

**SELF-EFFICACY, WORK-FAMILY CONFLICT, AND EMOTIONAL INTELLIGENCE  
AS PREDICTORS OF EMPLOYEE PERFORMANCE: EVIDENCE FROM PT.  
DWICITRA PUTRA MANDIRI**

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**ABSTRACT**

The purpose of this study is to determine the extent to which self-efficacy, work-family conflict, and emotional intelligence influence employee performance at PT. Dwicitra Putra Mandiri. This study employs a quantitative approach using a survey method and multiple linear regression analysis, accompanied by the coefficient of determination, t-test, and F-test to examine the relationships between variables. Data was collected through a questionnaire distributed to all employees of PT. Dwicitra Putra Mandiri, with a total sample of 32 respondents selected via saturation sampling. The collected data was analyzed using multiple linear regression to determine the contribution of each independent variable, and the results were validated through t-tests and F-tests to ensure the accuracy of the analysis. The analysis results prove that each independent variable has a significant impact on employee performance. These findings indicate that the higher the self-efficacy, the more controlled the work-family conflict, and the better the emotional intelligence, the greater the improvement in employee performance achieved.

**Keywords:** self-efficacy, work-family conflict, emotional intelligence, employee performance

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**1. INTRODUCTION**

Human resources (HR) are viewed as an organization's primary asset, serving as both planners and active agents in executing all company activities. Raymond et al. (2023) emphasize that HR is a determining factor in organizational success because it plays a direct role in the process of achieving goals. Adhika et al. (2022) explain that HR cannot be treated like money, machines, or materials that can be fully controlled, because humans have a strategic role in overseeing, controlling, and managing the organization to achieve the company's mission optimally. Afrilia (2023) asserts that a company can achieve its targets based on the primary contributions of employees, reflected in their ability to deliver optimal performance to fully meet the company's needs.

Employee performance is a key aspect for evaluating an organization's success in achieving its targets. Esthi and Marwah (2020) explain that performance is the achievement of work or the level of success of workers in carrying out tasks during a specific period. Efendi (2020) emphasizes that employee performance is crucial for companies because optimal performance supports the company in achieving its targets. Sembiring (2020) defines performance as high-quality work outcomes and an individual's capacity to carry out duties in alignment with their responsibilities. Jufrizen (2018) adds that performance is considered the outcome evaluated in terms of both quantity and quality once an individual has completed their tasks.

This study was conducted at PT. Dwicitra Putra Mandiri, an officially registered Indonesian migrant worker placement agency (P3MI) headquartered in Bali. The company implements various strategies to compete with similar firms by enhancing the quality of its human resources and facilities to attract and retain clients. However, based on observational findings, issues related to employee performance that are perceived as suboptimal still exist. This situation is reflected in the fluctuating monthly employee

absenteeism rate, with an average absenteeism rate of approximately 3.21% in 2024. Antara et al. (2023) state that an absenteeism rate of 0%–3% is considered normal, while rates above 3%–10% are deemed abnormal. This high absenteeism rate is caused by employees arriving late, skipping work, failing to complete tasks on time, and negligence while on duty. This situation indicates low employee performance and requires serious attention from the company to ensure it remains competitive.

One factor that influences employee performance is self-efficacy. Daniswara (2023) explains that self-efficacy is an individual's belief in their ability to perform an action in order to achieve a desired outcome. Triastini (2022) asserts that self-efficacy is linked to a person's desire to motivate themselves to complete tasks to the best of their ability. Arifin et al. (2021) define self-efficacy as a person's belief that they are capable of performing a task to the best of their ability. Widiari (2023) adds that self-efficacy serves to improve an individual's performance because confidence in one's own skills encourages the timely completion of work. Based on observations and interviews at PT. Dwicitra Putra Mandiri, there are still employees who are pessimistic about their skills when interacting with coworkers, which negatively impacts their performance outcomes.

Several previous studies have demonstrated the impact of self-efficacy on performance. Laksmi and Kawiana (2022) found that self-efficacy positively contributes to performance. Arifin et al. (2021) and Khaerana (2020) also found that higher levels of self-efficacy lead to improved performance. However, these findings are inconsistent with the research by Ali and Wardoyo (2021), who found that self-efficacy does not contribute to performance.

Employee performance can also be influenced by work-family conflict. Hermawan (2022) explains that work-family conflict refers to issues arising from pressure or imbalance between family and work roles. Pasaribu (2022) emphasizes that work-family conflict involves role-related issues stemming from the balancing of family and work demands. This conflict arises due to differences in needs, values, and social relationships between work and family roles that occur simultaneously, thereby creating stress. Based on observations and interviews at PT. Dwicitra Putra Mandiri, it was found that employees bring family problems into the workplace, hindering task completion and leading to work delays, which in turn causes a decline in individual performance.

Research findings by Minarika et al. (2020) and Saputri (2021) demonstrate that work-family conflict positively contributes to performance. However, this is inconsistent with the results of Fadhilah (2020), who found that work-family conflict does not contribute to performance.

In addition, emotional intelligence can also influence employee performance. Octavia et al. (2020) explain that emotional intelligence is a person's ability to manage their emotions. Benny (2023) emphasizes that this intelligence is related to the ability to monitor the feelings of others or oneself, as well as to utilize that information in the process of thinking and acting. Based on observations and interviews at PT. Dwicitra Putra Mandiri, there are still employees who struggle to control their emotions while working, which negatively impacts their work and the services provided to migrant workers.

Several previous studies found that emotional intelligence positively contributes to performance. Benny (2023), Octavia et al. (2020), and Nani and Mukaroh (2021) concluded that effective emotional management can enhance performance. However, these results are inconsistent with the research by Irfan et al. (2021), which states that emotional intelligence does not contribute to performance.

## **2. LITERATURE AND HYPOTHESIS**

### **Goal Setting Theory**

This study bases its analysis on Locke's (1968) Goal Setting Theory, which asserts that the goals set by individuals are closely linked to performance, as goals influence the direction of behavior, the level of effort, and the outcomes of work through commitment to those goals. This theory also emphasizes that

an individual's focus while performing tasks distinguishes between performance goals and learning goals; when employees understand the targets the organization seeks, that understanding shapes work behavior and the resulting outcomes.

### **Employee Performance**

Wirawan (2020) notes that employee performance is a key aspect for evaluating an organization's success in achieving its targets. Esthi and Marwah (2020) define performance as work achievements or the level of success employees demonstrate in carrying out tasks over a specific period. Efendi (2020) emphasizes that employee performance is crucial for companies because optimal performance supports the organization in achieving its targets. Sembiring (2020) defines performance as high-quality work outcomes and an individual's capacity to carry out duties in alignment with their responsibilities.

### **Self-Efficacy**

Arifin et al. (2021) explain that self-efficacy is an individual's belief in their ability to perform an action in order to achieve a desired outcome. Triastini (2022) emphasizes that self-efficacy is linked to a person's desire to motivate themselves to complete a task to the best of their ability. Arifin et al. (2021) define self-efficacy as a person's belief that they are capable of performing a task to the best of their ability. Widiari (2023) adds that self-efficacy serves to improve a person's performance because confidence in one's own skills encourages the timely completion of work.

### **Work-Family Conflict**

Asbari et al. (2021) explain that work-family conflict refers to issues arising from pressure or imbalance between family and work roles. Pasaribu (2022) emphasizes that work-family conflict involves role-related issues stemming from the need to balance family and work demands. This conflict arises due to differing needs, values, and social relationships between work and family roles occurring simultaneously, thereby creating pressure.

### **Emotional Intelligence**

Octavia et al. (2020) explain that emotional intelligence is an individual's ability to manage their emotions. Benny (2023) emphasizes that this intelligence relates to the ability to monitor the feelings of others or oneself, and to utilize that information in the process of thinking and acting. Goleman (2020:512) describes this intelligence as the ability to understand emotions, to cultivate or motivate oneself to maintain positive relationships with others.

### **Hypothesis**

#### **The Effect of Self-Efficacy on Employee Performance**

Arifin et al. (2021) explain that self-efficacy is an individual's belief in their ability to perform an action in order to achieve a desired outcome. Triastini (2022) asserts that self-efficacy is linked to an individual's desire to motivate themselves to complete tasks to the best of their ability. Arifin et al. (2021) define self-efficacy as an individual's belief in their ability to perform a task to the best of their ability. Laksmi and Kawiana (2022) found that self-efficacy positively contributes to performance. Arifin et al. (2021), Battu and Susanto (2022), Santri et al. (2023), and Khaerana (2020) found that increased self-efficacy is associated with improved performance. Based on this assumption, the following hypothesis is proposed: H<sub>1</sub>: Self-efficacy has a positive effect on employee performance.

#### **The Effect of Work-Family Conflict on Employee Performance**

Asbari et al. (2021) explain that work-family conflict refers to issues arising from pressure or imbalance between family and work roles. Pasaribu (2022) emphasizes that work-family conflict involves role-related issues concerning the balancing of family and work demands. This conflict arises due to differences in needs, values, and social relationships between work and family roles occurring simultaneously, thereby causing stress. Idris et al. (2023) found that work-family conflict has a positive effect on performance. Saputri (2021), Asbari et al. (2021), Karlina (2023), and Minarika et al. (2020) found

that work-family conflict contributes to performance. Based on these findings, the following hypotheses are proposed:

H<sub>2</sub>: Work-family conflict has a positive effect on employee performance.

### The Effect of Emotional Intelligence on Employee Performance

Octavia et al. (2020) explain that emotional intelligence is a person's ability to manage their emotions. Benny (2023) emphasizes that this intelligence is related to the ability to monitor the feelings of others or oneself, as well as to utilize that information in the process of thinking and acting. Goleman (2020:512) describes this intelligence as the ability to understand emotions, to cultivate or motivate oneself to maintain positive relationships with others. Benny (2023), Anggraini et al. (2024), Rahmawati (2022), and Nani and Mukaroh (2021) found that emotional intelligence contributes positively to performance. Based on this assumption, the following hypothesis is proposed:

H<sub>3</sub>: Emotional intelligence positively contributes to employee performance.

## 3. RESEARCH METHODS

This study was conducted at PT. Dwicitra Putra Mandiri. The variables examined include Self-Efficacy, work-family conflict, and emotional intelligence in relation to employee performance at PT. Dwicitra Putra Mandiri. The population consisted of 32 employees, with a sample of 32 individuals selected via saturation sampling, meaning the entire population served as respondents. Data were collected by distributing questionnaires to all employees to measure participants' attitudes, beliefs, and perceptions using a Likert scale. To analyze the data, the coefficient of determination, multiple linear regression, as well as t-tests and F-tests were employed.

## 4. RESULTS AND DISCUSSION

### Research Instrument Validation

#### a. Validity Test

Table 1. Results of Instrument Validity Test

| Variable               | Indicator | Pearson Correlation Value | Description |
|------------------------|-----------|---------------------------|-------------|
| Self-Efficacy          | X1.1      | 0.804                     | Valid       |
|                        | X1.2      | 0.902                     | Valid       |
|                        | X1.3      | 0.905                     | Valid       |
|                        | X1.4      | 0.786                     | Valid       |
| Work-family conflict   | X2.1      | 0.918                     | Valid       |
|                        | X2.2      | 0.937                     | Valid       |
|                        | X2.3      | 0.942                     | Valid       |
|                        | X3.1      | 0.889                     | Valid       |
| Emotional intelligence | X3.2      | 0.909                     | Valid       |
|                        | X3.3      | 0.932                     | Valid       |
|                        | X3.4      | 0.802                     | Valid       |
|                        | X3.5      | 0.824                     | Valid       |
| Employee Performance   | Y1.1      | 0.881                     | Valid       |
|                        | Y1.2      | 0.883                     | Valid       |
|                        | Y1.3      | 0.866                     | Valid       |
|                        | Y1.4      | 0.695                     | Valid       |

Source: Processed data, 2025

All indicators in this assessment are considered valid because each item of the variable has a correlation value above 0.30.

#### b. Reliability Test

Table 2. Instrument Reliability Test Results

| Variable               | Cronbach's Alpha Value | Description |
|------------------------|------------------------|-------------|
| Self-Efficacy          | 0.864                  | Reliable    |
| Work-Family Conflict   | 0.924                  | Reliable    |
| Emotional intelligence | 0.920                  | Reliable    |
| Employee Performance   | 0.855                  | Reliable    |

Source: Processed data, 2025

Each question yielded a Cronbach's Alpha value above 0.60, indicating the questionnaire's reliability.

### Classical Assumptions Test

#### a. Normality Test

Table 3. Normality Test Results

| Unstandardized Residual |       |
|-------------------------|-------|
| N                       | 32    |
| Asymp. Sig. (2-tailed)  | 0.200 |

Source: Processed data, 2025

The 2-tailed significance level is  $0.200 > 0.05$ . The model is considered to meet the normality criteria and is reliable for interpretation and decision-making because it shows that the residuals are normally distributed.

#### b. Multicollinearity Test

Table 4. Multicollinearity Test Results

| Independent Variables  | Tolerance | VIF Value | Description               |
|------------------------|-----------|-----------|---------------------------|
| Self-Efficacy          | 0.298     | 3.357     | Free of Multicollinearity |
| Work-Family Conflict   | 0.698     | 1.432     | Free of Multicollinearity |
| Emotional intelligence | 0.363     | 2.758     | Free of Multicollinearity |

Source: Processed data, 2025

Each independent variable is free of multicollinearity, as indicated by Tolerance ( $>0.1$ ) and VIF ( $<10$ ). The model is therefore considered suitable for further analysis because the independent variables do not show strong linear relationships.

#### c. Heteroscedasticity Test

Table 5. Heteroscedasticity Test Results

| Independent Variables  | Sig.  | Description                |
|------------------------|-------|----------------------------|
| Self-Efficacy          | 0.841 | Free of Heteroscedasticity |
| Work-Family Conflict   | 0.259 | Free of Heteroscedasticity |
| Emotional intelligence | 0.920 | Free of Heteroscedasticity |

Source: Processed data, 2025

All independent variables have a significance level above 0.05. This indicates that the absolute values and these independent variables are not significantly correlated. Therefore, it can be concluded that the data does not indicate signs of heteroscedasticity.

### Data Analysis Results

Table 6. Summary of Multiple Linear Regression Analysis Results

| Variables              | Regression Coefficient | Beta  | T-value | Sig.  |
|------------------------|------------------------|-------|---------|-------|
| Constant               | 5.723                  |       | 3.237   | 0.003 |
| Self-Efficacy          | 0.478                  | 0.568 | 2.785   | 0.009 |
| Work-family conflict   | 0.093                  | 0.149 | 2.117   | 0.027 |
| Emotional intelligence | 0.131                  | 0.182 | 2.986   | 0.003 |

|                   |        |
|-------------------|--------|
| R                 | 0.808  |
| R-Square          | 0.654  |
| Adjusted R-Square | 0.616  |
| F-Statistic       | 17.603 |
| F Sig.            | 0.000  |

Source: Processed data, 2025

#### a. Results of Multiple Linear Regression Analysis

From Table 6, the equation can be formulated as follows:

$$Y = 5.723 + 0.478X_1 + 0.093X_2 + 0.131X_3 + e$$

From this equation, the explanation can be broken down as follows:

- $\beta_1 = 0.478$  The coefficient value indicates that  $X_1$  contributes positively to  $Y$ . This means that if  $X_1$  increases by one unit,  $Y$  will increase, assuming all other variables remain constant.
- $\beta_2 = 0.093$  The coefficient value indicates that  $X_2$  has a positive effect on  $Y$ . This means that if  $X_2$  increases by one unit,  $Y$  will increase, assuming all other variables remain constant.
- $\beta_3 = 0.131$  The coefficient value indicates that  $X_3$  has a positive effect on  $Y$ . This means that if  $X_3$  increases by one unit,  $Y$  will increase, assuming all other variables remain constant.

#### b. Coefficient of Determination

According to Table 6, the independent variables contribute 65.4% to employee performance ( $Y$ ), resulting in an R-squared value of 0.654. This indicates how well the regression model can illustrate the relationship between each variable, while the remaining 34.6% is attributed to other factors not examined in this study.

#### c. F-Test

From the results in Table 6, a significance level of  $0.000 < 0.050$  is obtained. This indicates that the independent variables collectively contribute to employee performance.

#### d. t-Test

From Table 6, the results can be explained as follows:

- 1) Self-Efficacy contributes significantly and positively to employee performance, with a significance level of 0.009 ( $p < 0.05$ ).  $H_1$  is accepted.
- 2) Work-family conflict has a significant positive effect on employee performance, with a significance level of 0.027 ( $p < 0.05$ ).  $H_2$  is accepted.
- 3) Emotional intelligence has a significant positive effect on employee performance, with a significance level of 0.003 ( $p < 0.05$ ). It is assumed that  $H_3$  is accepted.

## Discussion

### The Effect of Self-Efficacy on Employee Performance

The results of this study show that self-efficacy makes a significant positive contribution to employee performance at PT. Dwicitra Putra Mandiri. This result is supported by a t-test yielding a p-value of  $0.009 < 0.05$ , thus confirming the proposed hypothesis. This underscores that the higher an individual's confidence in completing tasks, the greater the likelihood of improved performance. Strong Self-Efficacy enables individuals to be more optimistic, face workplace challenges with courage, and complete tasks effectively.

These research findings align with the study by Laksmi and Kawiana (2022), which concluded that self-efficacy has a positive impact on performance. Similar findings were also presented by Arifin et al. (2021), who emphasized that an individual's belief in their own abilities drives improved work outcomes. Battu and Susanto (2022), Santri et al. (2023), and Khaerana (2020) found that high Self-Efficacy enables individuals to achieve maximum performance.

### **The Effect of Work-Family Conflict on Employee Performance**

The results of this study indicate that work-family conflict has a significant positive contribution to employee performance at PT. Dwicitra Putra Mandiri. This result is supported by a t-test yielding a significance level of  $0.027 < 0.05$ , confirming that the proposed hypothesis is accepted. It is emphasized that effective management of work-family conflict enables individuals to balance their family and work roles, thereby enhancing their performance optimally.

These research results align with the findings of Idris et al. (2023), which indicate that work-family conflict contributes to performance. Similar findings were also reported by Saputri (2021) and Minarika et al. (2020), who emphasized that proper management of role conflict can encourage employees to remain focused and productive at work. Asbari et al. (2021) and Karlina (2023) found that effective management of work-family conflict positively contributes to an individual's performance.

### **The Influence of Emotional Intelligence on Employee Performance**

The results of this study indicate that emotional intelligence makes a significant positive contribution to employee performance at PT. Dwicitra Putra Mandiri. These results are supported by a t-test that yielded a p-value of  $0.003 < 0.05$ , confirming that the proposed hypothesis is accepted. It is emphasized that employees' ability to manage their emotions, maintain positive work relationships, and understand one another's feelings will support improvements in their performance.

These research findings align with the study by Adhika et al. (2023), which concluded that emotional intelligence makes a significant positive contribution to performance. Similar findings were also presented by Benny (2023), who explained that the ability to manage emotions is a crucial factor in supporting performance. Anggraini et al. (2024), Rahmawati (2022), and Nani and Mukaroh (2021) indicated that a person's high emotional intelligence can help improve their performance.

## **5. CONCLUSIONS AND LIMITATIONS**

The analysis results demonstrate that employee performance at PT. Dwicitra Putra Mandiri is significantly influenced by each of the independent variables tested. High self-efficacy, effective management of work-family conflict, and optimal emotional intelligence tend to support the maximum improvement in employee performance. All the independent variables studied play a crucial role in effectively supporting the achievement of employee performance.

This study has several limitations that may affect the results. The variables examined only include Self-Efficacy, work-family conflict, and emotional intelligence; therefore, there are other potential variables outside these factors that could influence employee performance, such as the work environment, leadership, work motivation, and work-related stress. Additionally, the limited availability of employees during their break times posed challenges for the researcher in distributing the questionnaires, which may have affected the depth of the data collected.

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