

## WILL EFFECT OF SELF-EFFICACY ON PERFORMANCE WITH DISCIPLINE AS A MEDIATING VARIABLE

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### Abstract:

**Background:** Performance refers to the level of employee input towards the advancement and growth of the organization or company in which they are employed. Performance can also be defined as an analysis of the tasks performed by employees concerning pre-established criteria. The study aimed to examine and analyze the impact of self-efficacy as a mediator in discipline on the performance of employees at the Palopo City Regional Revenue Office (BAPENDA)

**Purpose:** The research methodology used is quantitative study. This study is conducted by employees' human resource management theory (HRM) at BAPENDA Palopo City to examine the impact of self-efficacy on employee performance, with work discipline acting as an intermediary factor.

**Design/methodology/approach:** The approach used in this study is associative; the research sample was 156 employee civil servants at BAPENDA Palopo City, and the main data was obtained via a Likert-scale survey instrument, data analysis technique with PLS SEM using SmartPLS program, data was collected by administering a questionnaire with structure to the respondents.

**Findings/Results:** Research results indicate that self-efficacy significantly and positively influences employee performance at BAPENDA Palopo City, confirming its importance as a key psychological factor in enhancing work outcomes. However, self-efficacy does not significantly influence work discipline, work discipline does not significantly affect employee performance, mediate work discipline relationship between self-efficacy and performance does not significantly influence.

**Conclusion:** These findings indicate that optimal employee performance in public sector organizations depends not only on individual confidence but also on actual competence, organizational systems, and managerial practices. Therefore, self-efficacy alone is not sufficient to foster disciplined behavior or improve performance indirectly through discipline.

**Originality/value (State of the art):** This would make it possible to evaluate the performance of employees in terms of self-development and employee discipline in order to improve the maximum amount of service that is provided to the community.

**Keywords:** employee performance, management planning, human resources, plan's effectiveness, work discipline

### How to Cite:

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## INTRODUCTION

The sustainability of a company largely depends on its Human Resources (HR) and their ability to execute essential tasks. The HR process determines whether a company is successful or not in achieving the goals that have been achieved. If the HR management process in the company runs well, the company will efficiently carry out its work and achieve the goals of a company. The program to increase employee self-efficacy and motivation is inevitable in improving employee performance and achievements (Kusnoto & Sitorus, 2016). Self-efficacy refers to an individual's belief in their skills and abilities to effectively perform tasks that impact various life events. Self-efficacy determines the belief in how a person thinks, feels, and motivates himself when acting (Loton & Waters, 2017).

Performance refers to the level of employee input dedicated to the advancement and growth of the organization or company in which they are employed. Performance can also be defined as a comparison of the work carried out by employees with predetermined criteria. Performance is the tangible result of work or work implementation (Lopez et al. 2022). Organizational performance depends on the competence and motivation of its workforce. Even well-structured plans fail without skilled and driven personnel (Surajiyo et al. 2021). Performance assesses an activity's ability to meet a predetermined target or goal. Was the activity executed more effectively than the previous day? Performance refers to the level of work accomplishment or output, encompassing both the quality and quantity, achieved by individuals within a specific timeframe while fulfilling their assigned work responsibilities (Sari et al. 2024).

The performance of ASN within the scope of the Palopo City BAPENDA organization is not only the completion of separate tasks. Still, it reflects a real contribution to the progress and optimization of the local government's performance in serving the community, which, in the end, aims to create continuous development from the source of regional income. Performance is usually measured by comparing actual work results with pre-established standards or criteria (Hosen et al. 2024). BAPENDA's optimal performance is highly dependent on the quality and motivation of its human resources. Without a competent, motivated workforce, the strategies designed will not be effective. Therefore, the development of self-efficacy and work motivation is a critical aspect in sustainably improving individual and

collective performance.

In the case of Palopo City Regional Revenue Office (BAPENDA), self-efficacy is a highly influential component of self-awareness in everyday human existence (Neff, 2023). Self-efficacy can be acquired, altered, enhanced, or diminished through one or a combination of four sources: the personal experience of accomplishing a task, observing others' experiences, receiving encouragement or persuasion from others, and the influence of emotional and physiological states (Zulkosky, 2009). Self-efficacy refers to an individual's belief in their ability to successfully perform and accomplish a given job or task (Garaika & Margahana, 2019). BAPENDA performance is the outcome of the efforts made by individuals or groups within an organization, in line with their assigned authorities and responsibilities, to legally and ethically achieve the organization's goals without violating any laws or norms. It encompasses factors such as adherence to assigned tasks, productivity, quality of work, and timeliness (Siswadi & Lestari, 2021).

Work discipline is a managerial tool employed to effectively communicate with employees, motivating them to modify their behaviour and enhance their understanding and willingness to adhere to all social rules and norms within a company (Hakim et al. 2021). Discipline refers to an individual's consciousness and readiness to adhere to all company rules and relevant societal standards (Sari et al. 2024). Different measures are employed to evaluate employee discipline at work, including attendance, adherence to work regulations, compliance with work standards, a high level of vigilance, and ethical behaviour in the workplace (Maryani et al. 2021).

Based on various research studies, the research gap lies in the limited empirical evidence on the role of self-efficacy and work discipline in improving employee performance, especially within the context of regional public organizations such as BAPENDA Palopo City. Most previous studies have tended to examine self-efficacy and work discipline separately in relation to performance, without exploring their relationship and relative contributions in an integrated manner. In addition, the lack of research on the bureaucratic environment of local government means that the mechanisms for strengthening psychologically based performance and work behavior remain incomplete, so this study seeks to fill this gap.

## METHODS

Population is the entire subject to be studied by the researcher (Hermawan & Hariyanto, 2022). The target population in this study is all BAPENDA *Aparatur Sipil Negara* (ASN) employees, totalling 156 people. The sample is part of the total population used in the study, and the sample from this study amounted to 156 ASN people in BAPENDA. Its purpose is to examine the relationships between variables in a model, including both the link between indicators and their respective constructs and the connections among constructs themselves. Table 1 displays the definitions of variables and their corresponding indicators.

This research utilizes an associative approach. Associative research is a type of research that examines the relationship between two or more variables to determine the influence that one variable has on another (Cepeda-Carrion et al. 2019). This research was conducted from March to April 2024 to all employees of BAPENDA Palopo City. Quantitative research data were collected using a structured questionnaire featuring a five-point Likert scale, where 1 indicates strong disagreement and 5 indicates strong agreement. Questionnaires were given using the Google form application, so that respondents could more easily fill in and distribute questionnaire links given to research targets using WA (WhatsApp).

The research hypothesis was tested using the Structural Equation Model (SEM) approach, explicitly employing the Partial Least Squares (PLS) method. SEM-PLS is used to analyze complex relationships between latent variables, including direct and mediating effects. This method does not require normal distribution, remains robust in small-medium samples, and is suitable for predictive research as well as theory development. SEM-PLS also allows for integrated evaluation of measurement and structural models. PLS is a structural repair model of SEM based on components or variants. SEM is a statistical research field that allows for examining complex relationships that are challenging to measure simultaneously. According to (Legate et al. 2023), SEM is a statistical method that combines factor analysis and regression analysis correlation. PLS is a different method that moves away from using covariance-based SEM and instead uses a variant-based approach. SEM based on covariance examines causality or theory, whereas PLS is a predictive model.

However, a distinction exists between covariance-based SEM and component-based PLS in utilizing structural equation models for either theory testing or theory development for predictive purposes. The analysis of SEM-PLS involves two stages of group analysis: (1) the analysis of the outer model, which includes (a) assessing the reliability and validity of the constructs and (b) evaluating the discriminant validity. Studying the structural model (inner model) includes examining various factors. These factors are (a) the coefficient of determination (R square), (b) F square, and (c) hypothesis testing, which involves assessing the direct effect, indirect effect, and total effect (Memon et al. 2020).

### Self-efficacy on performance

Studies indicate that self-efficacy significantly and positively influences employee performance, with individuals who have high confidence in their abilities showing better performance through increased motivation and work engagement in daily tasks. One study found that self-efficacy directly improves employee performance, with work motivation and work engagement mediating this effect, confirming that confidence in the ability to do the job is an essential factor in achieving optimal performance in the modern organizational environment (Hadi, 2023).

H1: Self-efficacy affects the performance of BAPENDA employees

H1a: Discipline in mediating self-efficacy affects the performance of BAPENDA employees

### Self-efficacy on discipline

Research shows that employee self-efficacy plays an essential role in shaping various work behaviors related to discipline. Individuals with higher self-efficacy tend to show better behavioral control and consistency in carrying out tasks and organizational work norms, making self-efficacy an essential predictor of improved work discipline and overall performance (Yee et al. 2023). This study confirms that the combination of self-efficacy and disciplined work behavior can increase productivity and work outcomes within the public service sector, providing a strong theoretical basis for examining the relationship between self-efficacy and work discipline among BAPENDA employees.

H2: Self-efficacy affects the discipline of BAPENDA employees

Discipline on performance

Work discipline has been identified as an essential contributor to better employee performance; employees who have strong work discipline tend to show consistency in adhering to procedures, job responsibilities, and commitment to organizational work standards, which directly increases the effectiveness and performance outcomes of individuals and teams in achieving organizational goals (Strengthening job performance through social cognitive factors) (Hendri, 2025).

H3: Discipline affects the performance of BAPENDA employees

The framework of thought is a conceptual model that explains how theory is connected to essential factors shown in Figure 1.

**RESULTS**

The study described the respondents' characteristics, focusing on their gender and level of education. The findings about the attributes of the participants in this investigation can be elucidated in Table 2. According to the data presented in Table 2, there were 60 male respondents (38.5%), and 96 female respondents (61.5%). This indicates that the workforce at BAPENDA is predominantly composed of female employees.

Table 1. Operational definition of variabel self-efficacy on performance with discipline as intervening variable

Variable	Definition	Indicator	Scale
Self Efficacy (X)	Self-efficacy is a highly influential component of self-awareness in everyday human existence.	X1. Confidence in his ability to perform their job X2. Better abilities than others X3. Challenges to work X4. Job satisfaction	Likert
Performance (Y)	Performance refers to the outcomes an organization achieves, whether driven by profit or not, during a specific timeframe.	Y1. Quality Y2. Quantity Y3. Period Y4. Cost suppression Y5. Supervision Y6. Employee relationships	Likert
Discipline (Z)	Discipline involves determining the proper way to organize employees' tasks to motivate them to exert maximum effort and comply with instructions to achieve the company's objectives.	Z1. Strive Z2. Future orientation Z3. High level of ideals Z4. Task/goal orientation Z5. Efforts to move forward Z6. Perseverance Z7. There are workers Z8. Time utilization	Likert

Table 2. Respondent characteristics self-efficacy on performance with discipline as intervening variable by gender

Gender	Sum	Percentage (%)
Man	60	38.5
Woman	96	61.5
Total	156	100.0

Table 3 reveals that among the respondents, 50 individuals (32.0%) had completed high school or an equivalent level of education, 30 individuals (19.2%) had completed a D-III level of education, 43 individuals (27.5%) had completed an S-1 level of education, and 33 individuals (21.3%) had completed an S-2 level of education. This indicates that most BAPENDA employees possess a level of education equivalent to a bachelor's degree (S-1).

Convergent validity relies on outer loading analysis, and indicators are regarded as strong when their loading factor exceeds 0.5 (Hair et al. 2019; Khaddapi et al. 2022). Convergent validity results are summarized in Table 4.

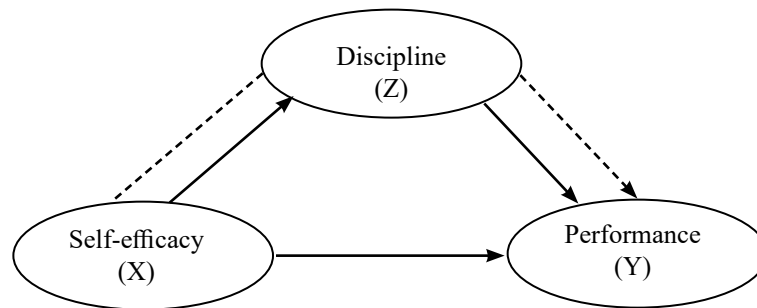


Figure 1. Conceptual framework self-efficacy on performance with discipline as intervening variable

Table 3. Demographic attributes of participants characteristics self-efficacy on performance with discipline as intervening variable

Education	Sum	Percentage (%)
High School/Equivalent	50	32.0
D-III	30	19.2
S-1	43	27.5
S-2	33	21.3
Total	156	100.0

Table 4. Results of convergent validity test self-efficacy on performance with discipline as intervening variable

Variable	Indicator	Outer Loading
Self-efficacy (X)	X1. Confidence	0.658
	X2. Better abilities than others	0.723
	X3. Challenges to work	0.753
	X4. Job satisfaction	0.867
Performance (Y)	Y1. Quality	0.861
	Y2. Quantity	0.855
	Y3. Period	0.759
	Y4. Cost suppression	0.834
	Y5. Supervision	0.822
	Y6. Employee relationships	0.754
Discipline (Z)	Z1. Strive	0.904
	Z2. Future orientation	0.877
	Z3. High level of ideals	0.810
	Z4. Task/goal orientation	0.863
	Z5. Efforts to move forward	0.689
	Z6. Perseverance	0.639
	Z7. There are workers	0.891
	Z8. Time utilization	0.887

Convergent validity is established in Table 4, given that all indicators have outer loadings above 0.5. Discriminant validity is assessed by checking if the AVE square root for each construct exceeds its correlations with other constructs. A model demonstrates good discriminant validity when the AVE square root exceeds inter-construct correlations namely Fornell Lacker Criterium, as shown in Table 5.

### Composite reliability test

Composite reliability testing evaluates the consistency of indicators within a variable, which is considered acceptable when the reliability score exceeds 0.6 (Memon et al. 2021). The outcomes of the composite reliability analysis are shown in Table 6. The composite reliability scores for performance (0.949), discipline (0.932), and self-efficacy (0.931) exceed the acceptable threshold of 0.6, validating the reliability of all indicators within these constructs.

### R Square test

R<sup>2</sup> analysis determines the explanatory power of independent variables over dependent ones (Memon et al. 2021). Table 7 indicates that self-efficacy accounts for 92% of performance outcomes (R<sup>2</sup> = 0.092), while its effect on discipline is negligible (Adjusted R<sup>2</sup> = 0.000).

### F Square test

Effect size, measured through the F Square test, assesses the degree of influence an independent variable has on a dependent variable, based on the R<sup>2</sup> change when the variable is omitted (Awang et al. 2015). F Square analysis in Table 8 demonstrates that self-efficacy barely affects performance (0.006) but has a considerable effect on motivation (0.092). Discipline shows no significant contribution to performance, as its F Square value stands at 0.000.

Table 5. Fornell lacker criterium between self-efficacy on performance with discipline as intervening variable

	Performance (Y)	Discipline (Z)	Self-Efficacy (X)
Performance (Y)			0.810
Discipline (Z)	0.754		0.723
Self-Efficacy (X)	0.658	0.689	0.339

Table 6. Cronbach alpha & composite reliability test results between self-efficacy on performance with discipline as intervening variable

Variable	Definition	Indicator	Scale
Self Efficacy (X)	Self-efficacy is a highly influential component of self-awareness in everyday human existence.	X1. Confidence in his ability to perform their job X2. Better abilities than others X3. Challenges to work X4. Job satisfaction	Likert
Performance (Y)	Performance refers to the outcomes an organization achieves, whether driven by profit or not, during a specific timeframe.	Y1. Quality Y2. Quantity Y3. Period Y4. Cost suppression Y5. Supervision Y6. Employee relationships	Likert
Discipline (Z)	Discipline involves determining the proper way to organize employees' tasks to motivate them to exert maximum effort and comply with instructions to achieve the company's objectives.	Z1. Strive Z2. Future orientation Z3. High level of ideals Z4. Task/goal orientation Z5. Efforts to move forward Z6. Perseverance Z7. There are workers Z8. Time utilization	Likert

Table 7. R Square results between self-efficacy on performance with discipline as intervening variable

	R Square	R Square Adjusted
Performance (Y)	0.092	0.080
Discipline (Z)	0.000	0.006

Table 8. F Square results between self-efficacy on performance with discipline as intervening variable

	Performance (Y)	Discipline (Z)	Self-Efficacy (X)
Performance (Y)			
Discipline (Z)	0.092		
Self-efficacy (X)	0.006	0.000	

### Hypothesis test

Direct effect analysis examines the immediate impact of exogenous variables on endogenous ones, while indirect effect analysis evaluates mediated effects through intervening variables (Harahap et al. 2023). The explanation of direct and indirect effect test results is provided in Table 9:

Hypothesis 1: The analysis reveals a path coefficient of 3.629 and a P-value of 0.000 ( $< 0.05$ ), indicating that self-efficacy significantly and positively influences performance (Hypothesis accepted).

Hypothesis 1a: The path coefficient value for the indirect influence of self-efficacy on performance through discipline is 2,026, with a P value of 0,979  $> 0.05$ . This indicates no significant positive indirect influence of self-efficacy on performance through discipline (Hypothesis rejected).

Hypothesis 2: The path coefficient value of 0.031 and P values of 0.975  $> 0.05$  indicate no significant positive direct effect of self-efficacy on discipline (Hypothesis rejected).

Hypothesis 3: The path coefficient value of 1,242 and P Values of 0,215  $> 0.05$  indicate no significant positive direct effect of discipline on performance (Hypothesis rejected).

### Hipotesis 1: The effect of self-efficacy on the performance of BAPENDA employees

The statistical results, with a path coefficient of 3.629 and a P-value of 0.000 ( $< 0.05$ ), indicate that self-efficacy has a significant positive effect on performance, supporting Hypothesis 1. This is because individuals with higher self-efficacy tend to experience greater satisfaction in completing tasks and are motivated

to utilize their abilities and resources to meet work requirements and goals. I am also experienced in completing work and supported by the ability to use the equipment needed to complete the job. Encourage employee self-efficacy. This can also be done by observing the successes and failures of others so that it can increase efficacy.

This is explained based on the respondent's answer regarding the self-efficacy variable. The ability and a sense of responsibility are also necessary to complete the work. The Statement about me is that I am confident that we can complete the tasks given by the leader even though it is the first time we are given a task because work experience also helps us to make it easier to complete the work that is just given for the first time. The Statement is related to basically being able to complete my current work, being able to complete work on time, and the behaviour that other employees must emulate. The Statement relates to my enthusiasm about my current job, and liking our work will make me feel excited about work. The Statement related to my boss being satisfied with the work given to me. Self-efficacy refers to the confidence of BAPENDA employees in their ability to succeed in doing a job. The results of this study show that the higher the self-efficacy, the higher the performance of BAPENDA employees, but all these things also depend on the employee's ability and not just belief or confidence in his ability, so self-efficacy has a significant influence. The results of this research are also in line with the results of research conducted by (Azzahra et al. 2019; Nyoman et al. 2023), which also found that efficacy significantly affects performance. Self-efficacy contributes to performance. Self-efficacy is the main factor in improving performance, but achieving the best requires confidence in ability and mastery of these abilities.

Table 9. Direct and indirect effect results between self-efficacy on performance with discipline as intervening variable

Effect	Original sample	Sample Mean	Standard Deviation	T Statistics	P Values
Self-efficacy (X) → Performance (Y)	0.272	0.296	0.075	3.629	0.000
Self-efficacy (X) → Discipline (Z) → Performance (Y)	0.001	0.005	0.020	0.026	0.979
Self-efficacy (X) → Discipline (Z)	0.004	0.001	0.126	0.031	0.975
Discipline (Z) → Performance (Y)	0.133	0.135	0.107	1.242	0.215

**Hipotesis 2: The effect of self-efficacy on the discipline of BAPENDA employees**

This study’s results influence between self-efficacy and self-efficacy on the discipline of BAPENDA employees the path coefficient value for the indirect influence of self-efficacy on performance through discipline is 2.026, with a P value of 0.979 > 0.05. This indicates no significant positive indirect influence of self-efficacy on performance through discipline (Hipotesis rejected). Employees with high self-efficacy should be able to discipline other employees at work to provide satisfaction to employees because they can achieve the company’s goals. Discipline for employees will also provide a sense of obedience to the employee, improving employee performance at work. Employee discipline can be seen in the employee’s desire to work and the desire to get recognition. Suppose the employee has completed the work in accordance with the company’s orders. In that case, the employee will want his work to be recognized for his achievements by being given an award by his supervisor.

This is explained based on the respondents’ answers regarding the variable of discipline, statements about my constant efforts to increase high attendance, and being more professional in work. The Statement relates to my desire to develop my skills while working in the company. The Statement is associated with the fact that I want to build my abilities while working in the company. Developing skills does not have to be outside the place where we work or innovate, depending on how we respond to it. Statements related to working here make employees develop their abilities. Not all employees can develop their abilities where they work, and some cannot innovate. The results of this research are not in line with the results of research conducted by (Toback et al. 2016), which also found that self-efficacy significantly affects discipline. Self-efficacy contributes to discipline and is one of the main factors in improving discipline because to have the best obedience requires perseverance in the abilities possessed.

**Hipotesis 3: The Effect of Discipline on the Performance of BAPENDA Employees**

This study’s results influence between discipline and the performance of BAPENDA employees. The path coefficient value of 1.242 and P Values of 0.215 > 0.05 indicate no significant positive direct effect of discipline on performance (Hipotesis rejected). Improving employee discipline to encourage and support high employee performance in supporting facilities and infrastructure programs such as employee capacity development and conducting training will provide the best performance to achieve the company’s goals. Employee discipline can also be seen from the provisions to have the desire to have an item, so that the emergence of this desire will motivate someone to work. Work discipline is a stimulus for every employee to work on carrying out their duties. This study’s results show that good discipline can make BAPENDA employees feel happy and enthusiastic about working and striving to provide the best results, so discipline should have a positive and significant influence.

Based on respondents’ feedback, BAPENDA employees demonstrate strong job mastery, timely task completion, and efficiency. They consistently meet performance targets, take initiative to improve work processes, and show responsibility even without direct supervision. A statement related to your ability to use facilities at work such as the internet, computers, and so on as work support: if we can operate work tools, it will make work easier. The Statement relates to finding new findings in completing the work, identifying the problems, and finding solutions. Statements related to you always doing your job well and thoughtfully even though there is no supervision from your superiors. This is because the work we do has become our full responsibility.

One way to enhance performance and establish an effective government apparatus is by implementing education and training programs, commonly known

as “diklat”. Training is an essential component of a bureaucratic organization’s human resource development and serves as a means to address organizational problems (Ariesta, 2016). The performance of employees is intricately linked to the empowerment of human resources as it serves as a gauge for achieving optimal productivity within an organization, and evaluating organizational performance is crucial in this context (Awino et al. 2018). The findings of this study are inconsistent with the findings of the research conducted by (Kirana et al. 2022). Additionally, the study revealed that discipline had a notable impact on performance. Discipline is crucial in enhancing performance as it provides the necessary motivation and encouragement to achieve optimal results.

### **Hipotesis 1a: The effect of self-efficacy on employee performance through discipline in BAPENDA**

Based on the findings of this study, the path coefficient value for the indirect influence of self-efficacy on performance through discipline is 2.026, with a P value of  $0.979 > 0.05$ . This indicates no significant positive indirect influence of self-efficacy on performance through discipline (Hipotesis 1a rejected). Enhancing employees’ skills and capabilities maximizes their self-efficacy and improves performance. This, in turn, fosters a culture of discipline and promotes optimal performance in the workplace. A company’s performance can be measured by the level of employee contribution towards its progress and development. The performance is commendable, with human resources being the primary driving force. If the resources are not met, they cannot provide the company with the best results. Therefore, leadership discipline is very influential on employee performance and increases Self-efficacy through discipline given by leaders and fellow employees.

The study’s findings are inconsistent with previous research conducted by (Mangkunegara & Octorend, 2015; Selanno & Wance, 2021), which also found that self-efficacy significantly affects performance through discipline. Self-efficacy contributes to discipline and is one of the main factors in improving discipline because having the best discipline requires confidence in one’s abilities. Meanwhile, discipline contributes to performance and is one of the main factors in enhancing performance because getting the best performance requires a stimulus or encouragement. This continuity establishes a direct correlation between self-efficacy and performance through discipline.

### **Managerials Implications**

This study strengthens the theory of human resource management, especially the social cognitive theory, with evidence that self-efficacy has a direct and significant effect on performance but has no effect on discipline or as a mediating variable. These findings suggest that self-efficacy plays more of a role as an individual’s psychological resource to improve task execution, while discipline in a bureaucratic environment such as BAPENDA is more influenced by structural and regulatory factors than individual beliefs.

From a practical perspective, the findings imply that improving employee performance at BAPENDA should prioritize strengthening self-efficacy through competency development, such as training programs, mentoring, and skill enhancement aligned with job demands. Since self-efficacy alone was insufficient to improve discipline, management should not rely solely on confidence-building interventions to enforce disciplined behavior. Instead, discipline should be reinforced through clear standard operating procedures (SOPs), consistent supervision, leadership example, and fair enforcement of rules. BAPENDA leadership is encouraged to integrate psychological empowerment initiatives with structural and managerial controls, ensuring that employees not only believe in their abilities but also possess the technical skills and institutional support necessary to perform optimally and comply with organizational regulations.

### **CONCLUSIONS AND RECOMMENDATIONS**

#### **Conclusions**

This study concludes that self-efficacy has a positive and significant effect on the performance of BAPENDA Palopo City employees, confirming its importance as a key psychological factor in enhancing work outcomes. However, self-efficacy does not significantly influence work discipline, work discipline does not significantly affect employee performance, mediate work discipline relationship between self-efficacy and performance does not significantly influence. These findings indicate that optimal employee performance in public sector organizations depends not only on individual confidence but also on actual competence, organizational systems, and managerial practices. Therefore, self-efficacy alone is not sufficient to foster disciplined behavior or improve

performance indirectly through discipline. To improve the performance of BAPENDA employees, the main focus should be on strengthening self-efficacy through competency development such as training, mentoring, and skill improvement according to job demands. Since self-efficacy alone is not enough to form discipline, management needs to enforce discipline through clear SOPs, consistent supervision, leadership example, and fair application of rules. The best approach is to combine psychological empowerment with structural control so that employees have the confidence, technical skills, and institutional support to work optimally and comply with regulations.

### Recommendations

Based on the research findings, it is recommended that BAPENDA Palopo City focus on integrated human resource development strategies that combine self-efficacy enhancement with structured discipline management. Management should provide continuous training, technical skill development, and adequate work facilities to ensure that real capabilities support employees' confidence. Additionally, future research is suggested to incorporate additional mediating or moderating variables, such as leadership style, organizational culture, motivation, and reward systems, to further the relationship between self-efficacy, discipline, and performance. Expanding the research scope to other regional government agencies may also improve the generalizability of the findings and enrich empirical evidence in public sector human resource management studies.

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**DECLARATION OF GENERATIVE AI STATEMENT:** During the preparation of this scientific paper, the author used the ChatGPT application to check and improve grammar. After using this facility, the author then carefully checks and edits the content of the sentence so that it is as needed and is fully responsible for all the content of this scientific paper that I publish.

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