficacy is the conviction that a person can carry out and manage activities in a way that advances goals. Self-efficacy focuses more on how people view their own capabilities.

1.5 Job Satisfaction

Job satisfaction is a positive attitude that is based on the results of an assessment of what one hopes to achieve from the effort spent doing the job with the results or rewards that the job offers [11]. Employees have a sense of job satisfaction which will affect their work results [7].

1.6 Hypothesis Development

Influence between servant leadership and employee performance. Servant leadership can encourage others to complete their jobs and fulfil their job descriptions. A leader who adopts a servant leadership approach can increase team effectiveness by increasing followers' confidence that they can function effectively as a team. As more and more leaders in organizations adopt servant leadership, a culture of mutual service inside and outside the organization is created.

According to earlier research by [11] that examined the impact of servant leadership on employee performance, servant leadership had a favourable and substantial impact on performance. The following is a formulation of the hypothesis that is based on theoretical ideas and prior research:

H1. The performance of employees is improved through servant leadership.

The influence between self-efficacy and employee performance. A person's self-efficacy is their confidence in their capacity to carry out and manage activities effectively in order to accomplish goals. Self-efficacy focuses more on how people view their own skills. Employee performance will ultimately reflect the significance of self-efficacy since it will influence the amount of effort needed [7]. Self-efficacy is an individual's belief or belief in his ability to self-regulate, complete tasks, achieve goals, produce something, and take action to acquire certain skills. Self-efficacy refers to an individual's belief in their ability to do something successfully. Self-efficacy is a belief in the ability to regulate and encourage the behaviour needed to produce certain skills [13].

Previous research tested the effect of self-efficacy on employee performance by [6]. The results showed that self-efficacy has a significant effect on employee performance. The following is a formulation of the hypothesis that is based on theoretical ideas and prior research:

H2: Employee performance is influenced favourably by self-efficacy.

The influence between job satisfaction and employee performance. Job satisfaction is a feeling that brings positive energy at work caused by the results of job evaluations, job satisfaction is a representation of employee attitudes towards the company [7]. Job satisfaction is where employees feel satisfied and feel as they expect from the work given, it is this job satisfaction that affects the work performance of these employees. Employees have a sense of job satisfaction, which affects their work results [7].

Job happiness has a strong and considerable impact on employee performance, according to earlier studies by [7]. According to [1], job happiness has a favourable and considerable impact on employee performance. According to the experts mentioned above, job happiness might improve worker performance. Because if people are happy at work, they will search for methods to increase their productivity. The following formulation of the hypothesis might be made in light of the theoretical ideas and prior research:

H3. Employee performance is positively impacted by job satisfaction.

The influence of servant leadership on job satisfaction. Recognising the contributions of followers and assisting them in realising their potential are the main themes of servant leadership. Servant leadership and employee satisfaction are closely related [14]. In accordance with Farrington and Lillah, servant leadership is crucial for fostering high levels of employee performance as well as a good impact on work satisfaction [15]. The existence of servant leadership can help employees to be more active in expressing opinions and provide a sense of commitment to participate in organizational activities.

Rizka Yuanita and Sri Padmanty's [11] earlier research, which examined the impact of servant leadership on worker performance, found that it significantly and favourably affected job satisfaction. The hypothesis might be stated as follows, based on theoretical ideas and prior research:

H4. Job satisfaction is positively impacted by servant leadership.

The influence between self-efficacy and job satisfaction. Employee performance will increase if they feel more confident in their abilities, which will in turn lead to higher work satisfaction [7]. Higher levels of self-efficacy are associated with greater work satisfaction. They discovered that those who have high levels of self-efficacy tend to be less bored at work and are more likely to be content with their careers [16].

Fauzan Ali and Dewie Tri Wijayati Wardoyo's earlier study [7] examined the relationship between self-efficacy and work satisfaction. The study's findings indicate that self-efficacy significantly and favourably influences work satisfaction. According to earlier research, self-efficacy can influence work satisfaction. Because a person's personal views might influence their work environment and expectations. The hypothesis might be stated as follows, based on theoretical ideas and prior research:

H5. Job satisfaction is positively impacted by self-efficacy.

The influence of servant leadership on employee performance through job satisfaction. Job satisfaction affects employee performance in an organisation. Two elements, namely servant leadership and work happiness, can affect an employee's performance. This results from managers who view their staff as their friends, and when workers are happy with their jobs, it also affects employee performance [11].

Rizka Yuanita and Sri Padmanty's prior research [11] studied the impact of servant leadership on employee performance as measured by work satisfaction. The study's findings demonstrate that servant leadership improves employee performance by increasing work satisfaction. The hypothesis might be stated as follows, based on theoretical ideas and prior research:

H6. Through increased work satisfaction, servant leadership has a favourable impact on employee performance.

The influence between self-efficacy and employee performance through job satisfaction. High self-efficacy will lead to job happiness in workers, and job contentment will boost productivity. Because it clarifies one's knowledge of the link between behaviour and self-efficacy on employee performance, the social exchange theory is employed as the basis for the researcher's analysis in this study [7].

An earlier study by Fauzan Ali and Dewie Tri Wijayati Wardoyo [7] that examined the impact of self-efficacy on employee performance as measured by work satisfaction found that it had a positive and substantial impact. The hypothesis might be stated as follows, based on theoretical ideas and prior research:

H7. Self-efficacy enhances job happiness, which enhances employee performance.

2 Method

The research carried out is included in the type of quantitative research because the data produced is in the form of numbers and the analysis is carried out using statistical tests. A non-probability sampling strategy with purposeful sampling was used in this study. A sampling technique based on specific specified criteria is known as purposeful sampling. Regarding the requirements for responders who met the criteria, they were those who had been employed by Rural Banks for at least a year. 115 employees from the Magelang area's Rural Banks served as the study's subjects. A questionnaire was utilized as the data-gathering technique in this study. Direct distribution of questionnaires to employees took place. The Likert scale was employed as the measurement scale when respondents were requested to complete a questionnaire. There was a total of 19 questions in this survey, covering topics including servant leadership, self-efficacy, job happiness, and staff performance. The partial least squares (PLS) analytic tool was employed in this study's data analysis procedures. There are typically two stages to quantitative data analysis utilizing statistical analysis. The measurement tool's validity and dependability (the outer model) are examined first. The data are then analysed in accordance with the proposed hypothesis (inner model) in the second stage.

3 Result and Discussion

3.1 Outer Model

Validity Test. Validity test results shows that the AVE value for the four variables is > 0.50 , and the loading factor value for each statement item is > 0.60 . So that the statements in the research questionnaire are said to be valid and can be used for further testing.

Reliability Test. According to the findings of the reliability tests, the composite reliability and Cronbach's Alpha values for the variable's employee performance, servant leadership, self-efficacy, and work satisfaction are all more than 0.70. As a result, the research tools employed in this work are regarded as trustworthy. This means that each indicator's consistency for measuring each variable may be relied upon.

3.2 Inner Model

Model Test. Based on the results of the fit model test, the APC value was 0.382 and $P < 0.001$, the ARS value was 0.714 and $P < 0.001$ and the AVIF value was 1.917 less than 5. So from the results of the fit model test it shows that the model proposed in the study this is good or fit.

Hypothesis Test

1. Direct Effect

According to Fig. 1, the first test's findings include the direct impact of the servant leadership variable (X1) on employee performance (Y), which has a coefficient value of ($\beta = 0.36$; p -value 0.01), indicating that it has a favourable and significant influence. This backs up hypothesis H1, which claims that servant leadership improves employee performance. Employee performance (Y) is impacted positively and significantly by the self-efficacy variable (X2), which has a coefficient value of ($\beta = 0.60$; p -value 0.01). This corroborates H2, which contends that employee performance is positively impacted by self-efficacy.

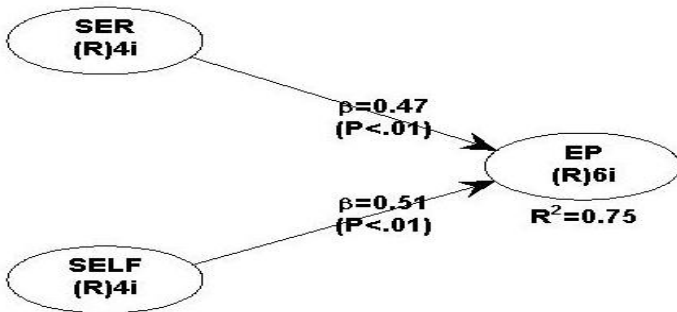


Fig. 1. Direct Effect

2. Indirect Effect

Fig. 2 show the indirect effect.

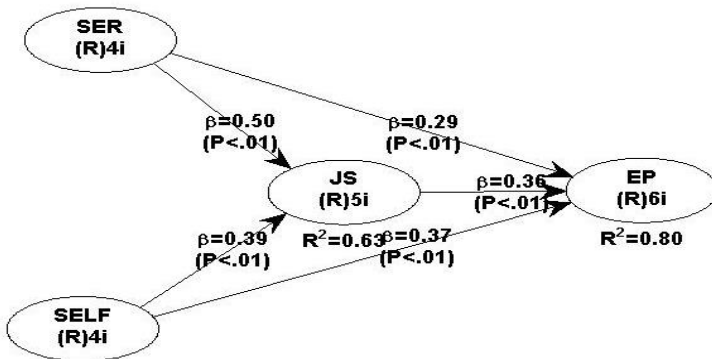


Fig. 2. Indirect Effect

3.3 The influence of servant leadership on employee performance

The results of the influence of servant leadership on employee performance show positive results. This means that the higher the servant leadership applied by leaders to employees, the higher the performance produced by employees at BPRs in the Magelang area. Leaders who apply servant leadership to employees can help improve employee performance.

Good employee performance is based on the relationship between superiors and employees according to social exchange theory. The theory explains that employees will maintain good long-term social exchange relationships at work if mutually beneficial exchange relationships are established, so that companies can improve employee performance. In this study, servant leadership is a positive action taken by leaders towards employees. Thus, employees who have received positive treatment from the leadership which can be in the form of attention and motivation as a form of servant leadership, will create a feeling of obligation in the employees to repay the good treatment of the leadership of the organization by increasing performance towards the company.

The results of this study are consistent with studies by Yuanita & Padmanty, [11], which demonstrate that servant leadership has a favourable and significant impact on employee performance. This is consistent with research by Rahayu [12], which found that the impact of servant leadership on worker performance has both favorable and noteworthy consequences.

3.4 The effect of self-efficacy on employee performance

The impact of self-efficacy on employee performance is good, according to the research. This indicates that employees' performance at BPRs in the Magelang region will increase in proportion to their level of self-efficacy. Strong self-confidence or self-efficacy among employees will affect how productive they are at work.

The results of the research support the social exchange theory, which contends that a person's level of confidence might motivate them to work more on a task. Employees that have high levels of self-efficacy tend to be more engaged at work and less hesitant to quit. Employee performance is positively impacted by self-efficacy since it can encourage employee resilience in raising output at the workplace.

This study validates research by [17] which demonstrates that self-efficacy has a favourable and significant impact on employee performance. This is consistent with [15] which found that self-efficacy has a favorable and significant impact on employee performance.

3.5 Effect of job satisfaction on employee performance

The results of the relationship between job happiness and employee performance are favourable. This demonstrates that increased job satisfaction will translate into higher employee performance. Employees that are happy with their jobs will work harder to meet the company's objectives.

According to the social exchange hypothesis, high employee performance is predicated on the presence of a relationship between superiors and subordinates that may result in job satisfaction. According to this view, people make conscious decisions, take into account the knowledge they have, and pay close attention to the outcomes. This theory also explains how people feel about their likes and dislikes, happiness or discontent with their employment. Employees' performance outcomes can therefore be impacted by their level of job satisfaction.

The findings of this study corroborate those of Ali and Wardoyo's research from 2021, which demonstrates that job satisfaction has a favourable and significant impact on employee performance. This is consistent with research by Yuanita & Padmanty, [11], which found that there were also favourable and significant effects of job satisfaction on worker performance.

3.6 The influence of servant leadership on job satisfaction

Positive effects are seen when servant leadership is considered in relation to job satisfaction. As a result, employees at BPRs in the Magelang region report feeling more satisfied with their jobs the more servant leadership is practiced by leaders towards their teams. Employees' high levels of job satisfaction will be increased by leaders who can provide excellent service to their workforce.

The results of this study are in accordance with the social exchange theory which emphasizes the tendency of employees to improve quality relationships with the organization on the basis of the positive experiences they get from their organizations. The application of servant leadership which provides opportunities for employees to express opinions or ideas, provide direction to employees, and is willing to help employees face difficulties in completing tasks, this shows that the application of servant leadership in BPRs in the Magelang area is a company effort in increasing employee job satisfaction with the company.

The results of this study corroborate those of Yuanita & Padmanty's research from 2022, which demonstrates that servant leadership significantly and positively affects work satisfaction. This is consistent with the study by Ismail & Muafi, which found that servant leadership has a favourable and substantial impact on work satisfaction.

3.7 Effect of self-efficacy on job satisfaction

Results of the impact of self-efficacy on work satisfaction are favourable. This demonstrates that higher levels of self-efficacy among workers will also translate into greater job satisfaction. A person with strong self-efficacy will be more self-assured to accomplish goals and have high work satisfaction.

The study's findings support the social exchange hypothesis, which contends that an employee's degree of self-assurance might provide them the assurance they need to do their job well. High self-efficacy employees have a lot of faith in their ability to perform. Employees require self-efficacy to be able to do tasks under ideal conditions and to have greater job satisfaction.

This research supports research by J. Wibowo [15] which shows that self-efficacy has a positive and significant effect on job satisfaction. This is in line with research by Ali & Wardoyo [7], which also has positive and significant results on the effect of self-efficacy on job satisfaction.

3.8 The influence of servant leadership on employee performance through job satisfaction

The results of the test of the hypothesis on the indirect impact of servant leadership on employee performance through work satisfaction are encouraging. This demonstrates that there is an indirect effect on the function of work satisfaction as a mediating variable in the link between servant leadership and employee performance in BPR personnel in the Magelang area. This demonstrates how an employee's performance will be impacted when a leader is able to establish himself as a friend to staff members and when staff members are happy with their work.

The social exchange hypothesis applied in this study argues that interpersonal relationships are reciprocal. By focusing on serving attitudes and attending to employees' needs and expectations, a leader may practise servant leadership, which can boost employee job satisfaction with the business. A positive work environment can stimulate increased productivity from employees.

This research supports a study Yuanita & Padmanty [11], that found that work happiness considerably and favourably mediates the impact of servant leadership on employee performance. In this study, servant leadership both directly and indirectly affects employee performance; the indirect effect is revealed by work satisfaction. The study's findings are consistent with research by Muafi & Azim, who found that job happiness mediates the link between servant leadership and worker performance.

3.9 The effect of self-efficacy on employee performance through job satisfaction

The results of testing the hypothesis on the indirect effect of self-efficacy on employee performance through job satisfaction show positive results. This shows that there is an indirect effect of the role of job satisfaction as a mediating variable in the relationship between self-efficacy and employee performance in BPR employees in the Magelang area. This shows that when employees have good self-confidence and when employee job satisfaction in doing the job is good, it will have implications for employee performance which is also getting better.

Good employee performance is based on the level of confidence in employees which can lead to job satisfaction in line with social exchange theory. This theory states that a person will act if he understands the level of confidence regarding his chances of succeeding in achieving certain goals. The higher the level of self-efficacy one has, the higher the confidence in one's ability to succeed, so that this can lead to job satisfaction which will ultimately have an impact on increasing employee performance given to the company.

According to Ali & Wardoyo's research from the year 2021, work satisfaction considerably and favourably modulates the impact of self-efficacy on employee performance. In this study, self-efficacy has an impact on employee performance both directly and indirectly, with the indirect impact being revealed by work satisfaction. Individual performance and job happiness will be impacted by how much more self-confidence each individual has.

4 Conclusion

Based on the analysis and discussion, it was determined that servant leadership has a positive impact on employee performance, self-efficacy has a positive impact on employee performance, job satisfaction has a positive impact on employee performance, servant leadership has a positive impact on job satisfaction, servant leadership has a positive impact on performance employees through job satisfaction, and an overall positive impact on employee performance.

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