

## **The Effect of Performance Allowances and Self-Efficacy on Employee Performance Through Work Motivation as a Mediating Variable at the Pandeglang Regency Regional Secretariat**

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### **ABSTRACT**

This study aims to analyze the influence of performance allowances and self-efficacy on employee performance through work motivation as a mediating variable at the Pandeglang Regency Regional Secretariat. The study was motivated by suboptimal employee performance, as reflected in declining attendance rates and the failure to achieve organizational performance targets. The study employed a quantitative approach using a survey method. The study population consisted of Civil Servants (ASN) at the Pandeglang Regency Regional Secretariat, with a sample of 114 respondents selected using purposive sampling. Data analysis was conducted using *Structural Equation Modeling–Partial Least Squares* (SEM-PLS) via the SmartPLS v.4.1.1.8 application. The results indicate that performance allowances, self-efficacy, and work motivation each have a positive and significant effect on employee performance. Additionally, performance allowances and self-efficacy also have a positive and significant effect on work motivation as a mediating variable. The mediation test confirmed that work motivation significantly mediates the effects of both performance allowances and self-efficacy on employee performance. These findings indicate that increased work motivation strengthens the influence of compensation and psychological factors in improving civil servant performance. The study concludes that improving employee performance requires fair performance-based allowance policies, increased self-efficacy through competency development, and strengthened work motivation. The research results are expected to serve as input for the Pandeglang Regency Government in formulating more effective human resource management policies.

### **INTRODUCTION**

Management is a process involving the planning, organizing, directing, and controlling of all organizational resources to achieve objectives effectively and efficiently. In the development of modern organizations, management focuses not only on the management of physical and financial resources but also on the management of human resources as a strategic asset capable of creating a competitive advantage for the organization. The effectiveness of the management practices implemented will determine an organization's ability to adapt to environmental changes, increase productivity, and achieve sustainable organizational performance. Therefore, the implementation of sound management functions serves as the primary foundation for supporting the success of every organizational activity, including human resource management (Anwar & Abdullah, 2021).

Human Resource Management (HRM) is a strategic aspect within an organization that plays a crucial role in managing, developing, and optimizing the potential of the workforce to achieve organizational goals effectively and efficiently (Rahma et al., 2025). From a modern perspective, HRM encompasses various activities such as workforce planning, recruitment, training, development, compensation, and employee performance evaluation. This process aims to ensure that the organization has a workforce that is competent, motivated, and capable of making an optimal contribution to the achievement of organizational goals (Triansyah, 2024).

Employee performance refers to the results achieved by an individual in carrying out their duties in accordance with the responsibilities assigned to them. Performance serves as a key indicator in assessing an organization's success because it is directly linked to productivity and the achievement of organizational goals (Hutagalung, 2022). Within the regulatory framework, the importance of civil servant performance is clearly stipulated in various laws and regulations, particularly Law No. 5 of 2014 on the Civil Service. This law emphasizes that every civil servant must demonstrate high performance and professionalism in carrying out their duties. One of the tools used to measure civil servant performance is the performance appraisal system, which aims to evaluate work achievements in an objective, transparent, and accountable manner. Civil servant performance evaluations cover two main aspects: Employee Performance Targets (SKP) and work behavior, which serve as the basis for decision-making regarding career development, promotions, and the granting of rewards or sanctions (Harmaini et al., 2024).

In the context of the Pandeglang Regency Government, research on the factors influencing employee performance is highly relevant. This is because the Regional Secretariat (Setda) of Pandeglang Regency serves as an auxiliary body to the regional leadership, playing a strategic role in policy formulation, inter-agency coordination, and the administration of regional government. The Setda bears significant administrative and coordinating responsibilities; therefore, the quality of its employees' performance will greatly determine the smooth operation of the bureaucracy and the effectiveness of public services. As a regional apparatus serving as the coordinator for the administration of regency government,

the Pandeglang Regency Setda requires civil servants who not only possess technical competencies but also motivation, discipline, and self-confidence in carrying out their duties.

Civil servant performance evaluation is also linked to accountability and contributions to the organization. Employee performance is assessed based on the extent of their contributions toward achieving organizational goals (Ilmiah et al., 2023). To evaluate the performance level of regional government agencies—particularly within the Pandeglang Regency Regional Secretariat—an evaluation instrument is needed that can comprehensively depict performance achievements. One such instrument is the Control and Evaluation Report (DALEV), which serves to measure the success of program and activity implementation as well as budget execution over a specific period. Through the DALEV, it can be determined to what extent local government agencies are able to achieve established performance targets, making it a key indicator in assessing overall employee performance.

Local governments are currently implementing performance-based allowances (tukin) as part of bureaucratic reform, aimed at improving the motivation, discipline, and performance of civil servants. According to Mudhofar (2021), performance-based allowances function as financial incentives granted based on individual and organizational performance achievements. These allowances have a direct impact on enhancing employee work motivation and performance. Employees who feel they receive allowances commensurate with their workload tend to demonstrate higher levels of loyalty, discipline, and creativity. These allowances are not merely financial rewards but serve as a signal from the organization that good performance is valued and recognized. This system is expected to reduce unproductive work practices while encouraging employees to improve the quality of public services. Research conducted by Mulyani and Darmawati (2024) also confirms that performance-based allowances and work motivation have a significant impact on improving the performance of government officials. Research by ) also states that in addition to boosting motivation, performance-based allowances also serve as a managerial control tool that can curb unproductive work practices. A performance-based allowance system enables the government to objectively measure employees' contributions and provide rewards commensurate with their work results. This aligns with the concept of modern remuneration in the public sector, which emphasizes productivity, efficiency, and accountability.

Based on the policy of the Pandeglang Regency Government, the provision of Additional Employee Income (TPP) for Civil Servants has been adjusted as stipulated in Pandeglang Regent's Decision No. 900.1/Kep.337-Huk/2024 (Pandeglang Regent's Decision No. 900.1/Kep.337-Huk/2024, 2024). Under this decision, the amount of TPP for civil servants was reduced by approximately 45%–50% as an adjustment to the region's limited financial conditions. This policy was subsequently reinforced by Pandeglang Regent Regulation No. 1 of 2025, which regulates the mechanisms for granting, evaluating, and reducing ASN performance allowances in a more systematic manner (Pandeglang Regent Regulation No. 1 of 2025, 2025). This policy has the potential to impact employees'

psychological well-being and work motivation, given that performance allowances are a form of compensation that serves as an incentive to improve employee performance.

In addition to compensation, an individual's internal psychological factors significantly influence employee work effectiveness. One psychological variable frequently studied in human resource management is self-efficacy—an individual's belief in their ability to complete tasks or overcome workplace challenges. Satria (2022) explains that employees with high self-efficacy tend to be more confident, persistent, and capable of completing tasks more effectively than those with low self-efficacy. Self-efficacy plays a crucial role in determining employees' motivation, resilience in the face of stress, and the quality of their decisions. It also influences employees' mindset; those with high self-efficacy view challenges as opportunities for growth rather than as threats.

Work motivation serves as a key element linking compensation and psychological factors to employee performance. Work motivation reflects both internal and external drives that influence an individual's work behavior. According to Astuti and Sofia (2023), work motivation is a critical mediating variable in the relationship between performance-based allowances and employee performance in government agencies. When employees feel they receive fair compensation commensurate with their workload, their work motivation increases, which is reflected in improved performance. This finding aligns with Satria's (2022) study, which states that self-efficacy influences employee performance through motivation—meaning that work motivation acts as a psychological mediator between self-confidence and employee productivity. Employees with low work motivation tend to experience a decline in work enthusiasm, lack initiative, and are slow to complete tasks. Furthermore, low motivation also affects the quality of work output and public service, which become suboptimal. Conversely, employees with high work motivation demonstrate better performance, are more productive, and are able to work independently without always having to wait for instructions from their superiors.

Work motivation is a crucial psychological variable that mediates the relationship between performance-based allowances, self-efficacy, and employee performance. This mediation model is highly relevant to research at the Pandeglang Regency Secretariat because performance-based allowances provided by the local government, combined with employees' levels of self-efficacy, can foster strong work motivation, thereby enhancing overall performance. This study is important because:

1. There has been little research examining the relationship between performance-based allowances, self-efficacy, motivation, and employee performance simultaneously within the Pandeglang Regency Secretariat.
2. The Regional Secretariat plays a strategic role; therefore, improvements in employee performance will have a direct impact on the quality of local government administration.
3. Work motivation is often a factor that can be improved, either through increased allowances or psychological interventions such as training to enhance self-efficacy.

4. This study provides recommendations for improving remuneration policies and human resource development within the Pandeglang Regency Government.

The research phenomenon observed at the Pandeglang Regency Regional Secretariat stems from various managerial and organizational dynamics that influence the effectiveness of employee performance. As an auxiliary body to the regional leadership, the Regional Secretariat plays a strategic role in formulating regional policies, coordinating among regional agencies, and administering government operations. However, in recent years, there have been indications that employee performance within the Regional Secretariat has not yet been fully optimized. This is evident from unmet work targets, a lack of innovation in administrative services, and variations in work quality across departments.

Regarding performance-based allowances, some employees have stated that they do not feel the workload is commensurate with the amount of the allowance they receive. This mismatch has the potential to reduce work motivation; as explained by Hasibuan (2021), compensation that does not meet a sense of fairness tends to weaken employees' work morale.

In addition, phenomena related to self-efficacy also emerged from field observations. There are still employees who show hesitation in making decisions, lack confidence when facing new tasks, and are slow in completing work that requires analytical skills. This aligns with the findings of Novitasari et al. (2023), who state that individuals with low self-efficacy tend to avoid difficult tasks and are prone to experiencing work-related stress. This situation has the potential to reduce the quality of performance for both individuals and work teams at the Regional Secretariat.

Another phenomenon relates to employees' work motivation. Although some employees demonstrate high commitment, there are indications of declining motivation due to monotonous work routines, a lack of challenges, and limited non-material recognition. These findings are consistent with the research , which states that the work motivation of government sector employees is often influenced by intrinsic satisfaction, such as self-development and recognition of work achievements. When work motivation weakens, the impact is immediately evident in decreased productivity, service quality, and work speed among employees.

To explore phenomena related to performance-based allowances, self-efficacy, and employee motivation at the Pandeglang Regency Regional Secretariat, the researcher conducted a preliminary survey from April 20–30, 2026, by administering a questionnaire on employee performance behavior to 30 employees of the Pandeglang Regency Regional Secretariat distributed across 10 administrative divisions. Based on the preliminary survey of employee performance at the Pandeglang Regency Regional Secretariat, the findings are as follows:

1. The work quality indicator shows that there are still issues affecting 31% of employees, as evidenced by the fact that some employees are still unable to perform their work

meticulously, with minimal errors, and consistently improve the quality of their work output.

2. Regarding the work quantity indicator, there is a 41% issue rate, indicating that some employees are still unable to meet targets and handle their workload in accordance with job requirements.
3. The timeliness indicator shows the highest level of issues at 49%, marked by the fact that some employees still procrastinate and are unable to manage their work time effectively, resulting in tasks not being completed entirely on time.
4. The accountability indicator shows a 30% issue rate, indicating that some employees are not yet fully independent in their work and do not optimally take responsibility for the results of their work.
5. The cooperation indicator revealed a 35% issue rate, evident in the still suboptimal work relationships, coordination, and willingness among employees to assist colleagues in completing tasks.

These phenomena illustrate the existence of interrelated issues among performance-based allowances, self-efficacy, work motivation, and employee performance. Therefore, it is important to examine the relationships among these variables within the context of the Pandeglang Regency Secretariat so that a model for enhancing employee performance through appropriate managerial policies can be identified. This study is expected to provide practical contributions to local governments in formulating strategies to improve employee performance based on compensation, psychological development, and the strengthening of work motivation.

Previous research serves as a crucial foundation for strengthening the theoretical argument regarding the relationships among the study's variables. Several studies have shown that performance-based allowances, self-efficacy, and work motivation play a significant role in determining the performance of public sector employees. Research conducted by Rahmani and Sulaeman (2022) indicates that performance-based allowances have a positive and significant effect on public sector employee performance. This aligns with the findings of Izhar et al. (2024), who discovered that performance-based allowances directly influence employee performance and indirectly through work motivation as an intervening variable. These findings indicate that work motivation plays a crucial role in strengthening the relationship between compensation and performance. Furthermore, research by Sofyan et al. (2023) confirms that work motivation acts as a significant mediating variable in the relationship between compensation and employee performance. In addition to compensation factors, self-efficacy is also a key variable influencing employee performance. Prasetyo's (2023) study shows that self-efficacy has a positive influence on employee performance, both directly and through the variables of work motivation and job engagement. This aligns with the research by Charoensukmongkol and Puyod (2022), which states that self-efficacy plays a role in enhancing employees' ability to cope with work stress and improving overall work performance. Research conducted by Lu and Chen (2022) indicates that work motivation,

particularly intrinsic motivation, has a significant influence on job satisfaction and organizational commitment among public sector employees. These findings are also supported by the research by Sinuraya et al. (2022), which states that work motivation has a positive and significant effect on employee performance, whereby employees with high motivation tend to be more productive and produce higher-quality work.

## METHOD

This study employs a quantitative approach using the *explanatory research* method. The quantitative approach was chosen because the study aims to objectively test the relationships between variables through statistical analysis. According to Sugiyono (2022), quantitative research is a research method grounded in the philosophy of positivism that examines a specific population or sample using research instruments and statistical data analysis to test established hypotheses. The *explanatory research* method was chosen because this study aims to explain the causal relationship among the variables of performance-based allowances, self-efficacy, work motivation, and employee performance. *Explanatory* research aims to explain the relationships between variables through the testing of research hypotheses.

This study employs the *Partial Least Squares-Structural Equation Modeling* (PLS-SEM) method for data analysis. The PLS method was chosen for this data analysis because it offers advantages in analyzing complex structural models with relatively small sample sizes and can handle various measurement scales (nominal, ordinal, interval, and ratio).

Based on this definition, the population in this study consists of all civil servants (ASN) working within the Pandeglang Regency Regional Secretariat, totaling 132 individuals, comprising 49 female ASN and 83 male ASN. This population was selected because the Regional Secretariat serves a coordinating function for all regional government agencies and plays a crucial role in the implementation of administrative policies, planning, and internal government services. Employees within this environment represent a variety of ranks, positions, and work units that reflect the actual conditions of the local government bureaucracy. The units of analysis include structural, functional, and operational staff, who were invited to complete the questionnaire based on their duties and responsibilities in their respective work areas, particularly those related to discipline, employee competence, and employee performance.

This population was selected because all of these civil servants directly receive performance allowances, possess varying levels of self-efficacy, and are involved in carrying out organizational tasks that can influence employee motivation and performance.

Sampling is conducted when the population size is relatively large, making it impractical to study the entire population. A good sample is one that proportionally represents the population, allowing research results to be generalized with a certain margin of error. Based on personnel data, the population of civil servants in this study consisted of 132 individuals, comprising 83 male civil servants and 49 female civil servants.

The sampling method used in this study is *purposive sampling* with a *non-probability sampling* approach. *Purposive sampling* was chosen because this study required respondents with specific characteristics aligned with the research objectives; therefore, not all employees could be included in the sample. This method is considered appropriate for SEM-PLS-based quantitative research involving intervening or mediating variables, as respondents are selected based on criteria relevant to the research variables (Gresela et al., 2024).

Based on the research criteria, out of a total population of **132 civil servants**, **114** met all the criteria to serve as research respondents. Thus, the sample size used in this study consisted of **114 civil servants** at the Pandeglang Regency Regional Secretariat. This sample was deemed to meet the requirements for providing relevant information regarding the influence of performance allowances and self-efficacy on employee performance through work motivation as a mediating variable.

## RESULTS AND DISCUSSION

The results of the descriptive analysis present an initial overview of the research findings obtained from the respondents, which were then followed by data analysis using the *Structural Equation Modeling* (SEM) approach with the assistance of *SmartPLS software*. The analysis stages included an evaluation of the measurement model (*outer model*) and the structural model (*inner model*), followed by the testing of the research hypotheses. In the final section, the analysis results are comprehensively discussed in relation to relevant findings from previous studies.

The respondents in this study were civil servants (ASN) working at the Pandeglang Regency Regional Secretariat. A total of 114 valid questionnaire responses were successfully collected and deemed suitable for analysis in this study. This number meets the minimum requirements for analysis using the *Partial Least Squares* (PLS) approach in *Structural Equation Modeling* (SEM), which allows for the testing of the research model even with a relatively small to medium sample size (Ghozali, 2021).

This study describes four respondent characteristics analyzed through descriptive statistical tests: gender, age, highest level of education, and length of service. These four parameters were used to provide an overview of the profiles of the respondents involved in the study at the Pandeglang Regency Regional Secretariat. Based on the respondents' age characteristics, it was found that of the total 114 employees who served as respondents, the 31–40 age group was the most dominant, comprising 59 people (52%). This indicates that the majority of employees at the Pandeglang Regency Regional Secretariat are of working age with a relatively high level of professional maturity. Employees in this age range generally have sufficient work experience, so they are expected to be able to perform their duties effectively and demonstrate good motivation and performance. Overall, the respondent composition was dominated by employees in the productive age group (25–40 years old), totaling 84 individuals (74%); thus, the results of this study are expected to illustrate the conditions of employees currently in their productive phase of work. These conditions are

relevant for analyzing the influence of performance allowances and self-efficacy on employee performance through work motivation as a mediating variable.

Furthermore, based on gender, it was found that of the 114 civil servants who served as respondents in this study, 71 (62.3%) were male, while 43 (37.7%) were female. These results indicate that the respondent composition was dominated by male employees. The predominance of male respondents indicates that the number of male civil servants at the Pandeglang Regency Regional Secretariat is higher than that of female civil servants. Nevertheless, the representation of female respondents remains sufficient to provide a representative picture of the conditions of employees within the organization. The composition of respondents from both genders is expected to provide objective information regarding employees' perceptions of performance allowances, self-efficacy, work motivation, and employee performance. Thus, the research results can reflect the actual conditions of civil servants at the Pandeglang Regency Regional Secretariat without being unduly influenced by the dominance of a single group of respondents.

Based on the highest level of education, it was found that of the 114 civil servants who served as respondents in this study, the majority held a Bachelor's degree (Strata 1), totaling 81 individuals (71%). This indicates that the majority of employees at the Pandeglang Regency Regional Secretariat possess educational qualifications aligned with the competency requirements for civil servants in carrying out governmental duties and public services. Furthermore, 19 respondents (17%) held a high school (SMA) or equivalent education level, while 14 respondents (12%) held a Master's degree (Strata 2). These proportions indicate that there is diversity in educational levels within the Pandeglang Regency Regional Secretariat, although it is dominated by employees with a bachelor's degree. The predominance of respondents with a Bachelor's degree suggests that the majority of employees already possess adequate knowledge and skills to carry out their duties and responsibilities. A relatively high level of education is expected to support increased self-efficacy, boost work motivation, and optimize the use of performance-based allowances, which ultimately contribute to improved performance among civil servants at the Pandeglang Regency Regional Secretariat.

Based on the employees' length of service, it was found that of the 114 civil servants who were respondents in this study, those with 4–8 years of service constituted the largest group, totaling 39 people (34%). This indicates that the majority of employees have sufficient work experience to understand the tasks, functions, and responsibilities involved in performing their jobs at the Pandeglang Regency Regional Secretariat. Respondents with 9–15 years of service numbered 34 (30%), while those with more than 15 years of service totaled 24 (21%). Meanwhile, respondents with 1–3 years of service numbered 17 (15%), constituting the smallest group. This distribution indicates that the majority of respondents have relatively extensive work experience, enabling them to better understand work procedures, organizational culture, and the achievement of organizational goals. The predominance of respondents with more than four years of service indicates that employees at the Pandeglang Regency Regional Secretariat possess adequate experience and competence in

carrying out their duties. This work experience is expected to enhance self-efficacy, boost work motivation, and optimize the impact of performance-based allowances on improving the performance of civil servants, so that the results of this study can provide a representative picture of the conditions of employees within the Pandeglang Regency Regional Secretariat.

The results of the descriptive analysis of the Employee Performance (Z) variable, which consists of 15 statements, show that this variable achieved an average index score of 81%, placing it in the “high” category. These results indicate that the performance level of civil servants at the Pandeglang Regency Regional Secretariat is in good condition. The high index value for the Employee Performance variable indicates that civil servants at the Pandeglang Regency Regional Secretariat demonstrate a high level of performance. This suggests that employees are capable of performing their duties in accordance with the standards set by the organization—in terms of quality, quantity, timeliness, and accountability in completing tasks. This condition is expected to support improved effectiveness in governance and the optimal achievement of organizational goals.

The Work Motivation variable received an average index score of 81.09% and falls into the “high” category. This indicates that civil servants at the Pandeglang Regency Regional Secretariat possess strong work motivation in carrying out their duties and responsibilities. The highest index value was found in statement item number 3 at 82.6%, while the lowest index value was found in statement item number 4 at 78.6%. Nevertheless, all statement items fell into the high category, so it can be concluded that employees’ work motivation is well-established and capable of supporting improved performance.

The Performance Allowance variable received an average index score of 81.05% and falls into the high category. This indicates that civil servants at the Pandeglang Regency Regional Secretariat view the performance allowance implemented by the agency positively. The highest index value was found in statement number 1 at 84%, while the lowest index value was found in statement number 15 at 79.2%. Although there were differences in index scores across each indicator, all statement items remained in the high category. Thus, it can be concluded that civil servants at the Pandeglang Regency Regional Secretariat have a high performance allowance index. This implies that the performance allowances provided to employees can foster a positive relationship with employee performance.

The self-efficacy variable (X2) achieved an average index value of 80.68%, which falls within the high category. The results of the descriptive analysis show that the self-efficacy variable, consisting of 12 items, achieved an average index value of 80.68%, thus falling within the high category. This indicates that civil servants at the Pandeglang Regency Regional Secretariat possess a good level of self-efficacy in carrying out their duties and responsibilities. In detail, the highest index score was found in statement number 8, at 82.4%, while the lowest index score was found in statement number 12, at 78.6%. Although there were differences in index scores across each indicator, all statements fell within the high category.

Civil servants at the Pandeglang Regency Regional Secretariat have a high level of confidence in their ability to complete tasks, face various challenges, and achieve established work targets. It is hoped that this high level of self-efficacy will increase work motivation and encourage more optimal employee performance.

Based on the data analysis results, it was found that certain research variable indicators had outer loadings below 0.7, namely X1.16, X1.17, and X1.18. Consequently, these indicators were deemed unsuitable or invalid for use in the study. Therefore, these three indicators were excluded from further analysis. Based on the results of the item validation test for the research instrument after elimination, it was found that the entire research instrument had factor loadings greater than 0.7 and was therefore deemed valid. Thus, it can be concluded that all 57 statement items could be analyzed.

Based on the results of the *cross-loading* test, it was found that each research variable had an indicator that most strongly reflected its construct. For the Performance Allowance variable (X1), the highest *factor loading* value was found in indicator X1.1 at 0.839. This indicates that indicator X1.1 is the strongest indicator in reflecting employees' perceptions of performance allowances compared to other indicators within variable X1. Thus, the aspect represented by X1.1 is one of the most important aspects in describing performance allowances for civil servants at the Pandeglang Regency Regional Secretariat. Consequently, the organization needs to maintain and enhance this aspect so that the provision of performance allowances continues to provide a positive boost to employee motivation and performance.

For the Self-Efficacy variable (X2), the highest *factor loading* value was found in indicator X2.3 at 0.823. This value indicates that X2.3 is the strongest indicator in representing employees' self-efficacy. This finding suggests that the aspect of ability or self-confidence reflected in indicator X2.3 is one of the key characteristics in describing the level of civil servants' self-efficacy. Consequently, the organization must sustain this condition by providing employees with opportunities to complete tasks independently, tackle workplace challenges, and experience success in carrying out their duties. Such efforts can further strengthen employees' confidence in their ability to perform their jobs.

For the Work Motivation (Y) variable, the indicator with the highest factor loading value is Y1.6 at 0.869. This value represents the highest *factor loading* compared to indicators in other variables. This indicates that indicator Y1.6 is the most dominant indicator in reflecting the work motivation of civil servants. In other words, the aspect measured by Y1.6 has a very strong correlation with the work motivation construct in this study. The implication is that leaders need to pay greater attention to this aspect because strengthening work motivation can be a strategic effort to drive improvements in employee performance. This is particularly relevant because the study's results also show that work motivation has a positive and significant effect on employee performance.

Furthermore, regarding the Employee Performance variable (Z), the indicator with the highest *factor loading* value is Z1.2 at 0.844. This indicates that indicator Z1.2 is the strongest

indicator in reflecting employee performance compared to other indicators within the Z construct. Thus, the aspect represented by Z1.2 can be viewed as one of the key aspects characterizing the performance of civil servants at the Pandeglang Regency Regional Secretariat. Consequently, the organization needs to maintain and improve this aspect by setting clear work targets, conducting periodic performance evaluations, providing feedback, and supporting employees in completing their tasks.

All indicators in this study met the criteria for discriminant validity, meaning each construct has a strong ability to distinguish itself from other constructs. Based on the Fornell-Larcker criteria, the square root of the AVE values on the main diagonal are greater than the correlations with other constructs in the same column. Based on the Heterotrait-Monotrait Ratio (HTMT) test, all HTMT values were below 0.90, with the highest value of 0.822 observed in the relationship between work motivation and employee performance. This indicates that there are no issues with discriminant validity among the constructs in the research model.

Based on the results of the *bootstrapping* test, all relationships between variables had *T-statistics* greater than 1.96 and *P-values* less than 0.05; thus, all paths of influence in the research model were found to be significant. The research results show that performance allowances and self-efficacy play a significant role in improving employee performance, both directly and through increased work motivation as a mediating variable. Self-efficacy is the variable that exerts the strongest influence on work motivation, while work motivation has been proven to improve the performance of civil servants at the Pandeglang Regency Regional Secretariat.

Overall, the research structural model consists of two equations. The first equation explains the influence of Performance Allowance (X1) and Self-Efficacy (X2) on Work Motivation (Y).

$$Y = 0.481X_1 + 0.577X_2 + e_1$$

Notes:

- Y = Work Motivation
- X1 = Performance Bonus
- X2 = Self-Efficacy
- $e_1$  = Error (residual error)

This equation shows that Performance Allowance has a positive effect of 0.481 on Work Motivation, while Self-Efficacy has a positive effect of 0.577 on Work Motivation. Of these two variables, Self-Efficacy is the variable that has the greatest effect on Work Motivation.

In the mediation model, the second equation explains that the Employee Performance variable (Z) is influenced by Performance Allowance (X1), Self-Efficacy (X2), and Work Motivation (Y).

$$Z = 0.289X_1 + 0.422X_2 + 0.280Y + e_2$$

Notes:

- Z = Employee Performance
- X1 = Performance Allowance
- X2 = Self-Efficacy
- Y = Work Motivation
- $e_2$  = Error (residual error)

Based on the structural model above, it can be seen that Performance Allowance has a positive effect of 0.289 on Employee Performance, Self-Efficacy has a positive effect of 0.422 on Employee Performance, and Work Motivation has a positive effect of 0.280 on Employee Performance. All relationships between variables were found to be significant, as they had *T-statistics* > 1.96 and *P-values* < 0.05. Thus, an increase in performance allowances and self-efficacy will boost work motivation, which in turn will improve the performance of civil servants at the Pandeglang Regency Regional Secretariat. Furthermore, self-efficacy is the variable that exerts the most dominant influence on both work motivation and employee performance.

The *R-Square* test results indicate that the Work Motivation (Y) variable has an *R-Square* value of 0.705. This suggests that 70.5% of the variation in Work Motivation can be explained by the Performance Allowance and Self-Efficacy variables, while the remaining 29.5% is influenced by other variables outside the research model. This value falls into the moderate–strong category, indicating that the model has a good ability to explain the variation in Work Motivation. Furthermore, the Employee Performance (Z) variable has an *R-Square* value of 0.754, meaning that 75.4% of the variation in Employee Performance can be explained by the variables Performance Allowance, Self-Efficacy, and Work Motivation. The remaining 24.6% is influenced by other factors not included in the research model. This value falls into the “strong” category, indicating that the research model has good predictive power in explaining Employee Performance.

Based on the calculation results, a *Goodness of Fit* (GoF) value of 0.677 was obtained. This value is above the minimum threshold of 0.36, thus falling into the “large fit” category. These results indicate that the research model has an excellent level of fit in explaining the relationship between Performance Allowance, Self-Efficacy, Work Motivation, and Employee Performance. In other words, the combination of the measurement model and the structural model that was constructed has been able to adequately represent the empirical conditions at the Pandeglang Regency Regional Secretariat. Therefore, the research model is deemed suitable for use in hypothesis testing and drawing research conclusions.

Based on the research results in the Hypothesis Testing section, all research hypotheses (H1 through H7) were accepted. The results of the hypothesis testing using the bootstrapping method showed that all hypotheses proposed in this study were accepted. This was evidenced by *T-statistics* values > 1.96 and *P-values* < 0.05, indicating that all relationships between variables were positive and statistically significant.

Hypothesis 1 (H1) states that Performance Allowances influence Employee Performance. The test results show a *T-statistic* of 4.202 and a *P-value* of 0.000, so H1 is

accepted. This indicates that the better the provision of performance allowances, the higher the performance of civil servants at the Pandeglang Regency Regional Secretariat.

Hypothesis 2 (H2) states that Self-Efficacy influences Employee Performance. The test results show a *T-statistic* of 5.304 and a *P-value* of 0.000, so H2 is accepted. These results indicate that employees who have high confidence in their abilities will be able to produce better performance.

Hypothesis 3 (H3) states that performance allowances influence work motivation. The test results yielded a *T-statistic* of 7.297 and a *P-value* of 0.000, so H3 is accepted. This indicates that providing adequate performance allowances can enhance employees' work motivation.

Hypothesis 4 (H4) states that Self-Efficacy influences Work Motivation. The test results showed a *T-statistic* of 10.582 and a *P-value* of 0.000, so H4 is accepted. Thus, the higher an employee's self-efficacy, the higher their work motivation.

Hypothesis 5 (H5) states that work motivation influences employee performance. The test results show a *T-statistic* of 3.012 and a *P-value* of 0.003, so H5 is accepted. This indicates that high work motivation drives improvements in employee performance.

Hypothesis 6 (H6) states that Work Motivation mediates the effect of Performance Bonuses on Employee Performance. The test results yielded a *T-statistic* of 2.699 and a *P-value* of 0.007, so H6 is accepted. Thus, Work Motivation is proven to be a mediating variable in the relationship between Performance Allowances and Employee Performance. This means that an increase in performance allowances not only directly affects employee performance but also boosts work motivation, which ultimately leads to improved performance.

Hypothesis 7 (H7) states that Work Motivation mediates the effect of Self-Efficacy on Employee Performance. The test results showed a *T-statistic* of 2.930 and a *P-value* of 0.003, so H7 is accepted. This indicates that Work Motivation mediates the effect of Self-Efficacy on Employee Performance. In other words, employees with high self-efficacy will have better work motivation, which in turn leads to improved performance.

The results of the hypothesis testing show that Performance Allowances and Self-Efficacy have a positive and significant effect on Employee Performance, both directly and through Work Motivation as a mediating variable. These findings indicate that improved performance among civil servants at the Pandeglang Regency Regional Secretariat can be achieved through the optimization of performance allowance distribution, the strengthening of self-efficacy, and the enhancement of employee work motivation.

## DISCUSSION

The research results show that Performance Allowances have a positive and significant effect on employee performance at the Pandeglang Regency Regional Secretariat. These findings indicate that the better the performance allowance system implemented, the higher the resulting employee performance. The provision of performance allowances

commensurate with workload, responsibilities, and performance achievements can encourage employees to work more effectively. These research results align with the study by Pratama and Nugraha (2022), which states that performance allowances have a positive effect on the performance of public sector employees. Similar findings were also presented by Hidayat and Syamsuddin (2023), who explained that the fair distribution of performance allowances can improve employee productivity and work quality. These findings also support Vroom's (1964) Expectancy Theory, which explains that employees will be motivated to improve their performance if they believe that their efforts will result in appropriate rewards. Thus, performance-based allowances serve as a form of recognition capable of driving improvements in employee performance.

The research results indicate that Self-Efficacy has a positive and significant effect on Employee Performance. This suggests that employees who have high confidence in their abilities will be able to complete tasks effectively, thereby producing better performance. This finding aligns with the research by Nugroho and Wibowo (2022), which states that self-efficacy has a positive influence on the performance of public sector employees. Research by Saputra and Kurniawan (2024) also shows that employees with high levels of self-efficacy tend to have better work productivity. These findings support Bandura's (1997) Self-Efficacy Theory, which explains that an individual's belief in their own abilities determines their behavior, effort, persistence, and success in completing tasks.

The research results indicate that Performance Allowances have a positive and significant effect on Work Motivation. This means that the better the performance allowances provided, the higher the employees' work motivation. This finding aligns with the research by Putri and Setiawan (2022), which states that the provision of performance allowances can increase the work motivation of Civil Servants. Research by Yuliana and Hartono (2023) also found that appropriate compensation can boost employees' work enthusiasm. Theoretically, these findings support Expectancy Theory, which explains that the rewards employees receive will increase their motivation to perform better.

The research results indicate that Self-Efficacy has a positive and significant effect on Work Motivation. This means that the higher an employee's belief in their own abilities, the higher their work motivation. This finding aligns with the research by Sari and Hanafiah (2024), which found that self-efficacy has a positive effect on employee work motivation. Research by Kurniawan and Saputra (2024) also indicates that employees with high self-confidence tend to be more motivated to achieve organizational goals. These findings reinforce Bandura's (1997) Self-Efficacy Theory, which explains that individuals with high self-efficacy possess greater motivation when facing workplace challenges.

The research results indicate that work motivation has a positive and significant effect on employee performance. This suggests that the higher an employee's work motivation, the higher their performance. This finding aligns with the study by Amelia and Nugroho (2024), which states that work motivation has a positive effect on employee performance. Research by Rahmawati and Suryanto (2023) also shows that employees with high motivation are able

to complete their work more effectively and efficiently. Theoretically, these results support the view of Robbins and Judge (2022), who state that motivation is a process that determines the intensity, direction, and persistence of individuals in achieving organizational goals.

The research results indicate that work motivation mediates the effect of performance-based allowances on employee performance. This finding suggests that performance-based allowances not only directly improve employee performance but also do so by enhancing work motivation. Employees who receive allowances commensurate with their performance will have a greater incentive to work optimally, thereby achieving better performance. This finding aligns with the research by Amelia and Nugroho (2024), which states that work motivation acts as a mediating variable in the relationship between the compensation system and employee performance.

The research results show that work motivation mediates the effect of self-efficacy on employee performance. These results indicate that employees with high self-efficacy will have better work motivation. This work motivation, in turn, encourages employees to work more effectively, leading to higher performance. This finding aligns with the research by Kurniawan and Saputra (2024), which states that work motivation is a mediating variable that strengthens the influence of self-efficacy on employee performance. This study also reinforces Bandura's (1997) Self-Efficacy Theory, which explains that belief in one's own abilities increases an individual's motivation to achieve goals, thereby leading to improved performance. Overall, the results of this study make an academic contribution by integrating Performance Allowances and Self-Efficacy into a single structural model that explains improvements in employee performance through work motivation as a mediating variable in the context of the civil service at the Pandeglang Regency Regional Secretariat. This model demonstrates that improvements in employee performance are influenced not only by compensation factors but also by psychological factors such as self-efficacy and work motivation.

Based on the results of the structural equation modeling analysis, Performance Allowance and Self-Efficacy were found to influence Employee Performance both directly and indirectly through Work Motivation. In terms of direct effects, the Performance Allowance has a coefficient of 0.289 with a T-statistic of 4.202 on Employee Performance, while Self-Efficacy has a coefficient of 0.422 with a T-statistic of 5.304. Thus, directly, Self-Efficacy has a greater influence on employee performance than Performance Allowances.

Meanwhile, the indirect effect through Work Motivation can be seen from the product of the path coefficients. The indirect effect of Performance Allowance on Employee Performance through Work Motivation is 0.135 ( $0.481 \times 0.280$ ) with a *T-statistic* of 2.699, whereas the indirect effect of Self-Efficacy on Employee Performance through Work Motivation is 0.162 ( $0.577 \times 0.280$ ) with a *T-statistic* of 2.930. Thus, the indirect effect of Self-Efficacy through Work Motivation is also greater than the indirect effect of Performance Allowances through Work Motivation. The results of the mediation test indicate that both

indirect effects are significant, with H6 having a T-statistic of 2.699 and a P-value of 0.007, and H7 having a T-statistic of 2.930 and a P-value of 0.003.

When comparing direct and indirect effects for both variables, it is evident that the direct effects are greater than the indirect effects. Performance Allowance has a direct effect of 0.289 with a *T-statistic* of 4.202, which is greater than its indirect effect of 0.135 with a *T-statistic* of 2.699. Similarly, Self-Efficacy has a direct effect of 0.422 with a *T-statistic* of 5.304, which is greater than its indirect effect of 0.162 with a *T-statistic* of 2.930. These findings indicate that Work Motivation acts as a partial mediator, as Performance Allowance and Self-Efficacy still have significant direct effects on Employee Performance, but part of their influence is also channeled through increased Work Motivation.

Overall, Self-Efficacy is the factor that exerts a greater total influence on Employee Performance. In terms of calculations, the total influence of Self-Efficacy on Employee Performance is 0.584 (0.422 + 0.162), while the total influence of Performance Allowance is 0.424 (0.289 + 0.135). Therefore, in this study, improvements in employee performance are more strongly influenced by internal factors—specifically, employees' belief in their own abilities—than by external factors such as the provision of performance-based allowances.

In terms of managerial implications, the Pandeglang Regency Regional Secretariat should not rely solely on increasing or optimizing Performance Allowances as a strategy for improving performance. The organization also needs to pay greater attention to strengthening employees' Self-Efficacy through education and training, coaching, mentoring, providing experiences of success, enhancing competencies, and giving employees opportunities to complete tasks and tackle workplace challenges. On the other hand, since the indirect influence through Work Motivation was also found to be significant, policies to increase Performance Allowances and strengthen Self-Efficacy must be accompanied by efforts to boost Work Motivation so that the impact on Employee Performance can be further optimized. The results of the hypothesis testing indicate that Self-Efficacy (X2) has a greater influence on Work Motivation (Y) than Performance Allowances (X1). This is evident from the path coefficient value of Self-Efficacy on Work Motivation, which is 0.577—greater than that of Performance Allowances on Work Motivation, which is 0.481. Furthermore, based on the *T-statistic* values, the effect of Self-Efficacy on Work Motivation (10.582) is also higher than that of Performance Allowances on Work Motivation (7.297). Both effects have a P-value of 0.000, indicating that both are statistically significant. Thus, it can be concluded that in this study, Self-Efficacy is a more dominant factor in enhancing Work Motivation compared to Performance Allowances. This means that employee motivation is not solely determined by the rewards or additional income received but is more strongly influenced by employees' belief in their own ability to complete tasks, overcome difficulties, and achieve set targets.

These results imply that the Pandeglang Regency Regional Secretariat should not rely solely on financial policies, such as performance allowances, to boost employee motivation. The organization needs to place greater emphasis on strengthening employees' self-efficacy.

Efforts that can be undertaken include education and training relevant to employees' duties; *coaching* and *mentoring* from supervisors or more experienced colleagues; providing opportunities to gradually take on challenging tasks; offering constructive feedback; recognizing employees' successes; and increasing supervisors' trust in employees' abilities. From a managerial perspective, these results indicate that "employees who are confident in their ability to perform well will have stronger work motivation." Therefore, efforts to boost work motivation should not only focus on the level of compensation but also on building employees' self-confidence and belief in their professional capabilities.

Based on the results of the hypothesis testing, there are three variables that directly influence Employee Performance (Z), namely Performance Allowance (X1), Self-Efficacy (X2), and Work Motivation (Y). Based on the data in the *bootstrapping* table, the effect of Performance Allowance on Employee Performance is 0.289 with a *T-statistic* of 4.202; the effect of Self-Efficacy on Employee Performance is 0.422 with a *T-statistic* of 5.304; and the effect of Work Motivation on Employee Performance is 0.280 with a *T-statistic* of 3.012.

Based on the results of the hypothesis testing, the effect of Self-Efficacy on Employee Performance is the most dominant. The main implication is that improving employee performance must be prioritized by strengthening employees' capacity and confidence in their abilities. Organizations need to ensure that employees possess the necessary competencies, a history of success, leadership support, and the opportunity to complete tasks independently. Performance-Based Allowances have the second-largest influence; therefore, the TPP system must continue to be managed fairly, objectively, transparently, and truly linked to performance outcomes. TPP should not merely be viewed as supplemental income but as a reward mechanism that provides an incentive for increased productivity. Meanwhile, although Work Motivation has a direct coefficient of 0.280, this variable still plays a strategic role because it serves as a link between organizational and psychological factors and performance improvement. This means that work motivation can act as a supporting mechanism that strengthens the effectiveness of performance-based allowance policies and enhances self-efficacy.

## CONCLUSION

Based on the results of the data analysis and discussion regarding the influence of work motivation and organizational support on employee performance through job satisfaction at the Pandeglang Regency Regional Secretariat, the following conclusions can be drawn:

1. Performance-based allowances have a positive and significant effect on employee performance. This indicates that the better the performance-based allowances are provided, the higher the employees' performance. Performance-based allowances that are distributed fairly and in accordance with the workload can improve employees' productivity and work quality.

2. Self-efficacy has a positive and significant effect on employee performance. Employees who have confidence in their abilities tend to be better able to complete their work, resulting in higher performance.
3. Performance bonuses have a positive and significant effect on work motivation. Providing appropriate performance bonuses can boost employees' enthusiasm and drive in carrying out their duties and responsibilities.
4. Self-efficacy has a positive and significant effect on work motivation. The higher an employee's level of self-efficacy, the higher their work motivation to achieve organizational goals.
5. Work motivation has a positive and significant effect on employee performance. Employees with high work motivation will demonstrate better quality, quantity, timeliness, and accountability in their work.
6. Work motivation mediates the effect of performance-based bonuses on employee performance. This indicates that the provision of performance-based bonuses not only directly improves performance but also does so by increasing employees' work motivation.
7. Work motivation mediates the effect of self-efficacy on employee performance. Thus, high self-efficacy increases work motivation, which in turn leads to improved employee performance.

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