



EXPLORING THE IMPACT OF JOB TRAINING ON EMPLOYEE PERFORMANCE: THE MEDIATING ROLE OF SELF-EFFICACY

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ABSTRACT

This study aims the impact of job training on employee performance, highlighting the mediating role of self-efficacy within the context of Village Credit Institutions (Lembaga Perkreditan Desa/LPD) in Gianyar, Bali. As LPDs continue to play a crucial role in supporting the local economy, enhancing employee capabilities becomes increasingly important. Drawing on goal setting theory, this research investigates how effective job training programs not only directly improve employee performance but also indirectly enhance it through the development of self-efficacy. The sample in this study was 105 respondents using the Slovin formula which was determined based on the method purposive sampling. Data collection uses a questionnaire. The data analysis technique used to test the research hypothesis is SEM (Structural Equation Modeling) through an approach with PLS. The research results show that: 1) job training has a positive and significant effect on employee performance, 2) training has a positive and significant effect on self-efficacy, 3) self-efficacy positive and significant effect on employee performance, 4) self-efficacy as a mediating variable on the effect of training on employee performance. By fostering self-efficacy, LPDs can maximize the outcomes of their training initiatives, ultimately leading to improved organizational performance and sustainability.

Keywords: Training, self-efficacy, employee performance, village credit institution

A. INTRODUCTION

Village Credit Institutions (Lembaga Perkreditan Desa/LPD) in Gianyar, Bali, have an important role in encouraging the economic growth of village communities. As a community-based financial institution, LPD's operational success is highly dependent on the performance of its employees. Therefore, improving the quality of human resources is a top priority in ensuring the sustainability and competitiveness of this institution. To be able to achieve the goals of an institution, employees must have competent performance so that they are able to realize the goals to be achieved by an institution.

(Lai & Chen, 2012; Soomro et al., 2018) revealed that performance comes from words job performance or actual performance (work performance or actual achievements achieved by a person), namely the work results that an employee has achieved, both in terms of quality and quantity in carrying out the duties and responsibilities they have. Performance is a function of motivation and ability to complete a task or job, someone should have a certain degree of willingness and level of ability (Kadek et al., 2023; Tamunomiebi & Oyibo, 2020; Tian et al., 2019). Paying attention to employee performance is very important for companies. This is because performance is a benchmark for organizations or companies to measure the work results of their employees. However, in some cases, LPD actually encounters quite serious problem. As is known, there are many LPD whose performance is still not optimal. Almost all credit realization is in the poor category.

Goal setting theory stated that there are two cognitions that determine a person's behavior, namely values and objective (Sides & Cuevas, 2020). Goal setting theory is also part of motivation theory. This theory states that employees who have high goal commitment will

influence managerial performance. The existence of individual goals determines how much effort will be made, the higher the employee's commitment to his goals will encourage the employee to make harder efforts to achieve these goals. Goal setting theory assumes that there is a direct relationship between specific, measurable goals and performance.

Optimal performance can be seen from factors that influence it, such as training. According to (Jean-Claude, 2021; Pratiwi, 2024; Puspitawati et al., 2023), training is an activity carried out by the company with the aim of increasing the knowledge and skills of employees through their respective fields of work in accordance with the needs and abilities of employees in completing a job. With training carried out by the company, employees can know how to work well and correctly in accordance with the operational standards set by the company, so that in the future the company can achieve the targets it wants to achieve. (Ambarwati & Wahyu Purnomo, 2023; Pratiwi, 2024) stated that training has a positive and significant effect on employee performance.

Training must also be based on a person's ability to carry out an action. Based on the results of interviews with several employees, they stated that they were not confident about their abilities regarding their work results. Employees feel less confident that their work results can meet company targets. Self-efficacy is a self-assessment of whether you can carry out good or bad actions, right or wrong, whether you can or cannot do what is required (Lai & Chen, 2012; Puspitawati et al., 2023; Tian et al., 2019). (Sidik Nusannas et al., 2020; Tian et al., 2019) which states that self-efficacy positive and significant effect on employee performance. Based on previous phenomena and research, researchers are interested in conducting research entitled "Exploring the Impact of Job Training on Employee Performance: The Mediating Role of Self-Efficacy"

The effect of Job Training on Employee Performance

According to (Kusuma et al., 2023; Pratiwi, 2024), training is a series of individual activities in systematically improving skills and knowledge so that they are able to have professional performance in their field. Training aims to improve employee skills and abilities so as to produce good performance in their field to achieve the goals set by the company or organization. This statement is in line with the results of research conducted by (Ambarwati & Wahyu Purnomo, 2023; Pratiwi, 2024; Sugiarti, 2022) who stated that training. So, a hypothesis can be formulated as follows.

H1: Training has a positive and significant effect on employee performance

The effect of Training on Self Efficacy

Training can increase a person's confidence in their abilities. (Lai & Chen, 2012; Puspitawati et al., 2023; Syamsul Arifin, 2020) states that self-efficacy is a person's belief in his or her own ability to achieve a certain level of performance. With this training, a person's self-confidence will increase in their abilities in order to achieve good performance. that statement in line with the results of research conducted by (Puspitawati et al., 2023) states that training has a positive and significant effect on self-efficacy. So, a hypothesis can be formulated as follows.

H2: Training has a positive and significant effect on self-efficacy

The effect of Self-efficacy on Employee Performance

The confidence and self-confidence possessed by individuals will certainly be able to improve employee performance better. The work given can be completed easily, thereby improving the employee's performance. The statement above in line with the results of research conducted by (Mujanah & Utami, 2023; Tian et al., 2019) stated that self-efficacy positive and significant effect on employee performance. So, a hypothesis can be formulated as follows.

H3: Self efficacy positive and significant effect on performance employee

The effect of Training on Employee Performance with Self-efficacy as a Mediation Variable

With training, employee performance will increase. Training will be able to increase employee knowledge and skills (Kusuma et al., 2023; Pratiwi, 2024). The skills and knowledge provided to employees will foster self-confidence, thereby encouraging better performance improvement. In this case, good employee performance is influenced by existing training self-efficacy inside it. Self-efficacy plays a role in influencing training on employee performance. So, a hypothesis can be formulated as follows.

H4: Self efficacy can mediate the effect of training on employee performance.

B. RESEARCH METHODOLOGY

This research was located at LPD in Gianyar, Bali. The objects studied are job training, self-efficacy, and employee performance. Employee performance is the result of the work that has been given to them within an organization. According to (Landra, 2018; Mokorimban et al., 2023; Nasution, 2021) there are six indicators that can be used to measure employee performance, including: quality of work, work quantity, absenteeism and attitude. Training is a series of individual activities to systematically improve skills and knowledge so that they are able to have professional performance in their field. (Kusuma et al., 2023; Pratiwi, 2024; Puspitawati et al., 2023) stated that there are 5 indicators in training, including: training objectives, training materials, training methods, training participants and trainers. Self-efficacy is a person's belief in his or her own ability to achieve a certain level of performance. This shows optimistic belief in a person's ability to carry out certain tasks and achieve goals. According to (Lai & Chen, 2012; Puspitawati et al., 2023; Arifin, 2020), there are five internal indicators self-efficacy such as being confident that you can complete a particular task, being confident that you can motivate yourself to take the actions necessary to complete the task, being confident that you are able to try hard, being persistent and persistent, being confident that you can withstand obstacles and difficulties and being confident that you can solve problems in various situations.

In this study, the technique sampling used purposive sampling that employees have undertaken training related to their work, so that the sample obtained was 105 respondents. Data collection in this research was through questionnaires. In this research the analysis technique used is the SEM technique (Structural Equation Modelling).

C. RESEARCH RESULTS AND DISCUSSION

Evaluation of Measurement Models

This analysis was carried out to measure validity, namely seen from convergent validity and discriminant validity and reliability seen from composite reliability and Cronbach's alpha.

Convergent Validity

Based on Table 1, it can be seen that each indicator, be it training, self-efficacy and performance, shows the calculation results outer loading from each indicator of the training construct, self-efficacy and employee performance has a coefficient outer loading > 0.70 which means valid.

Table 1
Outer Loading

Variable	Indica tor	Outer Loading	Informati on
Job training	X ₁	0,877	Valid
	X ₂	0,858	Valid
	X ₃	0,865	Valid

	X ₄	0,792	Valid
	X ₅	0,730	Valid
Self-Efficacy	Y _{1.1}	0,894	Valid
	Y _{1.2}	0,741	Valid
	Y _{1.3}	0,805	Valid
	Y _{1.4}	0,857	Valid
	Y _{1.5}	0,869	Valid
Employee performance	Y _{2.1}	0,811	Valid
	Y _{2.2}	0,808	Valid
	Y _{2.3}	0,803	Valid
	Y _{2.4}	0,823	Valid

Source: Process primary data (2025)

Discriminant Validity

Based on Table 2, it can be seen that the cross-loading values for each construct, including training, self-efficacy and performance, have the highest factor loadings for the target construct, compared to the cross-loading values for other constructs. So, this is declared valid. Besides that, discriminant validity can be seen by comparing the coefficient of the root AVE of each variable with the correlation value between the variables in the model. To compare this, the test was carried out using the Fornell-Larcker criteria and an AVE value > 0.50.

Table 2
Calculation Result Cross-Loading

r	Indicato (X)	Job Training (Y₁)	Self-efficacy (Y₁)	Employee Performance (Y₂)
	X1	0,877	0,497	0,616
	X2	0,858	0,451	0,631
	X3	0,865	0,498	0,592
	X3	0,792	0,304	0,456
	X5	0,730	0,462	0,447
	Y1.1	0,525	0,894	0,701
	Y1.2	0,373	0,741	0,338
	Y1.3	0,396	0,805	0,561
	Y1.4	0,421	0,857	0,627
	Y1.5	0,519	0,869	0,732
	Y2.1	0,595	0,629	0,811
	Y2.2	0,494	0,480	0,808
	Y2.3	0,503	0,629	0,803
	Y2.4	0,578	0,624	0,823

Source: Process primary data (2025)

Evaluate validity by comparing $\sqrt{\text{The AVE of the correlation value between variables}}$, known as the Fornell-Larcker test, in this study is shown in Table 3.

Table 3
AVE Calculation Results and Fornell-Larcker Criteria

Variable	AVE	Self-efficacy	Job Training	Employee Performance
Self-efficacy	0,69	0,835	0,543	0,734
Job Training	0,68		0,826	0,673
Employee Performance	0,65			0,811

Source: Process primary data (2025)

Based on Table 3, the AVE value for each variable is more than 0.50 and value Akar AVE is greater than each correlation between latent variables, which means it is valid

Reliability

Based on Table 4, it can be seen that the value composite reliability and Cronbach's alpha > 0.70 which means reliable.

Table 4
Calculation Results Composite Reliability and Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Information
Job Training	0,883	0,895	Reliable
Self-efficacy	0,892	0,915	Reliable
Job Performance	0,828	0,831	Reliable

Source: Process primary data (2025)

Structural Model Evaluation

This analysis is used as a basis for evaluating the level of accuracy of the model in the overall research. This evaluation uses several approaches as follows.

Adjusted R-Square (R^2)

Table 5
Adjusted calculation results R-Square

	R-square	Adjusted R-square
Self-efficacy	0,295	0,289
Employee performance	0,645	0,639

Source: Process primary data (2025)

Based on Table 5, it can be seen that the effect of training on self-efficacy is 0.295 with a value adjusted R2 namely 0.289, which means the training variable can explain self-efficacy amounting to 28.9%, while the remaining 71.1% was caused by other factors outside the research model. The influence of training and self-efficacy collectively on employee performance of 0.645 with a value of adjusted R2 0.639, which means training variables and variables self-efficacy able to explain employee performance variables of 63.9%, while the remaining 36.1% was due to other factors outside the research model. Mark adjusted R2 of 0.639 is classified as a strong model.

Q-square Predictive Relevance (Q2)

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\
 &= 1 - (1 - 0,295)(1 - 0,645) \\
 &= 1 - (0,705 \times 0,355) \\
 &= 1 - 0,250275 \\
 &= 0,749
 \end{aligned}$$

Results calculation Q-square predictive relevance of 0.749 (74.9%) shows Q-square predictive relevance > 0, which means the model in the research has a value predictive relevance. Mark predictive relevance of 0.749 is considered strong.

Goodness of Fit (GoF)

$$\begin{aligned}
 \text{GoF} &= \sqrt{((\text{AVE})^- \times R^2)} \\
 \text{GoF} &= \sqrt{((0,697 + 0,683 + 0,658)/3) \times ((0,295 + 0,645)/2)} \\
 \text{GoF} &= \sqrt{(0,679) \times (0,470)} \\
 \text{GoF} &= \sqrt{0,31913} \\
 \text{GoF} &= 0,565
 \end{aligned}$$

The results of the GoF calculation above show a value of 0.565, meaning it can be categorized into a strong model.

Hypothesis Testing

The following Figure 1 shows the results of hypothesis testing

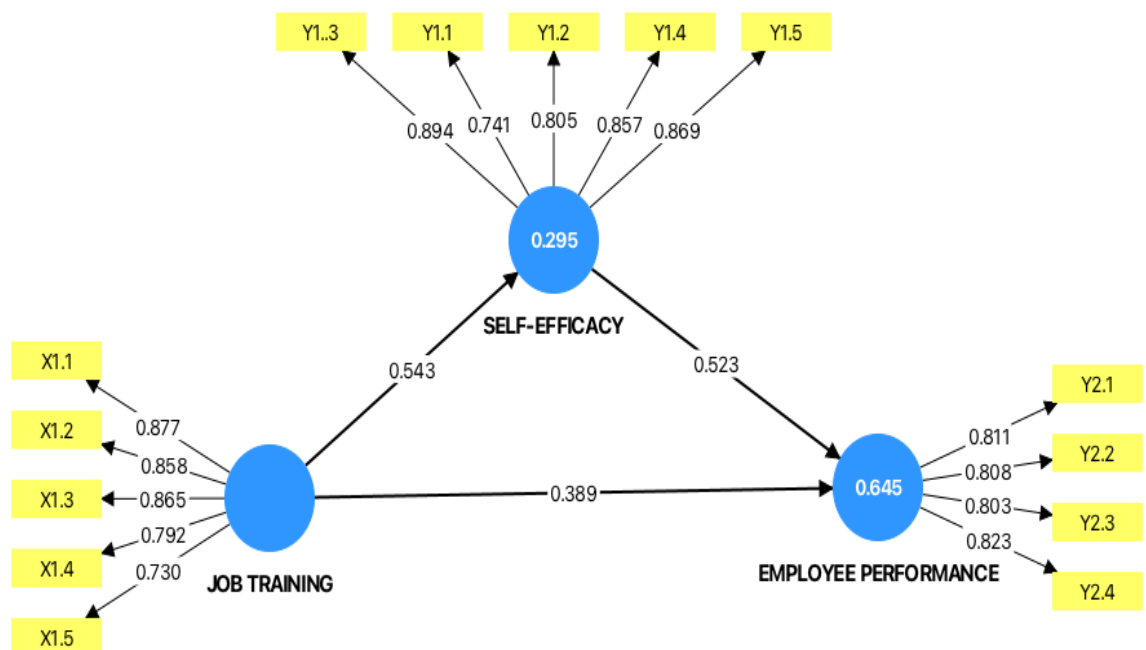


Figure 1.

The result of Hypothesis Testing
Source: Process primary data (2025)

Table 6
Direct Effect

	Path coefficient	T- statistic	P- values	Informat ion
Job training → employee	0,389	5,418	0,000	significan

performance				t	
Job training → self- efficacy	0,543	8,284	0,000	t	significan
Self-efficacy → employee performance	0,523	8,497	0,000	t	significan

Source: Process primary data (2025)

Based on Figure 1 and Table 6, the relationship between variables can be explained as follows.

Testing the Effect of Training on Employee Performance

It can be seen that the training path coefficient value towards the employee performance construct is 0.389, the t-statistic coefficient is $5.418 > 1.96$, and the significance value that can be seen in the p-value is $0.000 < 0.05$. This shows that training has a positive and significant effect on employee performance. So, hypothesis 1 (H1) is accepted.

Testing the Effect of Training on Self Efficacy

It can be seen that the training path coefficient value is towards the construct self-efficacy 0.543, t-statistic coefficient $8.284 > 1.96$ and the significance value that can be seen from the p-value is $0.000 < 0.05$. This shows that training has a positive and significant effect on self-efficacy. So, hypothesis 2 (H2) is accepted.

Impact Testing Self Efficacy on Employee Performance

It can be seen that the path coefficient value self-efficacy towards the employee performance construct 0.523, t-statistic coefficient $8.497 > 1.96$ and the significance value seen from the p-value is $0.000 < 0.05$. This shows that self-efficacy positive and significant effect on employee performance. So, hypothesis 3 (H3) is accepted.

Testing the Effect of Training on Employee Performance with Self Efficacy as a Mediating Variable

Table 7
Indirrect Effect

	Path coefficient	T- Statistic	P-Values	Information
Job training → self- efficacy → job performance	0,284	6,356	0,000	Significant

Source: Process primary data (2025)

Based on Table 7, it can be seen that testing the training path coefficient through self-efficacy towards the employee performance construct of 0.284, t-statistic coefficient $6.356 > 1.96$ and the significance value seen from the p-value is $0.000 < 0.05$. This shows that self-efficacy can mediate the effect of training on employee performance, which means hypothesis 4 (H4) is accepted.

Discussion Results

The Effect of Job Training on Employee Performance.

The results of the analysis state that training has a positive and significant effect on employee performance. This shows a positive influence, so the more frequently training is given to employees, the more employee performance will increase. Training is an activity carried out as an effort to improve performance that was previously poor to become better. Good training activities are supported by trainers who have knowledge in their field and are able to explain the material provided using appropriate methods. An experienced trainer will be able to achieve the goals of the training itself. Training that goes well will be able to influence good employee performance as well. Analysis results on in line with the results of research conducted by

(Ambarwati & Wahyu Purnomo, 2023; Kusuma et al., 2023; Pratiwi, 2024) which stated that training has a positive and significant effect on employee performance.

The Effect of Training on Self Efficacy

The results of the analysis state that training has a positive and significant effect on self-efficacy. This shows a positive influence, so the more frequently training is given to LPD employees in Gianyar, Bali, the higher the level of self-efficacy will increase further. Training is an effort made to increase a person's self-confidence in their abilities to produce performance. By participating in this training, employees will be provided with knowledge related to the tasks given. This training will be able to increase employee confidence to complete their work. This is influenced by the knowledge gained from attending training. The more frequently training is given, the more employees will be confident in their abilities in producing good performance. Analysis results on in line with the results of research conducted by (Puspitawati et al., 2023) states that training has a positive and significant effect on self-efficacy.

Influence Self Efficacy on Employee Performance

The results of the analysis state that self-efficacy has a positive and significant effect on employee performance. This shows a positive influence, so it gets better self-efficacy for LPD employees in Gianyar, Bali, employee performance will increase. Self-efficacy can be seen from a person's self-confidence in their abilities to produce performance. Employees who are confident they can complete the tasks given will be able to improve their performance. With this high level of confidence, employees will be able to solve all problems that arise and find the right solutions in their efforts to resolve them. Self-efficacy good will be able to influence good employee work as well. The results of this research are in line with the results of research conducted by (Mujanah & Utami, 2023; Tian et al., 2019) stated that self-efficacy positive and significant effect on employee performance.

The Effect of Training on Employee Performance with Self Efficacy as Mediation

The results of the analysis state that self-efficacy mediating the effect of training on employee performance. This shows that with the role of self-efficacy in mediating the effect of training on employee performance at LPD in Gianyar, Bali. Performance is the result of work provided by employees to their company (Lai & Chen, 2012; Tian et al., 2019). Good work results are supported by more frequent training activities. Training will be able to provide good results on employee performance (Pratiwi, 2024; Puspitawati et al., 2023). The influence of training on employee performance needs to involve the level of employee confidence in their abilities regarding their performance. A good level of employee self-confidence will be able to influence good employee work as well. Good performance is influenced by good training in the role of self-efficacy in it.

D. CONCLUSION AND SUGGESTION

Based on the results of the analysis from the description above, the following conclusions can be drawn: (1) Job training has a positive and significant effect on employee performance. This means that the more frequently training is given to LPD employees in Gianyar, Bali, the more employee performance they will be able to improve. (2) Job training has a positive and significant effect on self-efficacy. This means that the more frequently training is provided to employees, the higher the employee's confidence in their abilities. (3) Self Efficacy has a positive and significant effect on employee performance. That means, it gets better self-efficacy for LPD employees, it will improve employee performance. (4) Self efficacy can mediate the effect of job training on employee performance. That is, this shows that self-efficacy plays an important role in mediating the influence of training on employee performance at LPD in Gianyar, Bali.

The limitations conveyed by this research are that it was only carried out on LPD in Gianyar, Bali, so that future researchers can expand the scope of the research. Implication of the

research are LPD in Gianyar, Bali to increase the provision of materials again on the job training in the workplace involving co-workers or supervisors, in order to improve employee performance. LPD in Gianyar, Bali must provide encouragement to individuals to focus on previous successes as proof that they are able to solve these problems. Apart from that, by developing training through structured problem-solving training, namely by providing case studies. Based on the lowest average score on employee performance, giving responsibility to each employee and asking them to report their work results regularly on a particular customer portfolio as well as monitoring installment payments due. Future researchers can combine indicators that make up variables from various sources, so they can define variables more broadly.

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