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THE ROLE OF SELF-CONFIDENCE IN MEDIATING THE EFFECT OF WORK DISCIPLINE AND REWARD TO EMPLOYEE PERFORMANCE IN PRIVATE COMPANIES IN SERANG DISTRICT

Juwita Sari¹, Tata Rustandi², Udin Suadma³

Bina Bangsa University, Indonesia

Email: juwitasari2890@gmail.com

ABSTRACT

Employee performance is a key factor in achieving company goals, and various factors such as work discipline and rewards play an important role in improving employee performance. Self-confidence is also considered a potential mediator in this relationship, but is still poorly understood in the context of private companies in Serang Regency. This research aims to examine the role of self-confidence in mediating the influence of work discipline and rewards on employee performance. The purpose of this research is to examine and analyze the influence of work discipline on employee performance, the influence of rewards on employee performance, the role of self-confidence as a mediator in the relationship between work discipline and employee performance. As well as the role of self-confidence as a mediator in the relationship between rewards and employee performance. This research uses a quantitative approach with a survey design. Data was collected from 190 employees of private companies in Serang Regency through a questionnaire whose validity and reliability were tested. Data analysis was carried out using path analysis techniques to test direct and mediation relationships. The research results show that work discipline and rewards have a significant positive influence on employee performance. Apart from that, self-confidence has been proven to partially mediate the influence of work discipline and rewards on employee performance. This mediation strengthens the relationship between these variables, showing that self-confidence is a key factor in improving employee performance. These findings indicate that increasing self-confidence among employees can strengthen the positive impact of work discipline and rewards on employee performance. Therefore, companies need to consider training and development programs that focus on increasing self-confidence as part of their human resource management strategy. This research contributes to the literature by emphasizing the importance of self-confidence as a mediator in the context of private companies in Indonesia.

Keywords: Self Confidence, work discipline, reward, employee performance

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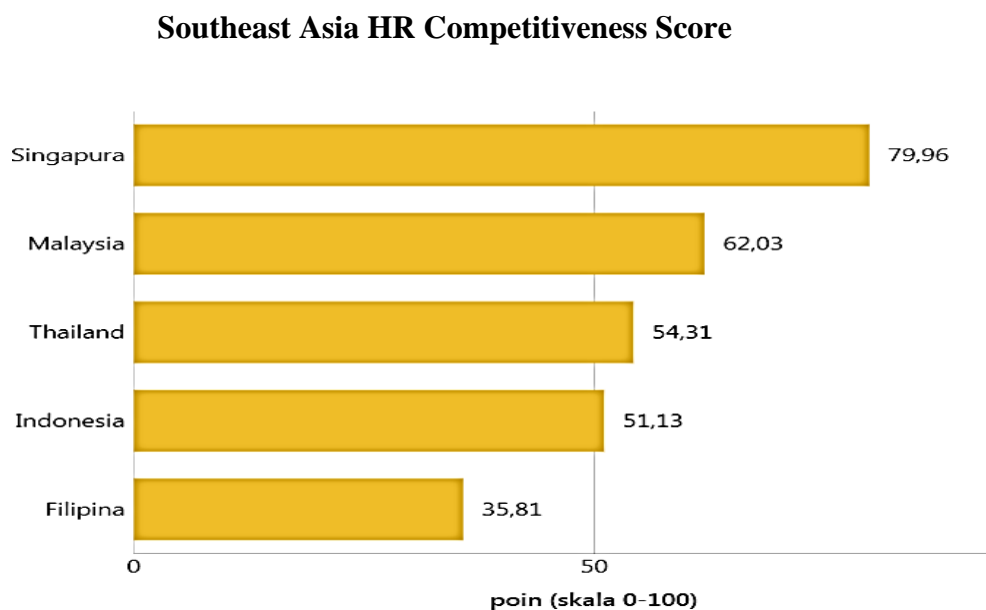
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1. Introduction

Human resources are the main component of a company, because they have the resources, talents, energy, desires, knowledge, feelings and creativity that support the company's achievements (Lee et al., 2024). One important role in determining the success of a company is that good quality human resources will be able to compete with other companies, because without good human resources the company will not achieve its goals. This means the importance of human resources in achieving all the company's goals, with human resources who are creative, responsible for their work and always want to do more will have an impact on the organization's performance (Noor et al., 2023).

Grafik 1.1



Sumber : IMD World Talent Ranking (2023)

Based on Graph 1.1, it can be seen that Indonesia's human resources are still below Singapore, Malaysia and Thailand with a score of 51.13 and Indonesia is ranked 4th out of 5 Southeast Asian countries researched by IMD. Therefore, the better the quality of an organization's employees, so companies must pay attention to every detail of programs related to human resource development in order to produce employees who have high abilities and broad knowledge, as well as optimal organizational management efforts (Qi et al., 2024).

Based on data from the Central Statistics Agency (BPS) of Serang Regency, the number of private companies in Serang Regency until 2023 is 760 companies, with a low level of human resource quality, of course it is very difficult for companies to accept employees with a low level of quality. Likewise with the company that is the focus of the research, namely PT. Gemilang Karya Mandiri (GKM), PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG) which of course requires employees who have good performance in achieving company goals (Adamopoulos et al., 2023).

The choice of PT. Gemilang Karya Mandiri (GKM), PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG) is the research locus because it is in the same forum, namely the Gemilang Group. This interest indicates that the Gemilang Group has several business fields, both in the fields of products and services, which are synergistic and capable of becoming a productive business entity (Kato & Koizumi, 2024).

Apart from that, by choosing PT. Gemilang Karya Mandiri (GKM), which was founded in 2003, has more than a decade of experience in the construction industry. This provides insight into how proven management practices can shape employee self-confidence and influence performance. On the other hand, PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG), which was founded in 2014, offers a new and innovative perspective in human resource management that may be different from PT GKM's approach (Bernárdez et al., 2023).

The existence of companies of different ages allows analysis of how the length of operation of a company can influence rewards and discipline. This is important to understand whether employees at older companies have levels *self-confidence* different compared to employees at newer companies. In addition, with the different sectors used in this research, namely in the fields of construction, livestock, and property, research can explore how the context of each industry influences the relationship between *reward*, work discipline, and employee performance. This provides an opportunity to compare and contrast results in a variety of work environments (Andrawina, 2024).

By selecting these three companies, the research will be able to provide a more comprehensive picture of the factors that influence employee performance in various sectors and company ages in the regional context of Banten (Sial et al., 2023).

Performance is also about doing work and the results achieved from that work. A company or organization certainly has goals that it wants to achieve, in the short term preparing the necessary needs in the next two to three years so that production needs run smoothly and in the long term making the industry the main industry (Sari et al., 2023). This requires good company or organizational performance. Company performance is closely related to the performance of its employees. If employee performance is good, it will have a positive impact on company performance (Ochoa Pacheco & Coello-Montecel, 2023).

Sate of the art

Table 1 Research Gap

Author	Result	Gap
(Joseph et al.,	Significant	There are differences in research results regarding self-confidence on employee

2023)		performance
(Scholze & Hecker, 2024)	Significant	
(Nayem & Uddin, 2024)	Not significant	

Source: (Joseph et al., 2023), (Scholze & Hecker, 2024), (Nayem & Uddin, 2024)

Based on the phenomena and research gaps that have been explained, the research questions in this study are as follows: 1) is there a significant influence of work discipline on employee performance, 2) is there a significant influence of rewards on employee performance, 3) is there a significant influence work discipline on self-confidence, 4) is there a significant effect of reward on self-confidence, 5) is there an effect of self-confidence on employee performance, 6) is there a significant effect of work discipline on employee performance through self-confidence, 7) Is there a significant influence of rewards on employee performance through self-confidence.

2. Review of Literature

work discipline on employee performance

Work discipline refers to the adherence to established rules, procedures, and standards within an organization, and it plays a critical role in influencing employee performance. Theoretically, work discipline ensures that employees maintain consistency in their work behavior, which directly impacts their productivity and effectiveness (Rigtering et al., 2024). When employees follow organizational rules, meet deadlines, and fulfill their responsibilities diligently, it creates a structured and predictable work environment. This structure not only helps employees focus on their tasks but also minimizes errors, reduces conflicts, and promotes efficiency. Consequently, disciplined employees are more likely to perform their duties effectively, contributing positively to overall organizational performance (Sitopu et al., 2021).

Moreover, work discipline fosters a culture of accountability and reliability within the organization. When employees consistently demonstrate disciplined behavior, they build trust with their colleagues and superiors, which can lead to increased opportunities for growth and advancement. In contrast, a lack of discipline can result in frequent absenteeism, missed deadlines, and substandard work quality, all of which negatively impact performance. Therefore, maintaining high standards of work discipline is essential for achieving sustained employee performance, as it encourages a professional work ethic, enhances job satisfaction, and supports the attainment of organizational goals (Candelario et al., 2024).

H1: there is a significant influence of work discipline on employee performance

rewards on employee performance

Rewards play a significant role in shaping employee performance by serving as both a motivator and a form of recognition (Badrianto & Ekhsan, 2019). Theoretically, when employees are rewarded for their efforts, whether through financial incentives like bonuses and raises or non-financial rewards such as praise and career advancement opportunities, they feel valued and appreciated. This sense of recognition boosts their motivation, leading them to work harder, be more engaged, and strive to exceed expectations. Rewards act as a positive

reinforcement, encouraging employees to continue performing at high levels and align their efforts with the organization's goals (Rozi & Sunarsi, 2020).

Furthermore, an effective reward system contributes to creating a positive and high-performance work culture. When rewards are closely linked to specific performance metrics or achievements, employees gain a clear understanding of what is expected of them and what they need to accomplish to be rewarded (Sugma, 2022). This clarity drives employees to focus on meeting or surpassing those expectations, knowing their efforts will be acknowledged. Additionally, a fair and transparent reward system can enhance job satisfaction and reduce turnover by fostering a sense of equity and fairness within the organization. Employees who feel adequately rewarded for their work are more likely to be loyal and committed, leading to sustained high performance and overall organizational success (Diana et al., 2021).

H2: there is a significant influence of rewards on employee performance

work discipline on self-confidence

Work discipline has a profound impact on self-confidence by fostering a sense of control and mastery over one's tasks and responsibilities. Theoretically, when individuals consistently adhere to a disciplined work routine—following schedules, meeting deadlines, and upholding standards—they develop a strong sense of reliability and competence. This consistent performance builds their self-confidence, as they gain assurance in their ability to handle tasks effectively. The habit of discipline reinforces positive work behaviors, leading to repeated successes, which in turn bolster an individual's belief in their own capabilities (Halena & Yovita, 2020).

Additionally, work discipline helps individuals overcome challenges and setbacks, further strengthening their self-confidence. When a person is disciplined, they are more likely to approach tasks with a systematic and proactive mindset, which allows them to manage obstacles with greater ease. This resilience and problem-solving ability enhance their confidence in tackling future challenges. Moreover, disciplined individuals often receive positive feedback and recognition for their consistent performance, which serves as external validation of their skills and further enhances their self-confidence. Ultimately, work discipline not only improves performance but also cultivates a strong, self-assured mindset that contributes to long-term personal and professional growth (Teoh et al., 2021).

H3: there is a significant influence work discipline on self-confidence

reward on self-confidence

Rewards can significantly impact self-confidence by reinforcing an individual's sense of achievement and worth. Theoretically, when a person receives rewards—whether tangible, like bonuses or promotions, or intangible, like praise and recognition—it validates their efforts and abilities (Sudiarta, 2021). This validation boosts their self-esteem, as they see their hard work being acknowledged and appreciated by others. The positive reinforcement from rewards strengthens their belief in their own capabilities, making them more confident in their ability to succeed in future tasks. Over time, this increased self-confidence can lead to a greater willingness to take on new challenges and responsibilities (Atatsi et al., 2019).

Moreover, rewards can create a feedback loop that continuously enhances self-confidence. As individuals receive rewards for their achievements, they become more motivated to maintain or even improve their performance, knowing that their efforts will be recognized (Irawati et al., 2021). This ongoing cycle of effort, recognition, and reward not only sustains high levels of performance but also steadily builds self-confidence. The assurance that they can achieve

and be rewarded reinforces their self-belief, enabling them to approach their work with greater enthusiasm and assertiveness. In this way, rewards not only serve as an incentive for performance but also play a crucial role in nurturing and developing an individual's self-confidence (Rosdi et al., 2020).

H4: there is a significant effect of reward on self-confidence

self-confidence on employee performance

Self-confidence is a critical factor that significantly influences employee performance. Theoretically, when employees possess high self-confidence, they are more likely to approach their tasks with a positive attitude and a strong belief in their ability to succeed (Almaamari et al., 2016). This confidence enables them to tackle challenges head-on, take initiative, and make decisions without excessive hesitation or fear of failure. Confident employees are generally more proactive, willing to take calculated risks, and can effectively manage stress, all of which contribute to higher productivity and better overall performance. Their self-assuredness also helps them communicate more effectively, collaborate well with others, and take on leadership roles when necessary, further enhancing their contributions to the organization (Hee et al., 2019).

Additionally, self-confidence empowers employees to persist in the face of difficulties, leading to greater resilience and problem-solving abilities. When employees believe in their capabilities, they are more likely to stay motivated and committed to their work, even when confronted with setbacks (Jeffrey & Prasetya, 2019). This persistence not only helps them overcome obstacles but also encourages continuous learning and development, as confident employees are more likely to seek out opportunities for growth and improvement. Over time, this combination of resilience, motivation, and a proactive approach to challenges fosters consistent high performance, making self-confidence a key driver of success in the workplace (Sinambela & Ernawati, 2021).

H5: there is an effect of self-confidence on employee performance

H6: there is a significant effect of work discipline on employee performance through self-confidence

H7: there is a significant influence of rewards on employee performance through self-confidence

3. Methods

Quantitative Approach

This research was conducted by employees at a private company in Serang Regency. With a sample size of 190. This research approach is a quantitative approach with data collection techniques through questionnaires, data analysis techniques using SEM PLs.

Tabel 2 Jumlah Sampel Penelitian

No	Nama Perusahaan	Total Karyawan	Presentasi Populasi	Jumlah Sampel
1	PT. Gemilang Karya Mandiri (GKM)	109	46%	87
2	PT. Gemilang Karya Agri (GKA)	41	17%	32
3	PT. Gemilang Karya Graha (GKG)	87	37%	71

	237	100%	190
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Sumber: Hasil pengembangan operasional variabel oleh peneliti (2024)

Table 3 Result For Outer Loading

Variabel	Average Variance Extracted (AVE)
Disiplin	0,638
Employee Performance	0,761
Rewards	0,761
Self Confidence	0,766
Rata-rata AVE	0,731

Source: Data Analysis of SEM PLs 2024

Based on Table 3 the results of Cronbach's alpha analysis, it shows that the loading factor value is above >0.70 , so it can be concluded that each instrument has a high validity value.

Table 4 Reliability Statistics

Variabel	Croanbach Alpha
Disiplin	0,907
Employee Performance	0,965
Rewards	0,971
Self Confidence	0,961

Source: Data Analysis of SEM PLs 2024

Based on Table 4 the results of the reliability test, the results show >0.70 , so the research instrument is declared to have high reliability and can be used as a measuring tool in this research.

4. Findings and Discussion

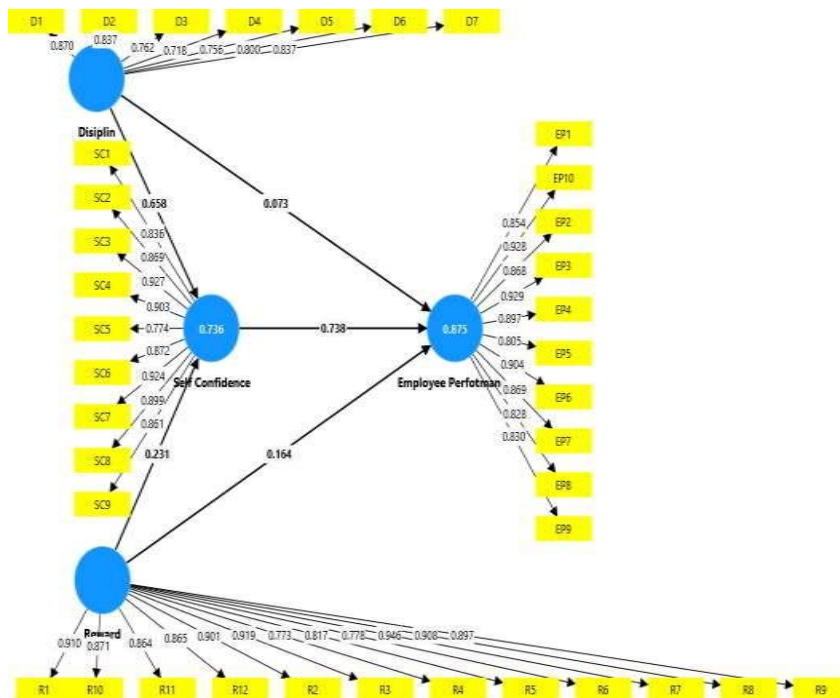


Figure1 analysis of outer model

Table 5 Path coefficient

Path	T statistik (O/STDEV)	Nilai P (P values)
Disiplin -> Self Confidence	6,157	0,000
Reward -> Self Confidence	1,932	0,053
Disiplin -> Employee Perfotmance	3,903	0,007
Reward -> Employee Perfotmance	2,647	0,030
Self Confidence -> Employee Perfotmance	9,875	0,000
Disiplin -> Self Confidence -> Employee Perfotmance	4,592	0,000
Reward -> Self Confidence -> Employee Perfotmance	2,000	0,046

Source: SEM PLS 2024

Based on the results of the path coefficient test, it shows that of the five hypotheses, four hypotheses were accepted but one hypothesis was rejected, namely the reward on self-confidence has a t-statistic value of $1,932 < 1.96$ and a p-value of $0.053 > 0.05$. So this is declared not significant and the first hypothesis is rejected,

Based on the results of the path coefficient analysis of indirect influence, it was stated that two indirect influence hypotheses were accepted because they had a t-statistic value of >1.96 and a p-value <0.05 .

Discussion

The influence of discipline on *Employee Performance*

The test results show that the t-statistic value is $3.903 > 1.96$ with a p-value of $0.007 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that Work Discipline has an effect on *Employee Performance*. The results of this research are in line with research conducted by Widarto et al (2022) and Zysman & Costinot (2021) that work discipline has an impact on performance. He said that work discipline on performance has a significant influence, of course the leadership at PT. Gemilang Karya Mandiri (GKM), PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG) must be able to improve employee discipline, especially related to work attendance, both attendance when entering in the morning and leaving for work. come home on time. *Employee Performance* which has been determined (Makales & Fark, 2019).

The differences in the results of this study may be different from the results of other studies, because the level of challenges can vary for different industries or other companies due to company policies and the company's industrial productivity factors. It can also be said that PT. Gemilang Karya Mandiri (GKM), PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG) does not over-evaluate employees and prioritizes achieving predetermined targets (Nurhabibah et al., 2023).

Work Discipline at PT. Gemilang Karya Mandiri (GKM), PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG) does not have much influence on work results, however skills and expertise at work are important factors that can have an impact on Employer Performance itself and give more respect to employees at work (Rahma & Syamsir, 2020).

Influence Reward To Employee Performance

The test results show that the t-statistic value is $2.647 > 1.96$ with a p-value of $0.030 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that *Reward* influence on *Employee Performance*. in line with research conducted by John Zysman & Arnaud Costinot (2020), Onyekachi Ike et al (2022) and Apriyanti et al (2021) that rewards have a significant influence on *Employee Performance*.

It can be said that the reward system is an important part of every organizational design. Its compatibility with other systems in an organization has an important impact on the effectiveness of the organization and the quality of life experienced by people in the organization. Over the past decade, several new reward system practices have become popular to align reward systems with important changes occurring in the way organizations are designed and managed (Febrina, D., 2020).

Based on this, it can be said that rewards can be determined simply by asking employees what they want. Employee responses will vary, as some employee's value monetary rewards, while others value scheduling flexibility, especially training and development opportunities. Employees and employers feel that fairness is important in the reward allocation process and to retain good employees in the organization, managers must pay attention to fairness and give appropriate rewards to those who deserve it (Esthi et al., 2020).

The Influence of Work Discipline on Self Confidence

The test results show that the statistical t value is $6.157 > 1$, with a p-value of $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, which means Work Discipline has a significant influence on *Self Confidence*. The results of this research are in line with what Ristiani & Lustianingrum (2022) said: self-confidence means the belief or assumption that a person has regarding something related to himself, both in terms of discipline and everything that is his responsibility. Having a sense of adequacy: feeling competent (having competence) worthy or adequate to carry out a task; achieve goals and complete work responsibly. Having a feeling of being accepted by the group, feeling recognized and liked and getting recognition.

Sari (2024) in his journal states that employees' self-confidence in their own abilities also plays a big role in achieving employee work productivity. Employees who have high self-confidence will work as optimally as possible so that the company will achieve maximum success and of course these employees have high discipline. Self-confidence starts from yourself and the support of others. Aspects and indicators of self-confidence in the employee psychology theory book by Ghufron and Rini (2015) state that they include belief in one's abilities, optimism, objective, responsibility, rational and realistic (Saadouli & Al-Khanbashi, 2021).

The author can conclude that work discipline is one of the factors of a person's self-confidence, where if someone has high discipline they will definitely have the self-confidence that arises naturally. A person who is self-confident definitely prioritizes

discipline at work, the more he has high discipline, the higher his confidence at work (Azzam et al., 2019).

Influence Reward To Self Confidence

The research results show that the t-statistic value is 1.409. From these results it was found that the t-statistic was not significant. because $1.932 < 1.96$ with a p-value of $0.053 > 0.05$, so H_0 is accepted and H_a is rejected which means that *Reward* has no influence on *Self Confidence*. The results of this research are in contrast to research conducted by Latifah & Ichsan (2023) that the rewards given have the impact of increasing self-confidence.

Reward is a reward for the achievements achieved by the company to the workforce, because the workforce expends energy and thoughts for the progress of the company in order to achieve the goals that have been set. *Reward* is something given to individuals or groups when they gain advantages in a particular area. *Reward* as an incentive that links pay on the basis of increasing employee productivity in order to achieve competitive advantage and increase employee self-confidence (Lestari & Mus seen, 2023)

Based on the results of this research, it can be said that the relationship between reward and self-confidence is that when they receive a gift or appreciation, their self-confidence increases. This is because rewards can attract someone so they want to keep repeating, and those who have not received rewards are motivated to be more confident (Paais & Pattiruhu, 2020).

Influence Self Confidence To Employe Performance

The test results show that the t-statistic value is $9.875 > 1.96$ with a p-value of $0.000 < 0.05$, so that H_0 is rejected and H_a is accepted, which means that *Self Confidence* has a significant influence on *Employe Performance*. The results of this research are in line with those carried out by Faith (2020) and Dabuke et al (2023). *Self Confidence* significant positive effect on *Employe Performance*.

Self-confidence is belief in all the advantages one has, thus giving the feeling that one is able to achieve various goals in life. Situations that provide opportunities to compete are needed to foster self-confidence because a person learns about himself through direct interaction and social comparison. Some people need to be motivated to increase their self-confidence. The self-confidence possessed by employees will encourage them to carry out work according to their duties and responsibilities, and this will have a positive impact on their performance results (Sutarto & Rejeki, 2022).

It can be said that one of the things that is very important for companies, especially PT. Gemilang Karya Mandiri (GKM), PT. Gemilang Karya Agri (GKA) and PT. Gemilang Karya Graha (GKG) to be able to provide training that can make employees skilled in their duties, so that employee self-confidence increases and has an impact on their performance (Rosdi et al., 2020).

The Influence of Work Discipline on Employe Performance Through Self Confidence

The test results show that the t-statistic value is $4.592 > 1.96$ with p-value $0.000 < 0.05$, so H_0 is rejected and H_a is accepted, which means that Work Discipline has a significant effect on *Employe Performance* through *Self Confidence*. When referring to the results of the direct

influence of Work Discipline on *Employee Performance* not significant, it can be said that *self-confidence* as **full mediation** on work discipline towards *Employee Performance* which is the answer in predicting work discipline towards improvement *Employee Performance* in this research.

The results of this research development provide sufficient evidence that *self-confidence* owned by employees will be able to have a good impact on the relationship between work discipline and employee performance, with the level of self-confidence of employees will be able to increase discipline in employees so that it has a positive impact on *employee performance* (Hee et al., 2019).

Influence Reward To Employee Performance Through Self Confidence

The test results show that the t-statistic value is $2,000 > 1.96$ with *p-value* $0.046 < 0.05$, so H_0 is rejected and H_a is accepted, which means that *Reward* significant effect on *Employee Performance* through *Self Confidence*. When referring to the results of direct influence *Reward* to *Employee Performance* has no effect, it can be said that *self-confidence* as **Full Mediation**, meaning that the self-confidence variable is able to mediate the relationship between the reward variable and *employee performance*.

The results of this research development provide sufficient evidence that *self-confidence* owned by employees will be able to have a good impact on relationships *reward* and *employee performance*, with the level of confidence that employees will be able to provide *reward* which is good for employees so that it has a positive impact on *employee performance* (Sinambela & Ernawati, 2021).

5. Conclusion

Based on the analysis results, it shows that there is a significant influence regarding discipline and rewards on employee performance through self-confidence. Of the seven hypotheses tested, there were 6 hypotheses that were accepted because they had a t-statistic value > 1.96 and a *p-value* < 0.05 . However, the fourth hypothesis was rejected because it had a t-statistic value < 1.96 and a *p-value* > 0.05 .

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