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THE INFLUENCE OF SELF-EFFICACY AND LEADERSHIP ON EMPLOYEE PERFORMANCE AT PT. BTPN SYARIAH

Nur Ramadhani Lubis¹

Universitas Muhammadiyah Sumatera Utara
nurramadhanilubis100e@gmail.com¹

Jasman sarifuddin Hasibuan²

Universitas Muhammadiyah Sumatera Utara
jasmansarifuddin@umsu.ac.id²

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ABSTRACTS

This research focuses on the influence of self-efficacy and leadership on employee performance at PT. BTPN. The era of globalization demands an improvement in the quality of human resources as a key factor in achieving the company's vision and mission. PT BTPN Syariah, as part of these efforts, emphasizes the importance of human resource development to enhance performance. Employee performance improvement is pursued through the enhancement of self-efficacy, which is an individual's belief in their own abilities, and effective leadership. This research utilizes a survey method with an online questionnaire as a data collection tool. The results indicate that self-efficacy and leadership positively influence employee performance. Additionally, emotional exhaustion plays a role as a moderating variable, where high levels of employee performance are associated with lower levels of emotional exhaustion. Descriptive data regarding respondent characteristics include gender, age, and educational level. The entire population of facilitators at PT. BTPN Syariah (82 individuals) is taken as a sample using the census technique.

A. INTRODUCTION

Improving the quality of human resources in the era of globalization has become crucial for companies, where employees play a vital role as the main drivers to achieve the company's vision and mission. Company performance is a key factor in assessing goal achievements, both in the short and long term (Asnawi, 2019).

Human resources are considered crucial assets that support the operational sustainability of companies. PT BTPN Syariah emphasizes the importance of human resource development as a strategy to improve performance in conducting business. Strengthening the human resource management system involves identifying functions, organizing organizational structures, and reorganizing with the aim of improving management performance (Asnawi, 2019).

Employee performance improvement can be achieved through Self-efficacy, individuals' belief in their abilities. The importance of self-efficacy and leadership style in improving employee job satisfaction is acknowledged as a key factor. Individuals with high self-efficacy are more capable of performing their jobs well (Abdullah, 2019).

Leadership factors also influence employee self-efficacy. Leadership is defined as the ability to influence groups to achieve company goals. (Mubarok & Zein, 2019) The success of improving employee performance is supported by job satisfaction, which is a determining criterion for organizational success in meeting the needs of its members (Afandi, 2021). Employee job satisfaction reflects feelings about the job and work environment. Job satisfaction drives employee performance improvement, which in turn contributes positively to the company. Conversely, low job satisfaction can create a less productive work environment (Zulfikar, 2020).

The level of job satisfaction is individual and has an impact on organizational process outcomes. Job satisfaction is influenced by internal and external organizational factors as well as individual characteristics (Bargsted et al., 2019). Emotional exhaustion, arising from job demands, can be a barrier to achieving job satisfaction and increasing employee productivity (Harahap & Khair, 2019). Essentially, emotional exhaustion, conceptualized as a response to job demands, can lead to decreased concentration and employee performance. Emotional exhaustion is identified as an indicator of burnout, which can affect employee productivity and well-being (Fuadi, 2022).

According to Kristensen, as cited in (Henndy Ginting & Hary Febriansyah, 2020), psychological fatigue or burnout is often considered a response to various job demands. Employees at this stage experience emotional exhaustion continuously over a considerable period. As a result, employees may experience mental fatigue leading to decreased concentration in task performance, even allowing neglect of job responsibilities that should be undertaken (Hasanah et al., 2019).

Pines & Aronson, as conveyed by (R.R Lia Chairia, 2019), explain that emotional exhaustion or exhaustion is an indicator of burnout conditions that produce certain feelings due to excessive psycho-emotional demands. These symptoms are characterized by the loss of feelings, attention, trust, interest, and enthusiasm. Emotional exhaustion arises as a response to excessive stress that is difficult to cope with. Field observations indicate that facilitators at PT. BTPN Syaruah are suspected of experiencing emotional exhaustion. This is observed from the frequent complaints made by facilitators about fatigue due to double workloads

and time pressure. As a result, employee work productivity decreases, which can lead to losses for the company.

PT BTPN Syariah has 23 branch offices. Observations of facilitators indicate problems related to self-efficacy, leadership, job satisfaction, and emotional exhaustion. An online questionnaire to facilitators at PT BTPN Syariah MMS Deli Serdang Branch showed issues such as 68% of facilitators finding it difficult to complete tasks from mentors. The questionnaire results also show that 43% of facilitators feel they are not given realistic targets by superiors, and only 30% feel able to commit to the institution's work quality standards. Facilitator job satisfaction is also an issue, with 65% feeling the company provides adequate facilities, but only 27% are satisfied with performance assessments during fieldwork. Facilitator emotional exhaustion is also a concern, with 51% experiencing stress due to high workloads and 75% feeling anxious about the amount of work assigned by superiors (Primary Data, 2023).

Based on the above issues, a study titled "The Influence of Self-efficacy and Leadership on Employee Performance at PT. BTPN Syariah" was conducted to analyze the effects of these factors on facilitator performance and well-being.

B. METHOD

Research Approach

This study involves four variables, namely self-efficacy (X_1), leadership (X_2) as independent variables, Employee Performance (Y) as the dependent variable, and emotional exhaustion (Z) as the moderating variable. The method used is a survey, an approach used to collect data on beliefs, opinions, characteristics, behaviors, and variable relationships. According to Sugiyono (2022), surveys help analyze hypotheses related to sociological and psychological variables by utilizing past or present data. The survey technique involves distributing questionnaires as the main source of data collection. After obtaining responses from the questionnaires, the data is processed and analyzed using the SPSS version 26 application, using path analysis and correlation analysis to test the relationships between variables.

Operational Definition

Operational definition refers to the parameters determined by the researcher to study a phenomenon with the aim of obtaining information and then making conclusions. The operational definitions in this study include:

Self-efficacy (X_1)

Self-efficacy is defined as an individual's belief in their competence level in a specific field. Self-efficacy indicators include choice behavior, effort and perseverance, thought patterns, emotional reactions, and the manifestation of abilities possessed (Amalia and Framusinto, 2020:87).

Leadership (X_2)

Leadership is defined as the activity of influencing others and changing individual behavior to achieve individual or group goals. Leadership indicators include the ability to foster cooperation, effectiveness, participatory leadership thinking patterns, delegation of tasks and authority, and the ability to complete tasks on time (Samsul Ariffin, 2019).

Employee Performance (Y)

Employee performance is assessed as the evaluation perceived by employees regarding their work, reflected in positive behaviors towards work and aspects of the work environment. Employee performance indicators include job, salary, promotion, supervisor, and peer evaluation (Handoko, 2020:193).

Emotional Exhaustion (Z)

Emotional exhaustion is considered a symptom of burnout that arises from excessive psycho-emotional demands, characterized by the loss of feelings, attention, trust, interest, and enthusiasm. Emotional exhaustion indicators include loss of feeling and attention, loss of trust, loss of interest, and loss of enthusiasm (Pines & Aronson, 2019).

Research Site

This research was conducted at PT. BTPN Syariah as the research object.

Population and Sample

According to Sugiyono (2018: 117), population refers to the homogenization area containing phenomena or topics with specific capacities and characteristics. The population in this study involves 85 facilitators at PT. BTPN Syariah. When the population size is less than 100, it is recommended to take the entire population as the sample. However, if the population size is more than 100, approximately 10-15% or 20-25% of the total population can be taken (Arikunto 2012:104). The sample in this study, the entire population, namely 82 facilitators, was taken as the sample using a census technique.

Data Collection Technique

The data collection technique was carried out using questionnaires (online surveys) with Likert Scale to assess the attitudes, opinions, and perceptions of respondents (Sujarweni, 2020:94).

Data Analysis Technique

Data analysis involves the use of SPSS 26.0 software. According to (Bahri, 2018:155), the data analysis phase includes respondent description, respondent answer description, validity and reliability tests, descriptive statistical analysis, research instrument tests (t-test and F-test), and determination coefficients (R^2).

Descriptive Statistical Analysis

Descriptive statistics are used to describe respondent data, including characteristics such as gender, age, education, and length of employment. The analysis also includes indices to evaluate respondent responses to research variables (Miranda Alvares et al., 2020).

Research Instrument Test

Instrument testing involves validity and reliability tests. Validity testing assesses the extent to which the instrument can measure what should be measured, while reliability testing measures the reliability and consistency of the instrument. This test was conducted on 85 facilitator respondents at PT. BTPN Syariah. If the calculated r-value $>$ table r-value at a significant level ($\alpha = 0.05$), the research instrument is considered valid (Mujiatun et al., 2019).

Reliability testing is done by examining the correlation coefficient between the questions in the research instrument (Bahri, 2018: 117). A reliable measure has a high level of reliability determined by a number called the reliability coefficient ranging from 0-1. The higher the reliability coefficient, which approaches one, the more reliable the measuring instrument (Nasution, 2017).

Hypothesis Testing

Hypotheses are tentative statements that require testing to determine their truth. In this study, the tested hypotheses include:

Determination Coefficient (R^2)

R^2 analysis is used to evaluate the extent to which independent variables collectively influence dependent variables. An R^2 value close to 1 indicates a strong model, while a value close to 0 indicates a weak contribution. The formula for measuring the contribution of independent variables: $D = R^2 \times 100\%$ Where:

- D is the Determination Coefficient,
- R is the Correlation Coefficient between Independent Variables and Dependent Variables.

Partial Significance Test (t-test)

The t-test is used to assess the significance of the individual influence of independent variables on the dependent variable. Criteria:

- H_0 rejected, H_a accepted if $T_{\text{calculation}} > T_{\text{table}}$
- H_0 accepted, H_a rejected if $T_{\text{calculation}} \leq T_{\text{table}}$

Simultaneous Significance Test (F-test)

The F-test is used to assess the significance of the regression model simultaneously. Criteria:

- H_0 rejected: $F_{\text{calculation}} > F_{\text{table}}$
- H_0 accepted: $F_{\text{calculation}} < F_{\text{table}}$

C. RESULT AND DISCUSSION

Description of Respondent

Characteristics This study utilized questionnaires distributed to employees of PT. BTPN. The sample size for the study comprised 82 employees. Below are the characteristics of the 82 respondents based on Gender, Age, and Education:

Tabel 4.1 Characteristics of Respondents

Gender	Frequency	percentage
a. Male	35	42,68%
b. Female	47	57,31%
Total	82	100%
Age		
a. 20-25 Years Old	21	25,60%
b. 26-30 Years Old	34	41,46%
c. >31 Years Old	27	32,92%
Total	82	100%
The education level:		
a. SLTA Sederajat	8	9,75%
b. D1	0	0%
c. D2	0	0%
d. D3	3	3,65%
e. S1	71	86,58%
Total	82	100%

Source: Data Collection

Description of Research Variables

Based on the collected data, responses from the respondents have been summarized and then analyzed to determine the descriptive statistics for each variable. The assessment of respondents is based on the following criteria:

The lowest assessment score is: 1

The highest assessment score is: 5

Interval = $5-15 = 0.80$

Thus, the assessment boundaries for each variable are as follows:

1.00-1.79 = Very Low

1.80-2.59 = Low

2.60-3.39 = Fair

3.40-4.19 = High

4.20-5.00 = Very High

Data collection for the employee performance variable was conducted using a Likert scale questionnaire. The summarized data from respondents in this study for the variables of self-efficacy, leadership, Employee Performance, and emotional fatigue are as follows:

Table 4.2 Recapitulation of Respondent Data

Variable	Value	Category
self-efficacy (X1)	2,85	Fair
Leadership(X2)	3,05	Fair
Emotional Fatigue (Z)	3,64	High
Employee Performance (Y)	3,45	High

Source: Data Collection

From the respondents' answers regarding the variables of self-efficacy (X₁) and leadership (X₂) as independent variables, it is found that both aspects have a positive influence on Employee Performance (Y) as the dependent variable. This is evident from the majority of respondents who answered "strongly agree" and "agree," more than 50%. Thus, it can be said that employees are satisfied with their work. This influence is also apparent in emotional fatigue (Z) as a moderating variable, which indicates that high Employee Performance is associated with lower levels of emotional fatigue. This can be seen from the quality and quantity of work that employees can rely on, as well as the positive attitude of employees in their work. Effective leadership and high levels of self-efficacy not only enhance Employee Performance but also play a role in reducing emotional fatigue, indicating a synergistic relationship between the independent, dependent, and moderating variables in this study.

Validity Test

1. **Self-Efficacy (X₁):** The value of the correlation coefficient (r) is 0.639. Since the calculated value of rr is greater than the tabulated value of rr ($0.639 > 0.217$) at a significance level of 5%, the questions related to self-efficacy are considered valid. This indicates that these questions have a significant and strong correlation in measuring the self-efficacy construct in this study.
2. **Leadership (X₂):** The value of the correlation coefficient (r) is 0.488. Since the calculated value of rr is greater than the tabulated value of rr ($0.488 > 0.217$) at a significance level of 5%, the questions related to leadership are considered

valid. This indicates that these questions are effective in measuring the leadership construct in this study.

3. **Emotional Fatigue (Z) as a Moderating Variable:** The value of the correlation coefficient (r) is 0.604. Since the calculated value of rr is greater than the tabulated value of rr ($0.604 > 0.217$) at a significance level of 5%, the questions related to emotional fatigue are considered valid as a moderating variable. This indicates that these questions have a significant and strong correlation in measuring the emotional fatigue construct in its role as a moderating variable in this study.
4. **Employee Performance (Y):** The value of the correlation coefficient (r) is 0.405. Since the calculated value of rr is greater than the tabulated value of rr ($0.405 > 0.217$) at a significance level of 5%, the questions related to Employee Performance are considered valid. This indicates that these questions have a significant and strong correlation in measuring the Employee Performance construct in this study.

Reliability Test

1. **Alpha Cronbach's Value for Self-Efficacy:** The value of Cronbach's alpha is 0.892. This variable is considered reliable because the value of Cronbach's alpha is greater than 0.60, i.e., $0.892 > 0.60$. This indicates that the questions related to self-efficacy have high consistency in measuring this construct in the study.
2. **Alpha Cronbach's Value for Leadership:** The value of Cronbach's alpha is 0.851. This variable is considered reliable because the value of Cronbach's alpha is greater than 0.60, i.e., $0.851 > 0.60$. This indicates that the questions related to leadership have high consistency in measuring this construct in the study.
3. **Alpha Cronbach's Value for Emotional Fatigue:** The value of Cronbach's alpha is 0.917. This variable is considered reliable because the value of Cronbach's alpha is greater than 0.60, i.e., $0.917 > 0.60$. This indicates that the questions related to emotional fatigue have high consistency in measuring this construct in the study.
4. **Alpha Cronbach's Value for Employee Performance:** The value of Cronbach's alpha is 0.950. This variable is considered reliable because the value of Cronbach's alpha is greater than 0.60, i.e., $0.950 > 0.60$. This indicates that the questions related to Employee Performance have high consistency in measuring this construct in the study.

Classical Assumption Test

1. **Normality Test:** Normality is tested to determine whether the disturbance or residual variables in the regression model have a normal distribution. Normality in this study is tested using the One-Sample Kolmogorov-Smirnov test. The results of the normality test with the One-Sample Kolmogorov-Smirnov test can be found in Table 4.3 as attached below.

Tabel 4.3 Normality Test

		<i>Unstandardized Residual</i>
	N	82
<i>Normal Parameters^{a,b}</i>	<i>Mean</i>	.00
	<i>Std. Deviation</i>	9.480
<i>Most Extreme Differences</i>	<i>Absolute</i>	.079
	<i>Positive</i>	.070
	<i>Negative</i>	-.079
<i>Kolmogorov-Smirnov</i>		.079
<i>Asymp. Sig. (2-tailed)^c</i>		.200 ^d

Source: Data Processing

From the results of the normality test in Table 6, it can be observed that all variables in this study have significance values greater than 0.05 (sig > 0.05). This indicates that all research variables in this regression model have a normal distribution. Therefore, it can be concluded that the distribution of all research variables in this regression model is normal, as indicated by the significance result of 0.200.

2. **Multicollinearity Test**

Multicollinearity test was conducted using the Variance Inflation Factor (VIF) and tolerance values from the regression model. The regression model is considered free from multicollinearity if the VIF value is < 10 and the tolerance value is > 0.10. Below are the results of the multicollinearity test:

Tabel 4.4 Uji Multikolinearitas

<i>Coefficients^a</i>			
<i>Model</i>		<i>Collinearity Statistics</i>	
		<i>Tolerance</i>	VIF
1	<i>(Constant)</i>		
	Self-efficacy	.980	1.020
	Leadership	.980	1.020

a. *Dependent Variable:* Employee Performance

Source: Data Processing

From Table 4.4 above, the calculation results of VIF and Tolerance values can be observed. The VIF value for Self-efficacy is 1.020 with a Tolerance of 0.980, while the value for Leadership is 1.020 with a Tolerance of 0.980. All these values meet the criteria for multicollinearity, namely tolerance values greater than 0.1 and VIF values less than 10. Thus, it can be concluded that there is no indication of multicollinearity among independent variables in the regression equation.

Hypothesis Testing

Regression Analysis

Based on the results of the classical assumption tests, it can be concluded that the data in this study show a normal distribution and do not exhibit

heteroscedasticity or multicollinearity. Therefore, the available data meet the requirements for using a simple regression model. Simple regression analysis is used to evaluate the strength of the relationship between independent and dependent variables. The results of simple regression analysis can be found in Table 4.5 below.

Table 4.5 Regresi Model I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	43.663	1.564		27.921	<.001
	Self-efficacy	.137	.050	.254	2.743	.008
	Leadership	.320	.061	.484	5.216	<.001

a. *Dependent Variable:* Employee Performance

Source: Data Processing

Based on the regression analysis results in Table 4.5, the regression equation can be derived as follows:

$$KK = \sigma + \beta_1 SE + \beta_2 KEP$$

$$KK = 43.663 + (0.137)SE + (0.320)KEP$$

Table 4.6 Regresi Model II

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	41.991	1.173		35.786	<.001
	Self-efficacy	.264	.043	.489	6.114	<.001
	Leadership	.510	.074	.771	6.918	<.001
	X1.Z	.003	.001	.385	4.141	<.001
	X2.Z	.004	.001	.475	4.128	<.001

a. *Dependent Variable:* Employee Performance

Source: Data Processing

Based on the regression analysis results in Table 4.5, the regression equation can be expressed as follows: $KK = \sigma + \beta_1 SE + \beta_2 KEP + \beta_3 X_1 Z + \beta_4 X_2 Z$

$$KK = 41.991 + (0.264)SE + (0.510)ROA + (0.003)X_1 Z + (0.004)X_2 Z$$

$$KK = 41.991 + (0.264)SE + (0.510)ROA + (0.003)X_1 Z + (0.004)X_2 Z$$

Where:

- KK = Employee Performance (Y)
- SE = Self-efficacy (X₁)
- KEP = Leadership (X₂)
- Z = Emotional Exhaustion

T-test

Partial or t-test is used to evaluate the partial impact of independent variables on the dependent variable. Testing the regression results is done using t-tests at a significance level of 95% or $\alpha = 5\%$, with the following criteria: a. If the significance level is less than 5% (0.05), then the null hypothesis (H₀) is rejected and the alternative hypothesis (H_a) is accepted. b. If the significance level is greater than 5% (0.05), then the null hypothesis (H₀) is accepted and the alternative hypothesis (H_a) is rejected.

Tabel 4.7. Uji t

	Variabel	B	t	Sig.
1	(Constant)	41.991	35.786	<.001
	Self-efficacy	.264	6.114	<.001
	Leadership	.510	6.918	<.001
	X1.Z	.003	4.141	<.001
	X2.Z	.004	4.128	<.001

a. Dependent Variable: Employee Performance

Source: Data Processing

The calculation is done using the degrees of freedom (Df), which is calculated as 82 minus 4, resulting in a value of 78. At a significance level of 0.05%, the t-table value is 1.990. Based on the regression analysis for the variables self-efficacy, leadership, X1Z, and X2Z, the calculated t-values are 6.114, 6.918, 4.141, and 4.128, respectively. The significance values (sig) for all variables are 0.001, indicating the rejection of the null hypothesis (Ho) and acceptance of the alternative hypothesis (Ha). Thus, it can be concluded that self-efficacy and leadership have a significant influence on Employee Performance. Additionally, emotional exhaustion, as a moderating variable, is proven to strengthen the influence of self-efficacy and leadership on Employee Performance.

Coefficient of Determination Test

The coefficient of determination indicates the extent to which the regression model can explain the observed variation in the independent variable. Here are the results of the coefficient of determination test.

Table 4.8 Determination Coefficient Test for Self-Efficacy, Leadership on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.578 ^a	.334	.317	3.895

a. Predictors: (Constant), Leadership, Self-efficacy

Source: Data Processing

Table 4.9 Coefficient of Determination Test for Self-Efficacy, Leadership, X1Z, X2Z on Employee Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817 ^a	.668	.651	2.784

a. Predictors: (Constant), X2.Z, Self-efficacy, X1.Z, Leadership

Source: Data Processing

The calculation result of the coefficient of determination (Adjusted R²) in Table 4.8 shows a figure of 0.334 or equivalent to 33.4%. This value depicts the extent to which the independent variables can explain the observed variation in the dependent variable, which includes factors such as self-efficacy and leadership. The remaining approximately 66.6% of the variation unexplained by the variables included in the model may be influenced by other factors not included in the analysis. In Table 4.9, the coefficient of determination significantly increases to 0.668 or 66.8%. This indicates that around 66.8% of the variability in Employee Performance can be explained by the combination of self-efficacy, leadership, and emotional exhaustion as a moderating variable. Emotional exhaustion, acting as a moderating variable, proves to strengthen its influence in regulating the relationship between profitability and firm value. The remaining approximately 33.2% of Employee Performance can still be explained by other variables not included in our analysis.

These results highlight the importance of considering additional factors in a more holistic understanding of Employee Performance in the workplace.

F Test

The F-test aims to determine the suitability of the model used with the data available in this study. The results of the F-test are listed in Table 4.10, and the following are the analysis results obtained from this test:

Table 4.10 F Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1202.185	4	300.546	38.764	<.001 ^b
	Residual	597.001	77	7.753		
	Total	1799.186	81			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), X2.Z, Self-efficacy, X1.Z, Leadership

Source: Data Processing

The calculations presented earlier resulted in an F-value of 38.764 with a probability of 0.01. With an F-value greater than the critical value (F-table) and a probability less than 0.05 (5%), it can be concluded that the model used in the testing is appropriate. This indicates that the regression equation significantly describes how self-efficacy, leadership, and emotional exhaustion affect the level of employee performance at PT. BTPN Syariah.

Analysis and Discussion

1. The Influence of Self-efficacy on Facilitator Employee Performance at PT. BTPN Syariah

The analysis reveals a significant relationship between self-efficacy and the performance of facilitator employees at PT. BTPN Syariah. With increasing levels of self-efficacy, facilitators tend to feel more capable of completing their tasks and facing emerging challenges. This can enhance their confidence in achieving desired outcomes, ultimately contributing to higher employee performance. Therefore, it is important for management to pay attention to factors influencing facilitators' self-efficacy and implement strategies to strengthen it, thus enhancing overall employee performance.

2. The Influence of Leadership on Employee Performance at PT. BTPN Syariah

The analysis indicates that leadership significantly influences the level of employee performance at PT. BTPN Syariah. Effective leadership not only provides clear direction and vision but also inspires and motivates employees. With good leadership, employees tend to feel valued, supported, and have opportunities for development, thereby enhancing their performance. Therefore, management needs to focus on fostering and developing effective leadership, as well as creating an organizational culture supportive of ensuring optimal employee performance throughout the organization.

3. The Influence of Emotional Exhaustion as a Moderating Variable and Self-efficacy on Employee Performance at PT. BTPN Syariah

The analysis highlights the important role of emotional exhaustion as a moderating variable in the relationship between self-efficacy and employee performance at PT. BTPN Syariah. Emotional exhaustion, reflecting the level

of stress and psychological fatigue experienced by individuals in their jobs, can moderate the influence of self-efficacy on employee performance. When emotional exhaustion is high, the impact of high self-efficacy on employee performance may be more limited or even diminished. Therefore, management needs to focus on efforts to reduce emotional exhaustion in the workplace, such as providing psychological support, improving work-life balance, and developing effective coping strategies. Thus, enhancing employee performance may include not only increasing self-efficacy but also effectively managing emotional exhaustion as a moderating variable.

4. **The Influence of Emotional Exhaustion as a Moderating Variable and Leadership on Employee Performance at PT. BTPN Syariah**

The analysis indicates that emotional exhaustion as a moderating variable plays a significant role in moderating the influence of leadership on employee performance at PT. BTPN Syariah. When emotional exhaustion is high, the positive impact of leadership on employee performance may be more limited or even diminished. However, when emotional exhaustion is well managed, effective leadership can more effectively enhance employee performance. Therefore, it is important for management to focus on strategies to reduce emotional exhaustion in the workplace and strengthen effective leadership skills. Thus, improving employee performance at PT. BTPN Syariah can be achieved through wise management of emotional exhaustion and the development of strong leadership.

D. CONCLUSION

Based on the test results, it is concluded that self-efficacy and leadership have a significant influence on employee performance at PT. BTPN Syariah. The analysis indicates the significance of the regression model with an F-value of 38.764 and a probability of 0.01. The coefficient of determination (Adjusted R^2) indicates the extent to which the model can explain variations in employee performance, reaching 33.4%. With the addition of the moderating variable of emotional exhaustion, the coefficient of determination increases to 66.8%, indicating the significant role of emotional exhaustion in moderating the influence of self-efficacy and leadership on employee performance. Management needs to focus on fostering self-efficacy and leadership, as well as reducing emotional exhaustion in the workplace. These actions are expected to create a more productive and supportive work environment and improve employee performance, thereby enhancing overall organizational performance. The analysis and discussion reveal that self-efficacy, leadership, and emotional exhaustion play important roles in moderating their influence on employee performance in the company. Management needs to pay attention to and manage these factors to improve employee performance and achieve organizational goals optimally.

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