

# The Role of Subjective Occupational Success as a Mediator of Self-Efficacy on Remuneration at PT Young Tree Industries / Stella Indonesia

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## ABSTRACT

This study aims to determine the direct effect of the role of subjective occupational success as a mediator on self-efficacy on remuneration at Pt Young Tree Industries / Stella Indonesia. This research method uses a quantitative method with a descriptive analysis approach using the SmartPLS 4.0 number processing application to measure the results of self-efficacy as the independent variable, remuneration as the dependent variable and subjective occupational success as the intervening variable. This study used descriptive analysis with a total of 38 respondents with a purposive sampling technique for the total population. The results of this study indicate that self-efficacy has a significant effect on remuneration through subjective occupational success at PT Young Tree Industries.

**Keywords:** *self-efficacy, remuneration, subjective occupational success*

## 1. INTRODUCTION

### 1.1. Background

Every individual in the company experiences emotional development that is influenced by the work atmosphere and personal character. Activities in the company include not only cognitive aspects, but also affective, psychomotor, mental, emotional, and social aspects. The high achievement of employees is often an indication of better mastery of work skills (Mardelina & Muhson, 2017). Self-efficacy is a measure of attitude and ability to control oneself in the face of various events (Maimunah, 2020). Previous research states that the job control process is positively influenced by personal factors in the form of self-efficacy and motivation (Chaerani, 2018). Self-efficacy also plays a role in organizing and working on behavior plans to achieve company goals (Pambudi et al., 2022). On the other hand, remuneration is one of the company's efforts to provide welfare for employees, which is expected to increase satisfaction and performance (Kanji, 2019). Subjective occupational success is also an important indicator in assessing individual success in the world of work (Hirschi & Koen, 2021).

However, in practice, not all employees emphasize the importance of self-efficacy so that their performance is not optimal. There is also a gap between the target and realization of remuneration achievement in several periods at PT Young Tree Industries, which indicates that there are other influencing factors, such as subjective occupational success that has not been optimized. Remuneration given is not necessarily able to improve performance if it is not accompanied by an increase in self-efficacy and subjective occupational success (Kurniawati & Liana, 2022; Maghfira, 2018). Previous research also shows different results regarding the effect of self-efficacy on performance and remuneration, so further research is needed to identify the role of subjective occupational success as a mediator (Citrayani et al., 2022).

Gap of this research, companies will continue to face problems in achieving remuneration targets and developing employee performance. The unclear relationship between self-efficacy, subjective occupational success, and remuneration can hinder the company's efforts to improve productivity and employee welfare. If this gap is not addressed, the potential for improving employee performance and job satisfaction will not be achieved optimally, which in turn can have an impact on achieving overall company goals (Agus, 2021; Tuaputimain, 2021).

To answer these problems, this study offers an approach by analyzing the role of subjective occupational success as a mediator between self-efficacy and remuneration at PT Young Tree Industries. This research uses quantitative

methods with the C5.0 algorithm approach to identify patterns and relationships between the variables studied. Thus, it is expected that the right solution can be found in improving self-efficacy and subjective occupational success to encourage increased employee remuneration.

This research is expected to make a theoretical contribution to the development of literature on the relationship between self-efficacy, subjective occupational success, and remuneration in the work environment (Hirschi & Koen, 2021; Citrayani et al., 2022). Practically, the results of this study can be a reference for the management of PT Young Tree Industries and other companies in designing human resource development strategies, especially in improving employee performance and welfare through optimizing self-efficacy and subjective occupational success.

## **2. THEORETICAL FOUNDATION**

### **2.1.1 Self-efficacy**

Self-efficacy is a person's belief in their ability to face or complete work, achieve goals, and solve problems in certain situations (Datak et al., 2018). Self-efficacy and motivation have a positive effect on employee work processes (Pambudi et al., 2022). High self-efficacy encourages employees to innovate and never give up in facing challenges (Widyaningrum & Susilarini, 2021). There are three dimensions of self-efficacy:

1. **Difficulty Level:** Relates to the ability to complete work according to the level of difficulty.
2. **Generalization:** Confidence in abilities in various situations and job variations (Hirschi & Koen, 2021).
3. **Strength:** A person's belief and ability in their potential.

Factors that influence self-efficacy include interest, attachment style, warmth, patience, resilience, character, goal orientation, learning experience, verbal persuasion, and learning motivation (Mukti & Tentama, 2019).

### **2.1.2 Remuneration**

Remuneration is a reward given to employees, both cash and non-cash, according to their duties and responsibilities (OJK, 2015). Remuneration includes compensation, allowances, bonuses, and salary increases, which aim to improve employee welfare and work motivation (Utami et al., 2022; Nurhidayah, 2020). Factors affecting remuneration include government policies, negotiations between companies and employees, wage comparisons, company capabilities, cost of living standards, and market demand (Febyanti et al., 2022).

### **2.1.3 Subjective Occupational Success**

Subjective occupational success is an individual's perception of career success, which is influenced by psychological energy, motivation, and self-efficacy (Andriani & Rasto, 2019; Guarnaccia et al., 2018). This subjective success is important for improving individual and organizational performance (Bragas et al., 2020). Indicators include motivation, responsibility, decision making, and good communication. Influencing factors include motivation, personal qualities, self-concept, and knowledge and skills (Nugraha et al., 2022).

## **3. RESEARCH METHODOLOGY**

This research uses a quantitative method with a survey approach using a Likert scale to measure respondents' attitudes, opinions, and perceptions (Sugiyono, 2019). Aims to test the hypothesis regarding the relationship between variables of self-efficacy, remuneration, and subjective occupational success in employees of PT Young Tree/Stella Indonesia, a shoe manufacturing company in Sidoarjo.

Descriptive analysis research design with data collection through structured questionnaire distribution. The sampling technique uses purposive sampling, which is the selection of samples based on certain considerations that are relevant to the research objectives (Sugiyono, 2019; Lasaiba et al., 2022). The types of data used are primary and secondary data. Primary data is obtained directly from respondents through questionnaires and interviews, while secondary data is obtained from documents or other sources that support the research results (Sugiyono, 2019). Data analysis was carried out with the help of SmartPLS software to process data in the form of numbers.

## **4. RESEARCH RESULTS AND DISCUSSION**

### **4.1 Self-efficacy affects remuneration at PT Young Tree Industries**

The results show that there is a significant influence between self-efficacy and remuneration, where controlling employees through job evaluation and providing feedback and assessment by superiors can increase employee confidence in achieving goals, which in turn triggers incentives and improves performance and maximum results, resulting in increased remuneration (Dastgir et al., 2020). PT Young Tree employees have demonstrated self-efficacy through the ability to prioritize work, belief in personal abilities, confidence in completing tasks without errors, and the ability to face obstacles. Remuneration is measured based on indicators such as salary according to performance, benefits according to provisions, bonuses for outstanding employees, and salary increases based on ability and length of service. This finding is in line with the research of Mufidah et al. (2023) which states that the cognitive process in self-efficacy has a significant effect on work efficiency and increased remuneration. Knowledge of the level of difficulty and confidence in work affects the amount of remuneration received, where self-efficacy becomes a benchmark in achieving optimal remuneration (Setyawan & Bagis, 2022; Alam Al Waro et al., 2023).

#### ***4.2 Self-Efficacy Affects Subjective Occupational***

Based on the results of testing the second hypothesis at PT Young Tree Industries, it is found that self-efficacy has a significant effect on subjective occupational success. A concrete example in the company is a supervisor who actively directs work and evaluates employee abilities, thus creating subjective success at work. Research by Zakaria et al. (2021) supports this finding by stating that there is a continuity between work and self-efficacy that can create subjective occupational success, as well as Guarnaccia et al. (2018) who emphasized that subjective success can be improved through self-efficacy. PT Young Tree employees demonstrate self-efficacy through the ability to prioritize work, belief in personal abilities, confidence in working without mistakes, and the ability to face obstacles. Indicators of subjective occupational success in this company include motivation from superiors, responsibility for actions, and employee involvement in decision making. This finding is in line with Laduniyyah & Suyanti's research (2022) which states self-efficacy as an important factor in work success, and Saraswati et al. (2022) which confirms that self-efficacy has a significant positive effect on success and is necessary to achieve subjective occupational success.

#### ***4.3 Subjective Occupational Success***

The research results on the third hypothesis at PT Young Tree Industries show that there is a significant influence between subjective occupational success and remuneration. A concrete example in the company is the application of SOPs according to the rules supervised by superiors, so that the quality of work increases and has an impact on the remuneration received by employees in accordance with the quality of work. Indicators of subjective occupational success include motivational support from superiors, responsibility for actions, and employee involvement in decision making. Meanwhile, remuneration is measured through salaries that match performance, benefits according to company provisions, bonuses for outstanding employees, and salary increases based on ability and length of service. This research is in line with the findings of Retno Sari (2021) and Febrina et al. (2022) which state that the intensity and quality of employee work greatly affects the remuneration received, where subjective occupational success depends on the ability to complete work and overcome existing obstacles.

#### ***4.4 Self-Efficacy Affects Remuneration Through***

Based on the results of testing the fourth hypothesis at PT Young Tree Industries, it is found that there is an influence between self-efficacy, remuneration, and subjective occupational success, where the evaluation of employee abilities by superiors aims to improve work quality which ultimately has an impact on increasing remuneration and achieving subjective occupational success. Respondents stated that employees at PT Young Tree have applied good self-efficacy in an effort to realize subjective occupational success which affects the amount of remuneration. Indicators of self-efficacy include the ability to prioritize work, confidence in personal abilities, confidence in completing tasks without errors, and the ability to face obstacles. Remuneration is measured through salary according to performance, benefits according to company regulations, bonuses for outstanding employees, and salary increases based on ability and length of service. Meanwhile, subjective occupational success is reflected in motivation from superiors, responsibility for actions, and employee involvement in decision making. The results of this study are in line with the findings of Abele et al. (2010) which states that objective and subjective success are influenced by increased self-efficacy, as well as Suciningtyas & Masrokhah's (2022) research which states that self-efficacy-based evaluation will provide feedback in the form of subjective occupational success which can affect remuneration.

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