

## The Effect of Work Engagement, Self-Efficacy, and Job Stress on Employee Performance of Aquaculture Startups in Sleman Regency

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### ABSTRACT

The study had the purpose to examine the influence of work engagement, self-efficacy, as well as job stress on employee performance of aquaculture startups in Sleman Regency. 120 participants were selected as the sample for this study, which resulted from the use of the Non-Probability Sampling of Purposive Sampling type. In collecting data, survey methods were used with research instruments used questionnaires. Multiple linear regression was used for data analysis. The results revealed that work engagement and self-efficacy positively and significantly affect employee performance, while work stress does not show any significant influence on employee performance.

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## **INTRODUCTION**

The dynamism of infrastructure development, production capacity, export demand, and consumption of fishery products in the world is driving the significant development of the aquaculture industry. This surge in development is the result of strategic investments and government policies aimed at improving the aquaculture sector. Processed fishery products, as a source of animal protein with high nutritional value, are increasingly in demand by the public, which can be seen from the increasing demand for seafood (Kementerian Sekretariat Negara Republik Indonesia, 2024). This condition encourages the growth of the aquaculture industry, which causes intense industry competition related to creative solutions, product innovation, and a wider range of market shares. Growth in the aquaculture sector is increasingly competitive, characterised by the number of startups engaged in this field. The innovations developed by startups vary. The industry's intense competition requires startups to optimally manage their human resource quality.

Performance is the fruit of individual or group work in an organisation within a specified period which describes the quality of individuals in achieving job qualifications for the intended mission to achieve organisational indicators (Putra & Darmastuti, 2021). Employees with good performance can complete tasks efficiently and produce quality work according to organisational standards. They are also able to achieve or even exceed the targets set by the company. Efforts to achieve company targets need to be supported by employee performance, which is affected by several factors, including work engagement (Irwandi & Sanjaya, 2022), self-efficacy (Hasan et al., 2023), and job stress (Ekhsan & Septian, 2021).

Work engagement is the behaviour and attitude of individuals during work through a comprehensive way of self-actualisation related to high energy, devotion and dedication during the employee's work (Efrilia & Syah, 2022). Work engagement is a condition in which employees have the capacity to carry out their positive commitments as well as able to self-actualise by being bound and total. Therefore, during work, it makes them more enthusiastic, motivated, and comfortable with work and willing to be encouraged by others who are intellectual or emotional in nature (Rahmayani & Wikaningrum, 2022). The findings of previous studies revealed that work engagement contains a significant positive impact on employee performance (Junaidin et al., (2023).

Self-efficacy is assessed as an indicator that has the potential in improving employee performance (Ali & Wardoyo, 2021). Self-efficacy is defined as the beliefs of person in endeavoring all his abilities, potential, along with the tendencies contained in his personality which in turn are combined as certain actions as control or face the situation (Khaerana, 2020). A person with the maximum level of self-efficacy is able to never give up, feel less hesitation in completing tasks, and favour new, more challenging activities, because he is confident in his ability to get the best results for his work and the higher the chances he has to succeed (Masruroh & Prayekti, 2021). Developing a sense of confidence in the capacity of employees' abilities can be done through training

or delegation of work that can stimulate self-efficacy to improve employee performance. Previous research by Agustin et al., (2021) suggests that self-efficacy positively and significantly impacts employee performance.

Not only work engagement and self-efficacy factors where employees need to be able to work well, work stress factors are also one of the factors that have the potential to trigger or interfere with performance implementation achievements (Buulolo et al., 2021). The occurrence of increased work stress can reduce employee enthusiasm and motivation in performing their work optimally to achieve company performance. Iskanto (2021) reveals the definition of work stress as a state of tension that affects stages of thinking, emotions, as well as the physical state of the individual. Occupational stress includes emotional instability, discomfort, sleep problems, difficulty relaxing, anxiety disorders, tension, and doubt. An imbalance between psychological and physical conditions in employees can impact the completion of tasks at work. Sulastri & Onsardi (2020) suggests that work stress can arise if there is an imbalance between a person's abilities and job pressures. This imbalance will cause a burden of thought on employees, thus affecting employee performance and productivity. The findings by Partika et al., (2020) concluded that work stress positively and significantly impacts employee performance.

## **THEORETICAL REVIEW**

### ***Employee Performance***

The fruit of individual work in an organisation where it is measured based on quantity as well as quality in a certain period, which is a reflection of how well the individual meets the criteria set in a job is the definition of employee performance (Saputri & Lestariningsih, 2021). Effective performance management plays a fundamental role in driving organisational decisions, work effort, resource allocation and employee engagement (Mukayah et al., 2023).

In this study there are 5 indicators referring to previous research by Prasetyono et al., (2023), including: quality, quantity, timeliness, effectiveness, and independence.

### ***Work Engagement***

Work engagement is the drive that arises within employees to consistently actively engage and participate fully in every aspect of their work to achieve the best interests of the organisation they work (Safariningsih et al., 2024). Lee et al., (2024) state that work engagement refers to enthusiasm, commitment, and involvement that reflect positive affective and motivational conditions, characterised by high energy accompanied by a level of dedication and full concentration on work.

The following three indicators adopted from previous research cover vigour, dedication, and absorption.

H1: Work engagement has a positive and significant effect on employee performance of aquaculture startup employees in Sleman Regency.

### Self-Efficacy

Self-efficacy is the beliefs of an individual in the capability that they have to utilise skills, potential, and all aspects of him or herself that are integrated into specific actions to manage or overcome situations, both present and future (Khaerana, 2020). The opinion of Budiyanto (2021), self-efficacy is the evaluation of an individual regarding their capabilities to manage as well as perform their duties that affect individuals regarding choices, goal setting, emotional responses, problem solving efforts, and perseverance. The priority source of self-efficacy is ability as well as past performance.

In this study, there are 3 indicators used by researchers to test self-efficacy referring to the study of Ananda et al., (2022) encompasses magnitude, strength, and generality.

H2: Self-efficacy has a positive and significant effect on the performance of employees of aquaculture startups in Sleman Regency.

### Job Stress

Job stress is a pressure that impacts the physical condition of a person when facing job responsibilities that cause discomfort during activities (Farisi & Utari, 2022). According to Sartika (2023) work stress is an emotional condition faced by employees due to unstable work pressure or the negative scope of work on their abilities or personality which results in an inability to fulfil the demands of work orders.

In this study, work stress indicators refer to an earlier study by Pungkasan et al., (2024) and Mujahidin et al., (2023) including workload, demands of tasks, role obligations, interpersonal demands, organisational structure, and organisational leadership.

H3: Job Stress has a positive and significant effect on the performance of employees of aquaculture startups in Sleman Regency.

The conceptual framework for this research:

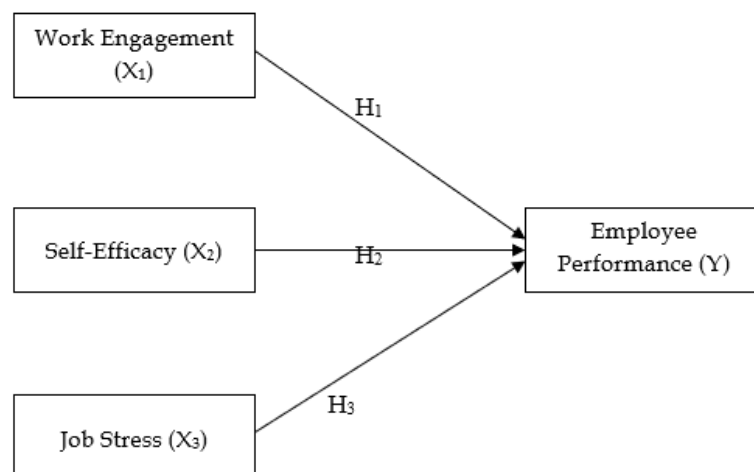


Figure 1. Conceptual Framework

## METHODOLOGY

The researcher implemented purposive sampling, a technique where the sample is determined from specified criteria. The criteria of sample selection is employees who have been working for at least six (6) months at an aquaculture startup located in Sleman Regency because it is felt that employees have experienced sufficient adjustment time to their work environment. Data collection methods using survey techniques through questionnaires, which is a data collection tool with efforts to provide a series of statements or written questions to be answered by respondents (Sugiyono, 2019). The questionnaire design used closed-ended questions. Respondents' alternative answers were measured through a tiered Likert scale (5), with assessment categories: strongly disagree (score 1) to strongly agree (score 5). The questionnaire was directly distributed to 120 employees as respondents. The aim of hypothesis testing is to identify the impact of work engagement, self-efficacy, as well as job stress variables on employee performance. The multiple linear regression method using SPSS was conducted by the researcher to analyse the data.

## RESULTS

### *Validity Test*

The validity test is to verify the capability of the research instrument in measuring what is being measured. The test is carried out through efforts to correlate each indicator score with the total variable score. The research instrument is confirmed valid with the value of *r* count exceeding *r* table, as well as the significance value of below 0.05. Test the validity of the research instrument with the results:

Table 1. Results of the Research Instrument Validity Test

Item	Significance	R count	R table	Description
<b>Work Engagement (X1)</b>				
X1.1	0,001	0,762	0,179	Valid
X1.2	0,001	0,619	0,179	Valid
X1.3	0,001	0,692	0,179	Valid
X1.4	0,001	0,530	0,179	Valid
X1.5	0,001	0,714	0,179	Valid
<b>Self-Efficacy (X2)</b>				
X2.1	0,001	0,515	0,179	Valid
X2.2	0,001	0,670	0,179	Valid
X2.3	0,001	0,557	0,179	Valid
X2.4	0,001	0,719	0,179	Valid
<b>Job Stress (X3)</b>				
X3.1	0,001	0,426	0,179	Valid
X3.2	0,001	0,473	0,179	Valid
X3.3	0,001	0,395	0,179	Valid
X3.4	0,001	0,394	0,179	Valid
X3.5	0,001	0,540	0,179	Valid

X3.6	0,001	0,436	0,179	Valid
X3.7	0,001	0,490	0,179	Valid
<b>Employee Performance (Y)</b>				
Y.1	0,001	0,682	0,179	Valid
Y.2	0,001	0,657	0,179	Valid
Y.3	0,001	0,653	0,179	Valid
Y.4	0,001	0,619	0,179	Valid
Y.5	0,001	0,639	0,179	Valid

The outcomes of the variable validity test, reviewed each item on the variable questions of work engagement, self-efficacy, work stress, and employee performance found the value of  $r$  count  $>$   $r$  table and the sig. value  $<$  0.05 so that the data collection instrument can be concluded valid.

### **Reliability Test**

Reliability test is conducted as a measurement of the research instruments' consistency in producing data. The reliability of an instrument is confirmed by a Cronbach's Alpha ( $\alpha$ ) value of  $>$  0.6. Test the reliability of the variables studied with the results:

Table 2. Reliability Test Results of Research Instruments

<b>Variable</b>	<b>Cronbach's Alpha</b>	<b>Term</b>	<b>Description</b>
Work Engagement (X1)	0,796	$>$ 0,60	Reliabel
Self-Efficacy (X2)	0,797	$>$ 0,60	Reliabel
Job Stress (X3)	0,820	$>$ 0,60	Reliabel
Employee Performance (Y)	0,791	$>$ 0,60	Reliabel

As can be seen from the reliability test results in Table 2, the Cronbach's Alpha ( $\alpha$ ) value of the work engagement, self-efficacy, work stress, and employee performance variables is  $>$  0.6 so that the research instrument can be declared reliable. This means that each question in the questionnaire produces a consistent answer even though it is carried out at different times.

### **Classical Assumption Test**

The classical assumption test results (Table 3) confirm that the normality test is fulfilled (One-Sample Kolmogorov-Sminorv test, Asymp. Sig.  $<$  0.05). Multicollinearity is not found in the regression model with a tolerance value  $<$  0.10 along with VIF  $>$  10. In addition, there is no heteroscedasticity (Figure 2) scatterplots show that the points are randomly spread without the formation of a certain pattern and are evenly spread around the number 0 on the Y axis.

Table 3. Classical Assumption Test Results

Ind	Dep	Multicollinierity		Kolmogorov Smirnov Test Asymp.sig
		Tol	VIF	
WE		0.835	1.198	
SE	EP	0.846	1.182	0.200
JS		0.962	1.039	

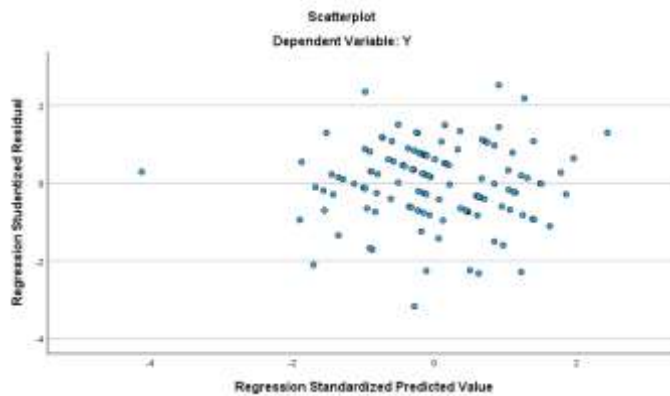


Figure 2. Heteroscedasticity Test Results  
 Source: Primary data processed (2024)

**Hypothesis Test**

The acceptance of a research hypothesis is indicated by the t-count value > t-table value with a sig. level of < 0.05. Below is the hypothesis testing results:

Table 4. Research Hypothesis Testing Results

Hypothesis	Statement	t count	Significance	Comparator	Decision
H1	Work engagement has a positive and significant effect on employee performance of aquaculture startups in Sleman Regency.	3.558	0,001	0,05	H0 rejected Ha accepted
H2	Self-efficacy has a positive and significant effect on the performance of employees of aquaculture startups in Sleman Regency.	5.076	0,001	0,05	H0 rejected Ha accepted

H3	Job stress has a positive and significant effect on the performance of employees of aquaculture startups in Sleman Regency.	1.057	0,293	0,05	H0 accepted Ha rejected
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The t table value is obtained from the formula  $df1 = n - k - 1$  or  $120 - 3 - 1 = 116$  with a significance of 0.05, the t table value = 1.980.

The test outcomes display a significant positive effect of work engagement in terms of the t value of 3.558 and self-efficacy of 5.076 > t table 1.980 on employee performance, which is an indication that H1 and H2 are accepted. Furthermore, it can be seen through the significance value of work engagement and self-efficacy ( $p=0.001$ ) < 0.05. The test outcomes also show that the t count of work stress is 1.057 < t table 1.980 and the significance value of 0.293 > 0.05, meaning that H3 is rejected, which is an indication that work stress does not significant impact employee performance. The coefficient of determination value is displayed in the Adjusted R Square (Table 5). The influence of work engagement, self-efficacy, as well as work stress on employee performance is 35.8%, and the remaining 64.2% is affected by other factors outside the study.

Table 5. Results of the Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.611 <sup>a</sup>	.374	.358	2.01729

a. Predictors: (Constant), Job Stress, Work Engagement, Self-Efficacy

## DISCUSSION

### *The Influence of Work Engagement on Employee Performance*

Based on this study's test results, empirical evidence that work engagement positively and significantly impacts employee performance is obtained, as indicated by the significance level of  $0.001 < 0.05$ . This indicates that the better the strengthening of work engagement or work engagement formed by the company will encourage increased performance of employees. According Khan in Shafwah & Clara (2024), work engagement as an element that connects individual characteristics with organisational factors on employee performance. Work engagement contributes directly to the improvement of performance because employees with a sense of connection to their work are inclined to be more motivated, dedicated, as well as productive so that they can work more effectively (Utami & Adhiatma, 2020). Employees with work engagement can find enjoyment in their work and focus on goals and consistently develop their abilities and capacities. These findings support previous studies by Ramadhan & Budiono (2023), which revealed that work engagement also shows a significant positive effect on employee performance.

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

Self-efficacy shows a positive and substantial impact on employee performance, addressed through a significance value of  $0.001 < 0.05$ . This is an indication that the higher the employee's level of self-efficacy, the more optimal employee performance. As stated by Moorhead and Griffin in Khaerana (2020), individuals with high levels of self-efficacy have the belief that they are capable to perform well on certain tasks. A high level of self-efficacy makes employees more confident and optimistic in completing tasks so that they are able to achieve work targets with optimal results. This finding is in line with Battu & Susanto (2022), where their research results show a positive and significant impact of self-efficacy on employee performance.

### *The Effect of Job Stress on Employee Performance*

It can be shown that work stress has no significant impact on employee performance. Which is an indication that work stress experienced by employees at a level that is not yet serious has no effect on reducing or increasing employee performance. Supporting what Lengkong et al., (2020) stated, work stress does not always have an impact that is negative, at certain levels work stress can have a positive effect by motivating employees to complete work optimally or even not affecting performance. Work stress does not significantly affect employee performance can be due to a number of factors including employees' ability to manage work stress such as time management and social support so that it does not have an impact on performance. Support from colleagues or superiors also helps employees deal with stress without affecting productivity. A supportive work culture and work facilities provided by the company can reduce the impact of work stress. The research findings are reinforced by the conclusions of research conducted by Valencia & Rinamurti (2024). In their findings, job stress does not contain a strategic impact on employee performance.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results and discussion of the research, the following conclusions can be drawn:

1. Work engagement has a positive and significant impact on the performance of employees in aquaculture startups in Sleman Regency.
2. Self-efficacy has a positive and significant impact on the performance of employees in aquaculture startups in Sleman Regency.
3. Work stress does not significantly affect the performance of aquaculture startup employees in Sleman Regency.

## **FURTHER STUDY**

The limited variables utilized by researchers that affect employee performance, therefore it is expected to use other variables that empirically influence employee performance variables.

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