The Effect Of Self-Efficacy, Employee Well-Being and JOB Enrichment On Employee Performance at PT Berkatama Mulia Saputra Sidoarjo

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Abstract. *The current phenomenon serves as the foundation for our study. Finding out how self-efficacy, employee well-being, and job enrichment affect PT Berkatama Mulia Saputra Sidoarjo's employee performance is the aim of this study. This study is quantitative in nature and employs a sample of 46 employees. The Self Efficacy calculation produced a t-value of 4.558 and a probability value of Sig 0.000 <0.05. This implies that the self-efficacy component has a favourable and considerable impact on employee performance.A probability value of Sig 0.042 <0.05 and a t-value of 4.099 were derived from the Employee Well-Being calculation. This indicates that the employee well-being variable has a positive and significant impact on employee performance.The computation results show that the Job Enrichment variable has a probability value of Sig 0.000 <0.005 and a t-value of 7.948. This indicates that the job enrichment variable has a favourable and significant impact on employee performance.*

Keywords: *Self-Efficacy, Employee Well-being and Job Enrichment, Employee Performance*

1. BACKGROUND

In the era of increasingly rapid globalization, companies are required to continue to develop. Increasingly tight business competition demands quality and competent human resources. Human resources are a key factor in achieving organizational or company goals. Therefore, companies must obtain employees who have critical thinking skills, have good communication skills and have a high curiosity so that in the future their employees can control the company as well as possible so that they can increase employee performance because through positive performance results by employees, the company can achieve the right goals following what has been planned in the past.

According to data released by the Ministry of Manpower (Kemnaker), labor productivity in Indonesia has increased in the last five years. Kemnaker defines employee productivity as a comparison between the number of goods or services produced through the number of workers needed, both individually and in groups, in a specific time period. This comparison illustrates employee participation in economic activities.

Figure 1. Level of Productivity of Indonesian Workforce 2018-2022

The Ministry of Manpower (Kemnaker) measures national worker productivity using a formula that combines total gross domestic product (GDP) and total working population. Based on this calculation, in 2018, worker productivity in Indonesia was recorded at IDR 82.56 million per worker per year. This productivity figure increased for the following year, but there was a decline in 2020 due to the impact of the Covid-19 pandemic. However, in 2021, productivity began to recover and reached IDR 86.55 million per worker per year for 2022, which is the highest achievement in the last five years. Cumulatively, between 2018 and 2022, Indonesian worker productivity showed an increase of 4.8%.

To improve employee performance, PT Berkatama Mulia Saputra needs to conduct performance appraisals. This assessment process will provide data and information needed to evaluate human resources so that they can be further improved. All organizations and companies must strive to improve the performance of their employees in order to achieve the company's goals. A strategy adopted to achieve this is through the implementation of performance evaluations.

Employee performance is one of the most important aspects of HR management and greatly influences the success of an organization. Therefore, performance can be interpreted as the level of individual success in achieving approved goals. In the context of an organization or company, employee performance is a major concern, as a challenge for the company because individual success directly affects the achievement of the Company's vision and mission. Performance includes work results that can be achieved by individuals and groups of people for a Company following the authority and obligations of each in efforts to achieve organizational goals with prohibited, not against the law and not contrary to morals and ethics (Afandi, 2018:83).

An organization or company certainly wants optimal performance from its employees. *Self-efficacy is* an aspect to achieve optimal performance. In fact, self-efficacy has the most

influence on employee performance and expands employee performance because through the presence of *self-efficacy* in humans, it will later give rise to confidence regarding their personal ability to prepare the profession that is assigned efficiently and effectively. *Self-efficacy* , namely employee expertise in overcoming problems in various situations and circumstances (Kitti. Et al., 2021). *Self-efficacy* has a good impact on employee performance, explained according to the results of research conducted by Andi Yuniarti & Ahmad Muhtamar (2022) The results of the study explain that *Self Efficacy* has a good and significant impact on employee performance. Individuals with increasing levels of *Self-efficacy* are confident that they can carry out specific roles well. Conversely, those with decreasing *Self-efficacy* tend to doubt their ability to complete specific tasks (Moorhead and Griffin, 2013:68). Thus, *self-efficacy* can vary in many areas of competence and can help employees overcome difficulties when doing their tasks.

Good performance in a person does not just appear, but is caused by many factors. A major aspect such as welfare. As an employee, of course there is an expectation to get something appropriate. Employee Well-being can be interpreted as a form of profit outside of salary or wages (direct compensation), such as bonuses or other indirect compensation. This reward is not based on performance, but rather on employee membership in the organization and their existence as whole individuals, which helps meet their needs outside of salary (Nimah, 2016:300-317). In addition, *Employee Well-being* also includes company policies to maintain and improve the physical condition of employees so that they can work better and more productively. (Tajriani, 2019). Christina Kurnia's research (2021) have a good and significant impact on employee performance. That way, employees can be more motivated to work productively, efficiently, and effectively, while increasing their loyalty to the company.

An important factor that can help improve performance is job enrichment. This has the potential to improve employee performance, motivation, job satisfaction, and their commitment to the company, because the company pays more attention to the needs of its employees. This in turn encourages employees to improve performance and achieve optimal results. *Job enrichment* can motivate employees by giving them the opportunity to use the various skills they have (Raza & Nawaz 2017:221). Research conducted by Aneu Silfani, Renny Sri Purwanti, and Iyus Yustini (2019) also explains that job enrichment has a good and significant impact on employee performance. Therefore, it is important for companies to distribute authority and freedom to employees in completing their tasks. The goal is to develop employee abilities and capabilities, thereby giving them the opportunity to excel, gain recognition, and take responsibility and develop themselves.

From the results of the phenomena that have been explained above to be able to increase employee performance so that it can become even more positive, namely through other insights and knowledge that have been explained about *Self-efficacy, Employee Wellbeing,* and *job enrichment* . So based on the explanation above, the researcher wants to research through the title " The Effect of *Self-efficacy, Employee Wellbeing,* and *Job Enrichment* on Employee Performance at PT Berkatama Mulia Saputra Sidoarjo"

2. THEORETICAL STUDY

Attribution Theory is a theory that was first introduced by Harold Kellet in 1972-1973. This theory explains how individuals make conclusions about the causes of someone's actions or decisions to do something in a certain way (Robbins, 2017). Attribution theory explains that when someone observes the behavior of others, they will try to choose whether their actions are influenced by internal or external factors (Robbins, 2017). Actions that are influenced by internal factors such as actions that are considered to be under the person's direct control, such as ability, knowledge, and effort. Meanwhile, behavior that is influenced by external factors arises due to the influence of the surrounding environment, in the form of conditions, pressure, where individuals feel forced to act in such a way because of certain circumstances or situations. Internal and external selection concerns three factors such as (Robbins, 2017):

1. Specificity is the extent to which a person shows different reactions to different stimuli or events. It is related to whether a person tends to show the same actions in the past under different circumstances. If an individual shares the same response to different stimuli, then the level of specificity is low.

2. Consensus, refers to an agreement or similarity of views among people in responding to individual behavior in similar circumstances. If the consensus level increases, the attribution that occurs tends to be internal. Conversely, if the consensus is low, then the attribution is more directed at external factors.

3. Consistency refers to the assessment of another person's actions as producing the same response over time. The more consistent the action, the more likely people are to attribute it to internal factors as the cause.

Attribution theory attempts to explain how our methods of evaluating and viewing individuals differ , following the meaning or intent we attribute to specific behaviors. When considering an individual's actions, we tend to consider whether their actions are influenced by internal or external factors. Behaviors resulting from internal factors are thought to be something that lies within the individual's personal control, while behaviors resulting from

external factors are thought to be the result of circumstances or conditions that force the individual to act in that way. (Napitupulu & Saragih, 2021)

The attribution process includes a perception process that chooses whether the actions or events being observed are more influenced by internal or external factors. Internal factors contain individual expertise and motivation, while external factors include lack of resources, the influence of others, or even luck. (Napitupulu & Saragih, 2021)

In this study, the researcher uses attribution theory because this study aims to conduct an empirical study to identify factors that influence employee characteristics. In general, the personal characteristics of an auditor are one of the factors that can influence both internal and external factors that trigger individuals to carry out an action or activity.

Understanding Self-efficacy

Self-Efficacy includes an individual's belief in his/her skills to achieve success in the work and responsibilities he/she carries. More often individuals make self-assessments and think that if he/she has various good skills, the higher the level of efficacy he/she obtains. *Self-efficacy* has a strong influence on personal motivation to achieve success or desired goals (Yanti, 2019)

Self-Efficacy is a term in psychology that refers to an individual's evaluation of their skills in organizing and carrying out a series of actions related to performance (Flora Puspitaningsih, 2016:76)

Based on the above understanding, it can be concluded that *self-efficacy* is defined as an individual's assessment of his/her skills in organizing and carrying out various actions related to very important performance. This reflects how confident a person is in carrying out tasks and achieving the expected results.

Understanding Employee Well-being

Employee well-being is a concept that is not only focused on maintaining employee health, but also contains the creation of a work environment that makes employees enjoy their work and build healthy relationships within the organization. Although there is no completely consistent definition of well-being as a concept, there are fairly stable elements that support the term (Pretssch E et al., 2020)

Employee well-being, or known as *Employee well-being* , refers to the condition of individual employees in understanding their potential, managing the usual pressures of life, working productively and contributing to society. *Employee well-being* should be seen as an

aspect that includes psychological experiences and health conditions related to professional and non-work aspects (Pradhan & Hati, 2019)

According to the previous meaning, it can be concluded *that Employee Well-being* includes conditions that include an individual's understanding of their potential, ability to manage life's pressures, work productivity, and contribution to society. Therefore, *Employee Well- being* must be understood as an aspect that includes psychological history and health status, both related to the profession and aspects of life outside of work.

Definition of Job Enrichment

According to Greenberg and Baron, *job enrichment* is ordering employees so that when they work, they do not have to do more tasks but also have more varied responsibilities so that they appear at a higher level of skill and obligation when carrying them out (2017:213).

Job enrichment is the process of redesigning jobs so that employees have more autonomy, responsibility, and feedback. This concept is also known as *vertical loading* , because it devolves decision-making to lower levels in the organizational structure. For example, a superior gives employees permission to complete a task independently and assess their own performance (Andre, 2008:134)

Based on the above understanding, it can be concluded that *Job Enrichment* is the process of designing jobs so that employees get more autonomy, responsibility, and feedback. Also known as *vertical loading* , this concept focuses on moving decision-making to lower levels in the organization.

Understanding Employee Performance

According to Ansory and Indrasari, employee performance includes work results that are considered by the quality and quantity achieved by an employee when carrying out a role following obligations. The profession will be more effective if supported by high trust and motivation (2018:50).

Algebra explains that performance includes the results or achievements of personal and group work when achieving organizational goals (2020:28). Meanwhile, according to Sinambela, employee performance is the ability of an employee to carry out certain skills in carrying out the tasks assigned to him (2019:11).

According to the previous definition, it can be concluded that employee performance is an individual's ability to apply certain skills to complete the tasks assigned to him.

3. RESEARCH METHODS

This study applies causal associative research through a quantitative approach. The study is useful for determining the impact or analyzing the relationship between two or more variables. Where by using the population of all employees of PT Berkatama Mulia Saputra which amounted to around 46 people. The technique in collecting the data is through observation, distributing questionnaires or questionnaires using a five- gradation Likert scale and the analysis tools used such as multiple linear regression. The analysis technique uses the assistance of the SPSS 26 program.

Conceptual Framework
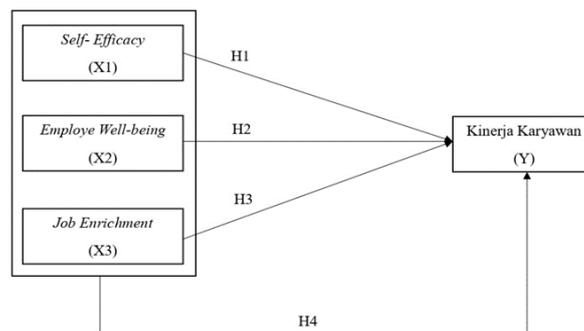
Based on the description above, it shows that the hypothesis framework is proposed in the study to find out that *Self Efficacy, Employee Well-being* and *Job enrichment* affect the Employee Performance of PT Berkatama Mulia Saputra Sidoarjo.

H_1 : *Self Efficacy* (X^2) has a positive and significant impact on the performance of employees of PT Berkatama Mulia Saputra Sidoarjo (Y)

H_2 : *Employee Well-being* (X^2) has a positive and significant impact on the performance of employees at PT Berkatama Mulia Saputra Sidoarjo (Y)

H_3 : *Job Enrichment* (X^3) has a positive and significant impact on the performance of employees of PT Berkatama Mulia Saputra Sidoarjo (Y)

H_4 : *Self Efficacy* (X^1) , *Employee Well-being* (X^2) , and *Job Enrichment* (X^3) have a simultaneous influence on employee performance at PT Berkatama Mulia Saputra Sidoarjo.

4. RESULTS AND DISCUSSION

Data collection

Data is a collection of information sources obtained from an observation through numbers, images, symbols or properties collected to get answers to questions to solve a problem. The results of this study use quantitative methods by using two types of data such as primary and secondary data.

1. **Primary Data**

   Primary data includes data found directly through surveys, observations, direct interviews, then distributing questionnaires to all employees at the PT Berkatama Mulia Saputra Sidoarjo office to obtain information from respondents.

2. **Secondary Data**

   Secondary data includes data that is not directly obtained by the object or data that is found through other people, including organizational structures, absence data results and so on.

Respondent Characteristics

Analysis of gender characteristics based on table 1. such as:

Table 1. Description of Gender Characteristics

Gender	Frequency	Presentation
Man	21	45.65%
Woman	25	54.35%
Total	46	100%

Source of results from questionnaire distribution

According to the previous table, it can be concluded that the number of male respondents is 21 out of 46 respondents with a percentage value of 45.65% and the number of female respondents is 25 people with a percentage of 54.35%. So the respondents who are more are female respondents. PT Berkatama Mulia Saputra has a composition of employees or respondents with a fairly balanced gender ratio, although slightly more female (54.35) than male (45.65%). The difference in percentage between male and female is not too significant, which shows that this company or organization has a relatively even gender distribution.

Analysis of Respondents' Age Characteristics according to Table 2, such as:

Table 2. Description by Age

Age	Frequency	Percentage
20-30 years	18	39.13%
31-40 years	12	26.09%
41-50 Years	10	21.74%
> 50 Years	6	13.04%
Total	46	100%

Source: From the results of distributing the questionnaire

According to the previous table, it was found that the majority of respondents were aged 20-30 years with a total of 18 people (39.13 %). Then respondents aged 31-40 years as many as 12 people (26.09 %). Then respondents 41-50 are 10 people (21.74 %) and the last at least >50 are 6 people (13.04%).

Analysis of the characteristics of respondents' last education can be seen in table 4.3, such as:

Table 3. Description by Final Education

Education	Frequency	Presentation
High School/Vocational School	20	43.48%
S1	21	45.65%
S2	5	10.87%
Total	46	100%

Source: Results of Questionnaire Distribution

According to the table above, the characteristics of the number of the last education who were educated in high school / vocational high school were 20 people with a percentage of 43.48 % . Then with the last education of S1 with a total of 21 people with a percentage of 45.65 %. Then with the last education of S2 as many as 5 people with a percentage of 10.87 %. In this study, respondents of PT Berkatama Mulia Saputra Sidoarjo employees with a level of S1 education dominated the number compared to respondents with other levels of education. Employees at PT Berkatama Mulia Saputra Sidoarjo tend to have a background of employees who are graduates of high school / vocational high school less because the work at PT Berkatama Mulia Saputra usually requires a deeper technical understanding obtained from higher education. Meanwhile, S1 education is more dominant because work in the field of Mechanical Engineering or Electrical Engineering requires in-depth knowledge taught in undergraduate programs. Meanwhile, the number of employees who are graduates of S2 may be less because it may be a specialization or manager or director level.

Analysis based on length of service based on table 4. such as:

Table 4. Description based on Length of Service

Length of work	Frequency	Presentation
>1 year	7	15.22%
1-5 Years	22	47.83%
6-10 years	11	23.91%
11-15 years	4	8.70%
>16 Years	2	4.35%
TOTAL	46	100.00%

Source: Results of Questionnaire Distribution

Based on table 4., the data obtained shows that the total respondents according to the duration of work. Where employees who work >1 year are 7 people with a percentage of 15.22 % . Employees who work for a duration of 1-5 years are 22 people at a percentage of 47.83 % . Employees who work for a duration of 6-10 years are 11 people at a percentage of 23.91 % . Employees who work for a duration of 11-15 years are 4 people at a percentage of 8.70 % . Then employees who work >16 years are 2 people 4.35 %. In this study, respondents of PT Berkatama Mulia Saputra Sidoarjo employees with a length of work with a period of 1-5 years dominate the number compared to respondents with other work periods.

Data analysis

Instrument Test

a. Validity Test

Table 5. Validity Results of *Self-Efficacy Variables*

Variabel	Indikator	R tabel	Correted item total correlation (R Hitung)	Kesimpulan
Self-Efficacy	X1.P1	0,2845	785	Valid
	X1.P2	0,2845	762	Valid
	X1.P3	0,2845	519	Valid
	X1.P4	0,2845	521	Valid
	X1.P5	0,2845	822	Valid

Source: IBM SPSS Statistics 26 Data Processing Results

Through the results of SPSS 26, it is stated that the *Self-Efficacy variable* is declared valid, because the $_{calculated\ R\ value\ is}$ > R $_{table}$ above 0.2845

Table 6.Validity Results of *Employee Well-being Variables*

Variabel	Indikator	R tabel	Correted item total correlation (R Hitung)	Kesimpulan
Employe Well-being	X2.P1	0,2845	472	Valid
	X2.P2	0,2845	601	Valid
	X2.P3	0,2845	722	Valid

Source: IBM SPSS Statistics 26 Data Processing Results

Through the results of SPSS 26, it is stated that *the Employee Well-being variable* is declared valid, because the ₍calculated R value is₎ > R ₍table₎ above 0.2845

Table 7. Job Enrichment Variable Validity Results

Variabel	Indikator	R tabel	Correted item total correlation (R Hitung)	Kesimpulan
Job Enrichment	X3.P1	0,2845	410	Valid
	X3.P2	0,2845	409	Valid
	X3.P3	0,2845	596	Valid
	X3.P4	0,2845	428	Valid

Source: IBM SPSS Statistics 26 Data Processing Results

Through the results of SPSS 26, it is stated that the *Job Enrichment variable* is declared valid, because the ₍calculated R value is₎ > R ₍table₎ above 0.2845

Table 8. Results of Validity of Employee Performance Variables

Variabel	Indikator	R tabel	Correted item total correlation (R Hitung)	Kesimpulan
Kinerja Karyawan	Y.P1	0,2845	420	Valid
	Y.P2	0,2845	552	Valid
	Y.P3	0,2845	543	Valid
	Y.P4	0,2845	431	Valid
	Y.P5	0,2845	565	Valid
	Y.P6	0,2845	630	Valid

Source: IBM SPSS Statistics 26 Data Processing Results

From the results of SPSS 26, it is stated that the Employee Performance variable is presented as valid, because the ₍calculated R value is₎ > R ₍table₎ above 0.2845

According to the results listed in the previous table, the SPSS 26 output shows that each statement item has a ₍calculated R value₎ > R ₍table₎ is greater (0.2845) and has a positive value. Therefore, the statement items can be considered valid.

Reliability Test

Reliability measurement is done by analyzing the scores grouped into two parts based on the number of available questionnaires, then entered into the reliability analysis. The calculation is done using the SPSS 26 program through the Cronbach Alpha (α) statistical test. A variable is considered reliable if the Cronbach Alpha (α) value is > 0.6 . Through this, it can be concluded that the statements used to measure each variable can be trusted.

Table 9. Reliability Test Results

Reliability Statistic				Keterangan
Variabel	**Nilai Kritis**	**Number Of Item**	**Cronbach's Alpha**	
Self-Efficacy (X1)	0,6	5	0.721	Reliabel
Employee Well-being (X2)	0,6	3	0.675	Reliabel
Job enrichment (X3)	0,6	4	0.666	Reliabel
Kinerja Karyawan (Y)	0,6	6	0.717	Reliabel

Source: IBM SPSS Statistics 26 Data Processing Results

Classical Assumption Test

a.Data Normality Test

Data normality test is conducted to test whether the interfering variables and residuals in the regression model obtain a normal distribution. In this study, the normality test uses the Kolmogorov-Smirnov test, where the significance value (sig) > 0.05 shows that the data has a normal distribution.

Table 10. Data Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		46
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.52888857
Most Extreme Differences	Absolute	.131
	Positive	.076
	Negative	-.131
Test Statistic		.131
Asymp. Sig. (2-tailed)		.048[c]

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

IBM SPSS Statistics 26 Data Processing Results Source

According to Sahir (2022:69), the normality test is used to check whether the independent and dependent variables are normally distributed or not. A good regression model is a model with a normal or near-normal data distribution. For the table above, the normality test shows an Asymp Sig value of 0.048. This means that the data has a normal distribution because the value is > 0.05 .

Multicollinearity Test

Knowing whether or not multicollinearity characteristics have been found is done by paying attention to the magnitude of the VIF value and also the Tolerance value, in provisions such as:

1. If the tolerance value is <0.1 and VIF >10, then there is multicollinearity.
2. If the tolerance value > 0.1 and VIF < 10, then there is no multicollinearity

Table 11. Multicollinearity Test Results

Coefficients[a]			
Modal		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Self-Efficacy (X$_1$)	0.650	1.538
	Employee Well-being (X$_2$)	0.593	1.687
	Job Enrichment (X$_3$)	0.842	1.188

Sumber : Hasil Pengolahan Data IBM SPSS Statistics 26.

The results of the above research conducted through the SPSS 26 program show that the values of the variables *Self-Efficacy, Employee Well-being* and *Job Enrichment* on employee performance have a Tolerance value of > 10 and a VIF value of < 10. Through this, it can be concluded that there is no multicollinearity between the independent variables, because the three variables obtained a VIF value of < 10 which shows that there is no multicollinearity interference in the regression model.

Heteroscedasticity Test

Knowing whether or not multicollinearity characteristics are found is done by paying attention to the magnitude of the VIF value and also the Tolerance value, in provisions such as:

1. If the tolerance value is <0.1 and VIF >10, multicollinearity is created.
2. If the tolerance value > 0.1 and VIF < 10, then there is no multicollinearity.

Table 12. Multicollinearity Test Results

Coefficients [a]			
Capital		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Self-Efficacy (X$_1$)	0.650	1,538
	Employee Well-being (X$_2$)	0.593	1,687
	Job Enrichment (X$_3$)	0.842	1.188

Source: IBM SPSS Statistics 26 Data Processing Results.

The results of the above research conducted through the SPSS 26 program show that the values of the variables *Self-Efficacy, Employee Well-being* and *Job Enrichment* on employee performance have a Tolerance value of > 10 and a VIF value of < 10. Through this, it can be concluded that multicollinearity has not been found between independent variables, because the three variables obtained a VIF value of < 10 which shows that multicollinearity problems have not been found in the regression model.

Multiple Linear Regression Analysis

<p align="center">**Table 13. Results of Multiple Linear Regression Analysis**</p>

<p align="center">**Coefficients**[a]</p>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.423	1.530		4.198	.000
	Self Efficacy	.294	.064	.381	4.558	.000
	Employee well-being	.191	.091	.184	2.099	.042
	Job Enrichment	.624	.078	.584	7.948	.000

<p align="center">**Source: IBM SPSS Statistics 26 Data Processing Results .**</p>

The regression equation on two predictors is:

$Y = 6,432 + 0.294\ X_1 + 0.191\ X_2 + 0.624\ X_3$

According to previous results it can be concluded:

1. **The constant value for the variable Y shows the number 6.423.**

   The constant value on the Y variable shows the number 6,423, meaning the number shows the number of employee performance variables (Y). If *Self-Efficacy* (X_1), *Employee Well-being* (X_2), *Job Enrichment* (X_3) are in condition 0, then the Employee Performance Level (Y) as many as 6,432

2. **The regression coefficient value for $X_1 = 294$**

   The regression coefficient value on the *Self-Efficacy variable* (X1) obtained a positive value of 294. The positive sign means that it shows the impact in the same direction between the Employee Performance variable (Y) and the *Self-Efficacy variable* (X_1). This shows that if *Self-Efficacy* (X_1) increases by 1%, then employee performance (Y) will increase by 294 on the assumption that other independent variables are considered constant.

3. **The regression coefficient value for $X_2 = 191$**

   The regression coefficient value on *the Employee Well-being variable* ($X2$) obtained a positive value of 191. The positive sign means that it shows the impact in the same direction between the Employee Performance variable (Y) and the *Employee Well-being variable* ($X2$). This shows that *Employee Well-being* ($X2$) has increased by 1%, so that employee performance (Y) will later increase by 191 on the assumption that other independent variables are considered constant.

4. **The regression coefficient value for $X_3 = 624$**

The regression coefficient value on the *Job Enrichment variable* ($X3$) obtained a positive value of 624. The positive sign means that it shows the impact in the same direction between the Employee Performance variable (Y) and the *Job enrichment variable* ($X3$). This shows that *Job Enrichment* ($X3$). This shows that ($X3$) there is an increase of 1%, so that employee performance (Y) will later increase by 191 on the assumption that other independent variables are considered constant.

Hypothesis Testing Techniques

1. T-Test (Partial)

Table 14. Results of T-Test (Partial)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.423	1.530		4.198	.000
	Self Efficacy	.294	.064	.381	4.558	.000
	Employee well-being	.191	.091	.184	2.099	.042
	Job Enrichment	.624	.078	.584	7.948	.000

Source : IBM SPSS Statistics 26 Data Processing Results

1. Partial t-test for *Self-Efficacy variable* ($X1$) to test the hypothesis that partially explains the Employee Performance variable (Y). According to the data processing results for table 4.17, a Sig value of 0.000 <0.05 was found and a $_{calculated}$ t value of 4.558> t $_{table}$ 2.014. It can be concluded that H1 $_{is}$ approved while Ho $_{is}$ rejected, which means that the independent variant of *Self-efficacy* ($X1$) has a significant impact on the dependent variable of Employee Performance (Y)

2. Partial t-test on the *Employee well-being variable* ($X2$) to test the hypothesis that partially explains the Employee Performance variable (Y). According to the results of data processing in table 4.17, a Sig value of 0.042 <0.05 was found and a $_{calculated}$ t value of 4.099> t $_{table}$ 2.014. Therefore, it can be concluded that H1 $_{is}$ approved while Ho $_{is}$ rejected, which means that the independent variable *Employee well-being* ($X2$) has a significant effect on the dependent variable Employee Performance (Y)

3. Partial t-test for *Job Enrichment variable* ($X3$) to test the hypothesis that partially explains the Employee Performance variable (Y). According to the data processing

results in table 4.17, a Sig value of 0.000 <0.005 was found and a $_{\text{calculated t value of}}$ 7.948> t $_{\text{table}}$ 2.014. Therefore, it can be concluded that H1 is approved while H0 is rejected, which means that the independent variable *Job Enrichment* (X3 $_)$ has a significant impact on the dependent variable Employee Performance (Y)

F Test (Simultaneous)

The analysis is based on a comparison between the F significance values through a significance value of 0.05 where the conditions are as follows:

1. If the significance of F < 0.05, then the hypothesis is tested which means that the independent variables simultaneously have a significant impact on the dependent variable.

2. If the significance of F > 0.05, then the hypothesis has not been tested, such as independent variables simultaneously having an insignificant impact on the dependent variable.

Table 15. Results of f-Test Analysis (Simultaneous)

Model		Sum of Squares	df	Mean Square	F	Sig.
			ANOVAᵃ			
1	Regression	90.226	3	30.075	59.302	.000ᵇ
	Residual	21.300	42	.507		
	Total	111.526	45			

a. Dependent Variable: Kinerja karyawan
b. Predictors: (Constant), Job Enrichment, Self Efficacy, Employee well-being

Source: IBM SPSS Statistics 26 Data Processing Results.

According to the results of the previous table, the f-test shows that the f-test value is 59,302 through a significant value of 0.000 <0.05, it is concluded that the variables *Self-Efficacy* , *Employee Well-being, Job Enrichment* simultaneously have a good and significant impact on Employee Performance.

Multiple Determination Analysis (^{R2})

The coefficient of determination functions as a measure of the goodness of fit of the regression equation, such as distributing the proportion or percentage of total variation in the dependent variable Y that can be explained by the variable X. The value of the coefficient of determination (R2 $^)$ ranges from 0 to 1 (0 <R2 $^<$ 1), under the following conditions:

1. If the R2 value $^=$ 1 or approaches 1, this means that the independent variable's contribution to the dependent variable is stronger.

2. If the R2 value $^=$ 0 or approaches 0, this means that the contribution of the independent variable to the dependent variable is weaker.

Table 16. Results of Determination Coefficient Analysis

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.899[a]	.809	.795	.712

a. Predictors: (Constant), Job Enrichment, Self Efficacy, Employee well-being

b. Dependent Variable: Kinerja karyawan

Source: IBM SPSS Statistics 26 Data Processing Results

According to the previous table, the R2 Determination Test [is] used to calculate how much the independent variables are when explaining the dependent variable. The test results show a determination coefficient value of 0.795 or 79.5 % . This means that the independent variables, which include *Self-Efficacy, Employee Well-being,* and *Job Enrichment* can explain 79.5% of the variation in the dependent variable, namely Employee Performance. While 20.5 % is explained from other aspects that do not yet exist for this research model

5. CONCLUSION AND SUGGESTIONS

Conclusion

According to the results of the research discussion, it can be concluded that it concerns the influence of *Self-Efficacy, Employee Well-being* , and *Job Enrichment* , on the performance of PT Berkatama Mulia Saputra Sidoarjo employees such as:

1. According to the results of IBM SPSS 26 t-test for the previous table, the calculated t value of the *Self-Efficacy* variable was found to be 4.558 and the probability value of Sig 0.000 < 0.05 . Therefore, it can be concluded that H1 is approved while Ho is rejected, which means that the independent variable *Self-efficacy* (X1) has a significant impact on the dependent variable Employee Performance (Y)

2. Based on the results of IBM SPSS 26 t-test for the previous table, the calculated t value of *the Employee Well-being* variable was found to be 4.099 and the probability value of Sig 0.042 <0.05. Therefore, it can be concluded that H1 is approved while Ho is rejected, which means that the independent variable *Employee Well-being* (X2) has a significant impact on the dependent variable Employee Performance (Y)

3. According to the results of IBM SPSS 26 t-test for the previous table, the calculated t value of the *Job Enrichment* variable was found to be 7.948 with a probability value of Sig 0.000 <0.005. Therefore, it can be concluded that H1 is approved while Ho is rejected, which means that the independent variable *Job Enrichment* (X3) has a significant impact on the dependent variable Employee Performance (Y)

4. According to the results of the table above, the f test shows that the f test value is 59,302 through a significant value of 0.000 <0.05, it is concluded that the variables *Self-Efficacy* , *Employee Well- being, Job Enrichment* simultaneously have a good and significant impact on Employee Performance.

R^2 test show a determination coefficient value of 0.795 or 79.5%. This means that the independent variables, which include *Self-Efficacy, Employee Well-being,* and *Job Enrichment* can explain 79.5% of the variation in the dependent variable, namely Employee Performance. While 20.5% is explained from other aspects that have not been covered in this research model.

Suggestion

Companies can conduct *Self-Efficacy* , *Employee Well-being,* and *Job Enrichment* for Employee Performance, here are various suggestions that can be used as consideration material for Company management and related parties:

1. Companies can hold training and skills development on an ongoing basis to increase employee confidence in completing their tasks. In addition, provide appreciation for completing tasks. In addition, providing appreciation for employee achievements can strengthen their confidence in their abilities. Leaders can also facilitate mentoring or coaching so that employees feel more supported in overcoming work challenges.

2. Companies are advised to implement policies that support balance between professional and personal life, for example flexible working hours or adequate leave facilities.

3. Giving employees the opportunity to expand or deepen their job responsibilities through *Job Enrichment* can increase intrinsic motivation. This can be done by:

These three aspects, namely *Self-Efficacy, Employee Well-being,* and *Job Enrichment* . Should be implemented synergistically to create a work environment that supports productivity and performance. Companies can conduct routine evaluations to ensure that every policy and program implemented has a positive impact on employee performance.

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