

THE INFLUENCE OF SELF-EFFICACY, WORK ETHIC, AND WORK EXPERIENCE ON EMPLOYEE PERFORMANCE AT LPP RRI MADIUN

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Abstract

Employee performance is a crucial factor in achieving organizational goals, particularly in public institutions facing continuous changes due to technological transformation. This research aims to analyze the influence of self-efficacy, work ethic, and work experience on employee performance. This study employed a quantitative approach with a saturated sampling technique involving 89 employees of LPP RRI Madiun as respondents. Data were collected through questionnaires distributed using Google Forms and analyzed using IBM SPSS Statistics version 25. The data analysis techniques included validity testing, reliability testing, classical assumption testing, multiple linear regression analysis, t-test, F-test, and coefficient of determination analysis. The results indicate that self-efficacy, work ethic, and work experience have a positive and significant partial influence on employee performance. Furthermore, these three variables simultaneously have a significant influence on employee performance. The coefficient of determination indicates that the research model explains a substantial proportion of employee performance variations. This research highlights the importance of strengthening employees' confidence, work values, and experience development as strategies to improve organizational performance.

Keywords: Self-Efficacy, Work Ethic, Work Experience, Employee Performance, Human Resource Management.

A. INTRODUCTION

Human resources represent one of the most strategic elements in achieving organizational goals because employees act as planners, implementers, and controllers of organizational activities. The effectiveness of an organization is highly dependent on how well human resources are managed and developed to support productivity, adaptation, and continuous improvement. In the current era of organizational transformation, employees are required not only to complete their assigned tasks but also to demonstrate competence, adaptability, and commitment to achieving organizational performance targets (I Nyoman Gede Marta et al., 2023).

Employee performance has become an important indicator in determining organizational success. Performance reflects the ability of employees to achieve work outcomes based on quality, quantity, responsibility, and the effectiveness of task completion. High employee performance contributes to organizational development because it represents the achievement of individual responsibilities aligned with organizational objectives (Retnowati et al., 2023). Lumbantoruan and Puryandani (2026) explained that employee performance can be viewed through the quality, quantity, and timeliness of work produced by individuals. Therefore, improving employee performance requires organizations to understand the factors that influence employees' ability and willingness to perform optimally.

In public service organizations, employee performance has an important role because organizational success is directly related to the quality of services provided to society. Public broadcasting institutions face increasing challenges due to digital transformation, changing information consumption patterns, and the demand for faster and more accurate services. LPP RRI Madiun, as a public broadcasting institution, also faces these challenges because employees are required to adapt to changes in broadcasting technology while maintaining service quality. The organization has 89 employees consisting of civil servants, government contract employees, and non-permanent employees, creating diverse employee characteristics in terms of employment background and work experience (LPP RRI Madiun, 2026).

The performance condition of employees at LPP RRI Madiun indicates that several performance indicators have not fully achieved organizational targets. Based on internal organizational data, several indicators, including employee performance scores, work accuracy, timely completion of projects, technology adaptation, independence, and work initiative, still show gaps between the expected targets and actual achievements. This condition indicates the importance of identifying factors that can improve employee performance, particularly factors related to individual psychological characteristics and work-related competencies.

One psychological factor that influences employee performance is self-efficacy. According to Bandura (1997), self-efficacy refers to an individual's belief in their ability to organize and execute actions required to achieve desired outcomes. Employees with high self-efficacy tend to have stronger motivation, greater persistence when facing difficulties, and higher confidence in completing challenging tasks. In an organizational context, self-efficacy encourages employees to establish higher goals, seek solutions to problems, and demonstrate greater initiative in completing their responsibilities (Bandura, 1997). Previous research by Jaya Sutisna and Agustina (2022) found that self-efficacy has a positive and significant effect on employee performance, indicating that employees with stronger confidence in their abilities tend to produce better performance outcomes.

In addition to self-efficacy, work ethic is another important factor associated with employee performance. Work ethic represents employees' values, attitudes, discipline, responsibility, and commitment toward their work. A strong work ethic encourages employees to demonstrate professionalism, maintain productivity, and complete tasks responsibly. Setiawan (2023) stated that work ethic is reflected through discipline, internal motivation, and responsibility, which ultimately influence work effectiveness. Furthermore, research by Waluyo and Sutianingsih (2025) showed that work ethic has a positive and significant relationship with employee performance, suggesting that employees with stronger work values tend to contribute more effectively to organizational achievement.

Another factor that may influence employee performance is work experience. Work experience reflects the knowledge, skills, and abilities developed through previous work activities. Employees with longer and more relevant experience generally possess better problem-solving abilities, task understanding, and adaptation skills. In organizations experiencing technological and operational changes, work experience becomes an important resource because employees are expected to adjust to new demands while maintaining work effectiveness. Sari et al. (2023) emphasized that work experience is not merely measured by length of service but also represents an individual's ability to adapt, innovate, and contribute to organizational goals.

Although previous studies have examined the relationships between self-efficacy, work ethic, work experience, and employee performance, differences in research findings indicate the need for further investigation in different organizational contexts. Some studies have found significant positive effects of these variables on performance, while others have shown different results depending on organizational characteristics and employee conditions. Therefore, examining these variables in the context of LPP RRI Madiun is important to provide empirical evidence regarding the factors that contribute to employee performance improvement in a public broadcasting institution undergoing digital transformation.

Based on this background, this research aims to analyze the influence of self-efficacy, work ethic, and work experience on employee performance. The findings of this research are expected to provide theoretical contributions to human resource management studies and practical implications for organizations in developing strategies to improve employee performance.

B. METHOD

This research employed a quantitative approach to examine the influence of self-efficacy, work ethic, and work experience on employee performance. The quantitative method was selected

because this study aims to test the relationship between variables through statistical analysis based on numerical data obtained from respondents. The research was conducted at LPP RRI Madiun, a public broadcasting institution that is experiencing organizational challenges related to technological transformation and the improvement of employee performance.

The population in this research consisted of all employees of LPP RRI Madiun, with a total population of 89 employees. The sampling technique used was saturated sampling, in which all members of the population were included as research respondents. Therefore, the total sample used in this study was 89 respondents. Data collection was conducted by distributing questionnaires using Google Forms to measure respondents' perceptions regarding self-efficacy, work ethic, work experience, and employee performance.

The research instrument was developed based on indicators of each research variable and measured using a Likert scale. Self-efficacy was measured through indicators related to employees' confidence in completing tasks, overcoming challenges, and achieving work goals. Work ethic was measured based on indicators related to discipline, responsibility, commitment, and attitudes toward work. Work experience was measured through employees' knowledge, skills, and ability gained from previous work activities. Meanwhile, employee performance was measured based on work quality, work quantity, timeliness, independence, and initiative in completing tasks.

The collected data were analyzed using IBM SPSS Statistics version 25. Data analysis techniques included validity testing, reliability testing, classical assumption tests, multiple linear regression analysis, partial significance testing (t-test), simultaneous significance testing (F-test), and coefficient of determination analysis. These analyses were conducted to determine the individual and simultaneous effects of self-efficacy, work ethic, and work experience on employee performance.

C. RESULTS AND DISCUSSIONS

1. Multiple Linear Regression Analysis

The multiple linear regression analysis was conducted to examine the influence of self-efficacy, work ethic, and work experience on employee performance. The regression model was used to identify the direction and magnitude of the relationship between the independent variables and the dependent variable. The results of the regression analysis are presented in Table 1.

Table 1. Multiple Linear Regression Analysis

Variables	B	Std. Error	Beta	t	Sig.
Constant	4.344	2.712	-	1.602	0.113
Self-Efficacy	0.564	0.123	0.404	4.586	0.000
Work Ethic	0.285	0.086	0.278	3.302	0.001
Work Experience	0.255	0.098	0.249	2.592	0.011

Source: Processed research data, 2026

The regression analysis shows that self-efficacy, work ethic, and work experience have positive regression coefficients, indicating that an increase in these variables contributes to higher employee performance. The regression coefficients obtained were 0.564 for self-efficacy, 0.285 for work ethic, and 0.255 for work experience. This indicates that self-efficacy has the strongest contribution among the three independent variables in explaining employee performance. The regression output and coefficient values are based on the analysis results presented in the thesis.

The regression equation obtained from the analysis is:

$$Y = 4.344 + 0.564X_1 + 0.285X_2 + 0.255X_3 + e$$

The equation indicates that when self-efficacy, work ethic, and work experience increase, employee performance also tends to increase. The positive coefficient of self-efficacy demonstrates that employees who have stronger confidence in their abilities are more likely to

achieve better performance outcomes. Similarly, employees with stronger work ethics and greater work experience tend to demonstrate improved work effectiveness and productivity.

2. Partial Hypothesis Testing (t-Test)

The t-test was performed to determine the partial effect of each independent variable on employee performance. The results show that all independent variables have a significant influence because the significance values are below 0.05. The hypothesis testing results are summarized in Table 2.

Table 2. **Partial Hypothesis Testing**

Variables	t-value	Sig.	Result
Self-Efficacy → Employee Performance	4.586	0.000	Significant
Work Ethic → Employee Performance	3.302	0.001	Significant
Work Experience → Employee Performance	2.592	0.011	Significant

Source: Processed research data, 2026.

The first hypothesis is supported, indicating that self-efficacy has a positive and significant effect on employee performance. The significance value of 0.000 indicates that employees' confidence in their own abilities plays an important role in improving performance. Employees with higher self-efficacy tend to be more confident in completing tasks, overcoming challenges, and achieving organizational targets.

The second hypothesis is also supported, showing that work ethic has a positive and significant effect on employee performance. The significance value of 0.001 indicates that employees who demonstrate responsibility, discipline, and commitment toward their work tend to produce better performance. This finding supports the perspective that strong work values encourage employees to complete their responsibilities effectively.

The third hypothesis is supported, indicating that work experience has a positive and significant effect on employee performance. The significance value of 0.011 shows that employees with greater work experience tend to possess better knowledge, skills, and

adaptability in completing their duties. The complete t-test results are consistent with the hypothesis testing output reported in the research results.

3. Simultaneous Hypothesis Testing (F-Test)

The F-test was conducted to determine whether self-efficacy, work ethic, and work experience simultaneously influence employee performance. The results are presented in Table 3.

Table 3. Simultaneous Hypothesis Testing

Model	F-value	Sig.
Regression Model	46.136	0.000

Source: Processed research data, 2026.

The results indicate that self-efficacy, work ethic, and work experience simultaneously have a significant influence on employee performance. The significance value of 0.000 indicates that the regression model is statistically significant. Therefore, the three independent variables collectively contribute to explaining variations in employee performance. The F-test results show that the regression model has a Sum of Squares Regression value of 467.152 with an F-value of 46.136 and significance value of 0.000.

4. Coefficient of Determination

The coefficient of determination analysis was conducted to determine the ability of self-efficacy, work ethic, and work experience to explain changes in employee performance.

Table 4. Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of Estimate
0.787	0.620	0.606	1.837

Source: Processed research data, 2026.

The coefficient of determination results show that the R Square value is 0.620, meaning that self-efficacy, work ethic, and work experience explain 62.0% of the variation in employee performance, while the remaining percentage is influenced by other factors outside this research model. The Adjusted R Square value of 0.606 indicates that the model remains consistent after considering the number of independent variables included.

5. Discussion

The findings confirm that self-efficacy is the strongest factor influencing employee performance among the variables examined. This result indicates that employees' beliefs regarding their ability to complete tasks significantly contribute to achieving better work outcomes. Employees who possess confidence in their abilities tend to demonstrate greater persistence, initiative, and problem-solving capabilities when facing work challenges.

Work ethic also plays an important role in improving employee performance. The significant positive relationship between work ethic and performance indicates that employees who maintain discipline, responsibility, and commitment are more likely to contribute effectively to organizational objectives. In the context of public broadcasting institutions, strong work ethics are essential because employees must maintain service quality while adapting to changing organizational demands.

Furthermore, work experience contributes positively to employee performance. Employees with greater experience generally have accumulated knowledge and practical skills that enable them to complete tasks more effectively. Experience also supports employees' ability to adapt to technological developments and operational changes within the organization.

Overall, the findings demonstrate that improving employee performance requires attention to psychological factors, work values, and employee competence. Strengthening self-efficacy, developing a positive work ethic, and utilizing employees' work experience can become important strategies for organizations seeking sustainable performance improvement.

D. CONCLUSIONS

This research concludes that self-efficacy, work ethic, and work experience are important factors influencing employee performance. The findings indicate that employees' confidence in their abilities, positive attitudes toward work, and accumulated work experience contribute to improving their ability to complete tasks effectively and achieve organizational goals. The

results demonstrate that strengthening individual psychological factors and work-related competencies is essential for improving employee performance.

The research findings show that self-efficacy has a significant influence on employee performance, indicating that employees who have stronger confidence in their abilities tend to demonstrate better performance. Work ethic also has a significant influence, which shows that responsibility, discipline, and commitment toward work encourage employees to achieve higher performance. Furthermore, work experience contributes significantly to employee performance because experience provides employees with knowledge, skills, and adaptability in completing their responsibilities.

Simultaneously, self-efficacy, work ethic, and work experience significantly influence employee performance. These findings emphasize that employee performance improvement cannot only be achieved through technical capability development but also requires strengthening employees' confidence, professional values, and practical experience.

This research is limited to the variables of self-efficacy, work ethic, and work experience as predictors of employee performance. Other factors outside the research model may also contribute to employee performance improvement. Future research is recommended to consider additional variables, broader research contexts, and different organizational characteristics to provide a more comprehensive understanding of employee performance determinants.

E. SUGGESTIONS

Based on the research findings, organizations are advised to develop strategies that can strengthen employees' self-efficacy, work ethic, and work experience in order to improve overall employee performance. LPP RRI Madiun can enhance employee confidence by providing continuous training, skill development programs, and opportunities for employees to handle challenging tasks. These efforts are expected to increase employees' confidence in their abilities and encourage greater initiative in completing their responsibilities.

Organizations are also encouraged to strengthen work ethic through the development of a supportive work culture that emphasizes discipline, responsibility, commitment, and professionalism. Improving work values among employees can be achieved through consistent performance evaluation, appreciation systems, and programs that encourage employee engagement and accountability.

Regarding work experience, organizations should optimize the knowledge and skills gained by employees through experience by creating knowledge-sharing activities, mentoring programs, and collaborative work environments. These approaches can help transfer experience between employees and support adaptation to technological and organizational changes.

For future researchers, it is recommended to expand the research model by including other factors that may influence employee performance, such as organizational culture, leadership style, work motivation, job satisfaction, or employee engagement. Future studies may also involve different types of organizations and larger research samples to provide broader empirical evidence regarding the determinants of employee performance.

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