

ANALYSIS OF COMPENSATION, COMPETENCE, WORKLOAD, WORK MOTIVATION, AND SELF-EFFICACY ON THE PERFORMANCE OF PHARMACISTS IN BANYUMAS REGENCY



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Abstract

This study aims to analyze the influence of compensation, competence, workload, work motivation, and self-efficacy on the performance of pharmacists working in pharmacies in Banyumas Regency. The population of this study was pharmacists working in pharmacies in Banyumas Regency, with a sample of 100 respondents. This study used a quantitative approach with convenience sampling. Data analysis was performed using SEM PLS. The results showed that compensation, competence, work motivation, and self-efficacy had a positive and significant effect on pharmacists' performance, unlike workload, which had a positive but insignificant effect on pharmacists' performance. These findings indicate that internal factors such as motivation and self-efficacy have a greater influence on performance than external factors such as workload. This study contributes to the formulation of human resource management strategies in pharmacies, particularly in strengthening competencies, providing fair compensation, and increasing the motivation and self-efficacy of pharmacists to improve the quality of pharmaceutical services.

Keywords: Compensation, Competence, Workload, Work Motivation, Self-Efficacy, Pharmacist Performance

INTRODUCTION

Employee performance in the pharmaceutical sector is a crucial issue in maintaining the quality of healthcare services, especially in pharmacies that face pressure to provide optimal services to patients and achieve business targets (Muniardi, 2020). In today's competitive business environment, pharmacies play an important role in the public healthcare system, with increasing demand for quality healthcare products and pharmaceutical services (Sutrisno et al., 2022). Pharmacists, as professional staff, are expected not only to meet patient needs but also to contribute to revenue growth, as their performance directly impacts customer satisfaction and the sustainability of pharmacy businesses (Yuzalmi, 2023; Toha, 2024).

This study focuses on Banyumas Regency, an area experiencing significant growth in the number of pharmacies but facing challenges in terms of pharmaceutical service quality. According to the latest data, there are over 824 pharmacists working in pharmacies in this area, but approximately 70-75% of pharmacists working in pharmacies have not provided services in accordance with optimal pharmaceutical practice standards (Banyumas Health Department, 2024). This situation reinforces the findings of Sutrisno et al (2022), who revealed that most pharmacists in pharmacies still have limitations in service competencies, particularly in understanding pharmaceutical practice standards. This challenge is further complicated by the fact that many investors have high expectations regarding pharmacists' contributions to increasing revenue, sometimes shifting the focus from patient care to business-oriented goals. The gap between expectations of optimal performance and the reality on the ground highlights the need for further research into the factors influencing pharmacists' performance, such as compensation, competencies, workload, work motivation, and self-efficacy.

Compensation is considered one of the most effective methods that can be used by the human resources department to improve employee performance, motivation, and work competence in an organization or company (Arifin et al., 2023; Maharani, & Mustofa, 2025). Compensation for pharmacists is very important to increase performance motivation. In studies conducted by Prihatin & Haerani (2023), Muniardi (2020), and Atmojo et al. (2021) found that compensation has a positive and significant effect on employee performance, while the studies by Arifin et al. (2023), Adiba & Rosita (2023), Adrin & Abraham (2023), and Damayanti & Julianti (2024) showed that compensation does not affect performance.

Another factor that can reduce pharmacists' performance is their own competence. According to Wibowo (2017) in Arifin et al. (2023), competence is the ability to perform a job or task based on knowledge and skills, supported by a work attitude that aligns with the job's requirements. In the study by Setiyaningrum et al. (2024), Pitasari, D. R. (2024), Alzen, A., & Syah, A. (2024), and Yuzalmi (2023) found that competence has a positive and significant influence on performance, while research by Herlambang et al., (2022), Pariesti & Christa (2022), and Kitta et al., (2023) showed that competence does not influence performance. Research by Sarumaha (2022) and Hidayat et al. (2020) found that the influence of competence depends on the work environment and organizational support.

Work motivation is often referred to as the primary driver of performance (Ginting et al., 2024). Riswanto (2023), Satria (2022), and Rony et al. (2024) showed that work motivation has a positive and significant impact on performance. In contrast, research conducted by Gandung, M. (2024) and Ervina et al. (2023) found that work motivation has a negative but insignificant effect on performance, while Adiba & Rosita (2023) and Lianasari & Ahmadi (2022) showed no effect on performance.

Another factor, workload, also has varying effects on performance. Workload is a set or number of activities that must be completed by an organizational unit within a specified time. The large number of tasks and responsibilities assigned to an employee causes the results achieved to be less than optimal because the employee has little time to complete many tasks. Nugroho et al. (2023) state that excessive workload can reduce productivity, while Rusniati et al. (2023) and Kristanti et al. (2024) show that workload does not significantly impact performance.

Self-efficacy, or an individual's belief in their own abilities, is also a focus of studies on performance. Prasetyono & Indriasih (2023) state that self-efficacy has a positive contribution to work performance. In the studies by Jumiati & Kartiko (2022) and Yuniarti & Muhtama (2022), the same findings were obtained, indicating that self-efficacy has a positive and significant impact on performance. Other studies that contradict this, showing that self-efficacy has a negative but insignificant effect on performance, were conducted by Fauziyyah & Rohyani (2022), Machfudhi et al., (2023), and Kiftiyah & Banin (2023).

Research conducted by Andika & Netra (2022) indicates that the impact of factors that can influence performance is contextual, depending on task characteristics and work environment conditions. Given the inconsistencies in findings across sectors, this study aims to bridge this gap by analyzing the influence of compensation, competence, workload, work motivation, and self-efficacy on the performance of pharmacists in Banyumas Regency. The innovation in this study lies in the selection of subjects and objects that have rarely been the focus of research in the Banyumas region, as evidenced by the limited number of similar studies available. This study is also an extension of previous research by Prihatin, K. S., & Haerani, A. (2023) on Employee Performance: The Effect of Workload and Compensation. In this development, the variables of Competence and Self-Efficacy were added, as analyzed in the study by Maisaroh, S., & Ismail, I. (2023). The addition of these variables is expected to enrich the perspective in examining various factors that influence pharmacist performance. This study aims to provide a more comprehensive understanding of the factors influencing pharmacist performance in Banyumas and to offer recommendations for the development of pharmacy management policies and the improvement of pharmaceutical service quality. Additionally, it is hoped that this research will expand insights into the determinants of pharmacist performance and provide a relevant foundation for pharmacy managers in their efforts to enhance the quality of pharmaceutical services.

REVIEW OF LITERATURE

Self-Determination Theory (Deci & Ryan, 1985)

Deci and Ryan (1985), through Self-Determination Theory, explain that a person's performance is greatly influenced by the fulfillment of basic psychological needs such as autonomy, competence, and social connectedness. In the context of pharmacists, when they are intrinsically motivated and feel recognized and rewarded for their performance, their work enthusiasm and achievement of service targets tend to increase (Crafford et al., 2021).

Job Demands-Resources Model (Baker & Demerouti, 2001)

This model illustrates that every job has demands and resources. High workloads that are not balanced with competence or support risk reducing performance; conversely, if resources are sufficient, work pressure will not have a negative impact on performance (Bakker & Demerouti, 2022). This model is highly relevant in explaining how pharmacists respond to work pressure and the dual roles they face, between clinical service aspects and pharmacy business demands.

Pharmacist Performance

Performance is the result of work actions achieved by individuals in accordance with the responsibilities assigned to them within an organization (Hasniah & Mardiana, 2022). In the context of pharmacies, pharmacist performance not only includes efficiency and effectiveness in service but also the ability to establish good communication with patients (Rusna & Suryani, 2023). Optimal pharmacist performance is expected to improve the quality of pharmaceutical services, meet patient needs, and contribute to pharmacy turnover (Yuzalmi, 2023). Therefore, this study explores the influence of various factors that have the potential to improve pharmacist performance, namely compensation, competence, workload, work motivation, and self-efficacy.

Compensation

Compensation refers to the form of reward given to employees in return for their participation in achieving organizational goals (Sutrisno et al., 2022). Compensation can take the form of basic wages, various allowances, or incentives, and has a strategic function in encouraging employee morale (Damayanti & Julianti, 2024). Previous studies have indicated that compensation has a significant influence on work performance, as individuals who feel valued and appreciated tend to demonstrate higher productivity (Muniardi, 2020; Atmojo et al., 2021). Adequate compensation is believed to enhance job satisfaction and the performance of pharmacists in fulfilling their roles at the pharmacy. These findings align with the research results of Prihatin & Haerani (2023), Muniardi (2020), Atmojo et al. (2021), and Widyastuti and Harsono (2020), which revealed a significant positive influence between compensation and employee performance.

H1: Compensation has a positive and significant influence on pharmacists' performance.

Competence

Competence encompasses the technical abilities and knowledge required to perform specific tasks effectively (Yuzalmi, 2023). In pharmaceutical practice, pharmacists' competence is related to their understanding of pharmaceutical products, service skills, and communication abilities (Sarumaha, 2022). According to Yasin (2020), good employee competencies support optimal performance, especially in dealing with job demands that

require accuracy and precision. This study focuses on how pharmacists' competencies contribute to their performance in providing quality services to patients.

Previous research also confirms that competencies contribute significantly to performance improvement. This is in line with the results of a study by Rahmadani et al. (2021), which revealed that higher competency levels in individuals are correlated with superior performance outcomes. These findings are reinforced by the research of Suharto and Widjaja (2020), who emphasize that competency is a crucial element in driving work effectiveness, particularly in the context of healthcare services. Other consistent findings according to Rony et al. (2024), Pitasari (2024), and Alzen & Syah (2024) show that competence has a positive and significant influence on performance.

H2: Competence has a positive and significant influence on pharmacist performance.

Workload

Workload refers to the number of tasks or responsibilities that an employee must complete within a certain period of time (Nugroho et al., 2023). When the workload exceeds an individual's capacity, it can cause psychological stress and physical fatigue, which ultimately risks reducing performance (Rusniati et al., 2023). Conversely, a balanced and proportional workload can be a motivating factor that increases work effectiveness and productivity (Kristanti et al., 2024). In the context of this study, workload was examined to determine the extent of its influence on pharmacists' performance in carrying out their functions and responsibilities in the pharmacy environment. Workload can sometimes become a burden for pharmacists in their work; if pharmacists' workload continues to increase, their performance may decline. This aligns with research conducted by Pitrianti & Vidada (2025), Nabila & Syarvina (2022), and Indrayana & Putra (2024), which states that workload has a negative and significant impact on performance.

H3: Workload has a negative and significant impact on pharmacists' performance.

Work Motivation

Work motivation can be understood as a driving force, whether originating from within the individual or from the external environment, that directs a person to achieve specific goals in their professional activities (Sutrisno et al., 2022). Generally, motivation is divided into two forms: intrinsic motivation, such as the sense of satisfaction and pride upon completing a task; and extrinsic motivation, which includes rewards, incentives, or other forms of recognition (Ginting et al., 2024). The role of motivation is vital in shaping work enthusiasm and encouraging employees to achieve their best performance. Therefore, work motivation is considered to have a significant positive influence on performance, as seen in studies by Riswanto (2023), Satria (2022), and Rony et al. (2024).

H4: Work motivation has a positive and significant effect on pharmacists' performance.

Self-Efficacy

Self-efficacy refers to an individual's belief in their personal ability to complete specific tasks and achieve targeted outcomes (Prasetyono & Indriasih, 2023). This belief plays a crucial role in supporting improved work performance, especially in professions that require high precision and specialized technical skills, such as pharmacy. Pharmacists with strong self-efficacy tend to carry out their duties with high confidence and are able to provide more optimal pharmaceutical services. Self-efficacy has a positive and significant influence on performance, as described in studies by Jumiati & Kartiko (2022), Satria (2022), Yuniarti & Muhtamar (2022), and Prasetyono & Indriasih (2023).

H5: Self-confidence has a positive and significant effect on pharmacists' performance.
Research Framework

The following is a framework that illustrates the relationship between five independent variables (compensation, competence, workload, work motivation, and self-efficacy) and the dependent variable, namely pharmacist performance.

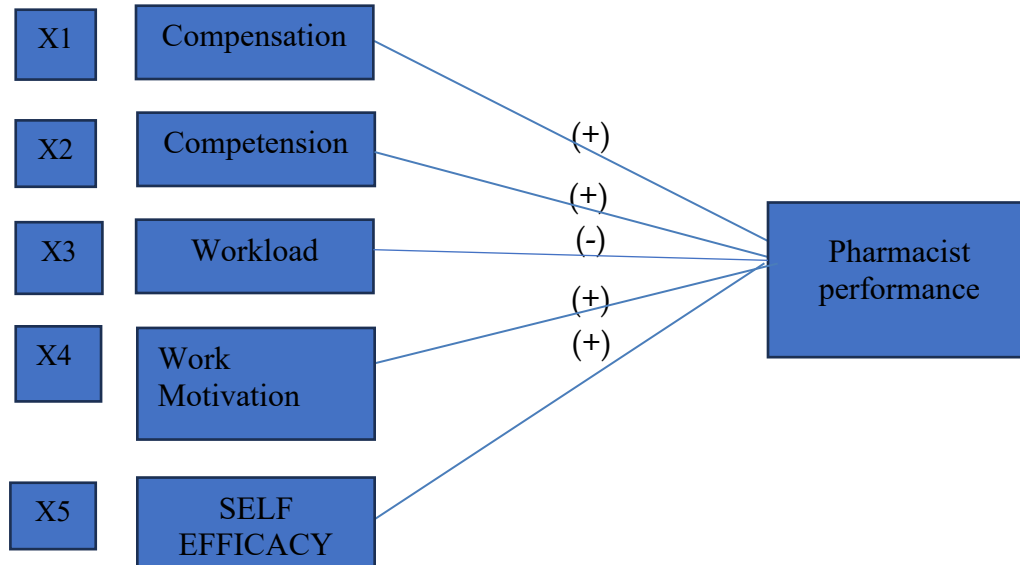


Figure 1.
Research framework

RESEARCH METHOD

This study uses a quantitative approach. The study population consists of all pharmacists working in pharmacies operating in Banyumas Regency, including Head Pharmacists and Assistant Pharmacists. Based on the latest data, there are a total of 824 pharmacists registered as working in pharmacies in this region (Banyumas Health Office, 2024). The sampling technique used the Convenience method. Based on calculations using the Slovin formula, the minimum sample size required was 90 pharmacists, with a confidence level of 90% and a margin of error of 10%. The researcher added 10 questionnaires and distributed a total of 100 questionnaires. This was done to anticipate the possibility of questionnaires being overlooked or left unanswered by respondents.

Data collection was conducted through the distribution of online questionnaires using Google Forms. The data obtained was then analyzed using the Structural Equation Modeling–Partial Least Squares (SEM-PLS) approach with SmartPLS 3.0 software (Pering, 2020). This method was chosen because the study involved more than one independent variable, namely compensation, competence, workload, work motivation, and self-efficacy, which were analyzed against one dependent variable, namely pharmacist performance. Data analysis included testing convergent validity, discriminant validity, composite reliability, Fornell–Larcker criterion, R-square value, and hypothesis testing to measure the strength of the relationship between variables.

Data Collection Instruments

Research data was collected using questionnaires designed to measure each research variable. This questionnaire consists of statements related to each of the main variables:

compensation, competence, workload, work motivation, self-efficacy, and pharmacist performance. Each item in the questionnaire is measured using a 1-5 Likert scale, ranging from strongly disagree to strongly agree. The following are the details of the measurement indicators for each variable:

Table 1.
Variable Measurement Indicators

No	Variable	Operational Definition	Indicator
1.	Compensation (Sutrisno et al., 2022; Damayanti & Julianti, 2024)	Rewards received by pharmacists in return for their contributions in carrying out their duties, including salaries, allowances, and incentives.	1. Basic salary 2. Allowances 3. Incentives
2.	Competence (Yuzalmi, 2023; Sarumaha, 2022)	The pharmacist's abilities, including pharmaceutical knowledge, service skills, and communication skills, to provide quality pharmaceutical services.	1. Pharmaceutical 2. KnowledgeService Skills 3. Communication Skills
3.	Workload Nugroho et al. (2023); Rusniati et al. (2023)	Tasks and responsibilities that pharmacists must complete within a certain time frame, including workload, additional responsibilities, and working hours.	1. Workload 2. Additional Responsibilities 3. Working Hours
4.	Work Motivation (Ginting et al, 2024; Riswanto, 2023)	Motivation originating from within (intrinsic) or outside (extrinsic) the pharmacist to complete tasks and provide optimal service to patients.	1. Intrinsic Motivation (Motivation from within). 2. Extrinsic Motivation (External Motivation)
5.	Self Efficacy Prasetyono & Indriasih (2023); Andika & Netra (2022)	A pharmacist's belief in their ability to complete specific tasks, overcome challenges, and maintain an optimistic attitude when providing pharmaceutical services.	1. Self-Confidence 2. Ability to overcome difficulties 3. Optimism in facing tasks
6.	Pharmacist Performance (Hasniah & Mardiana, 2022; Rusna & Suryani, 2023)	The results of pharmacists' work in performing pharmaceutical tasks, including service quality, work productivity, and patient satisfaction with the services provided.	1. Service Quality 2. Work Productivity 3. Patient Satisfaction

RESULTS AND DISCUSSION

Respondent Characteristics

The population in this study included all pharmacists working in pharmacies in the Banyumas Regency, totaling 824 people. From this number, a sample of 90 respondents was taken, plus 10 additional respondents, bringing the total sample analyzed to 100 people. Details of the data processing results can be seen in Table 1 below:

Table 2.

Respondent Characteristics

Respondent categories	Frequency
Frequency of Respondents Based on Gender	
Male	40
Female	60
Frequency of Respondents Based on Age	
21- 25 Years old	16
26- 30 Years old	57
>30 Years old	27
Frequency Respondent Based on Highest Level of Education	
Pharmacist Profession	71
Master's Degree	29
Frequency of Respondent Based on Length of Employment	
>1 Year	22
>3 Years	49
>5 Years	29
Frequency of Respondents Based on Monthly Salary/Income	
<Rp. 1.000.000	3
Rp. 2.000.000-<Rp. 3.000.000	24
Rp. 4.000.000-<Rp. 5.000.000	55
>Rp. 5.000.000	18

Based on the table above, the gender category of respondents consists of 40% male and 60% female. In terms of age group, 16% are in the 21–25 age range, 57% are in the 26–30 age range, and 27% are over 30 years old. In terms of highest level of education, the majority of respondents (71%) are pharmacy graduates, while the remaining 29% have completed a master's degree (S2). Regarding work experience, 22% of respondents have over 1 year of work experience, 49% have over 3 years, and 29% have worked for over 5 years. In terms of income, 3% of respondents had an income below Rp1,000,000, 24% had an income between Rp2,000,000 and less than Rp3,000,000, 55% were in the range of Rp4,000,000 to less than Rp5, 000,000, and 18% have an income above Rp5,000,000.

Outer Model

Outer model testing is used to determine the relationship between latent variables and their measurement indicators (Pering, 2020). Outer model testing is used to assess the validity and reliability of indicators. An instrument is considered valid if the outer loading value is > 0.7, AVE > 0.5, and composite reliability > 0.7. Some indicators that did not meet the criteria were eliminate

Table 3 .
Variables, Indicators, Loading Factors, AVE, and Composite Reliability

Variable	Indicator	Loading Factor Running 1	Loading Factor Running 2	AVEs Running 1	AVEs Running 2	Composite Reliability
Compensation	X1.1	0.680	Rejected	0.496	0.817	0.899
	X1.2	0.623	Rejected			
	X1.3	0.774	0.876			
	X1.4	0.809	0.932			
	X1.5	0.612	Rejected			
Competence	X2.1	0.668	Rejected	0.576	0.639	0.876
	X2.2	0.770	0.714			
	X2.3	0.753	0.794			
	X2.4	0.762	0.819			
	X2.5	0.834	0.863			
Workload	X3.1	0.783	0.781	0.581	0.634	0.874
	X3.2	0.720	0.768			
	X3.3	0.803	0.821			
	X3.4	0.687	Rejected			
	X3.5	0.812	0.814			
Work Motivation	X4.1	0.756	0.777	0.582	0.639	0.876
	X4.2	0.784	0.828			
	X4.3	0.818	0.834			
	X4.4	0.765	0.755			
	X4.5	0.683	Rejected			
Self Efficacy	X5.1	0.633	Rejected	0.544	0.685	0.897
	X5.2	0.821	0.870			
	X5.3	0.780	0.793			
	X5.4	0.778	0.808			
	X5.5	0.792	0.838			
	X5.6	0.590	Rejected			
Pharmacist Performance	Y1	0.852	0.852	0.698	0.698	0.920
	Y2	0.883	0.883			
	Y3	0.817	0.817			
	Y4	0.767	0.767			
	Y5	0.854	0.854			

The test results show that the average variance extracted (AVE) value for X1 is < 0.5 . Therefore, the outer loading uses sig. 0.7. Thus, indicators < 0.7 are casewise. These indicators include: X1.1, X1.2, X1.5, X2.1, X3.4, X4.5, and X5.1 and X5.6. The AVE value is > 0.5 , and the outer loading and composite reliability values are > 0.7 , indicating that the model meets the criteria for good measurement.

Fornell-Larcker Test

The results of the discriminant validity test using the Fornell-Larcker method show that the square root of the AVE for each variable is greater than the correlation between constructs. This indicates that the instrument meets the criteria for discriminant validity.

Table 4.
Discriminant Validity Fornell-Larcker Criterion

Variable	Compensation	Competence	Workload	Work Motivation	Self Efficacy	Pharmacist Performace
Compensation	0.904					
Competence	0.473	0.799				
Workload	0.403	0.660	0.796			
Work Motivation	0.401	0.569	0.782	0.799		
Self Efficacy	0.307	0.549	0.602	0.534	0.828	
Pharmacist Performace	0.474	0.645	0.678	0.698	0.653	0.836

The results of the Fornell-Larcker test in Table 4 show that the AVE square root values for all variables are higher than the inter-variable correlation values. This indicates that all statement items used in this study are valid or reliable.

Inner Model

The inner model testing includes testing the coefficient of determination and testing the significance of the paths between latent variables. The model is assessed through the R2 value and hypothesis testing using bootstrapping.

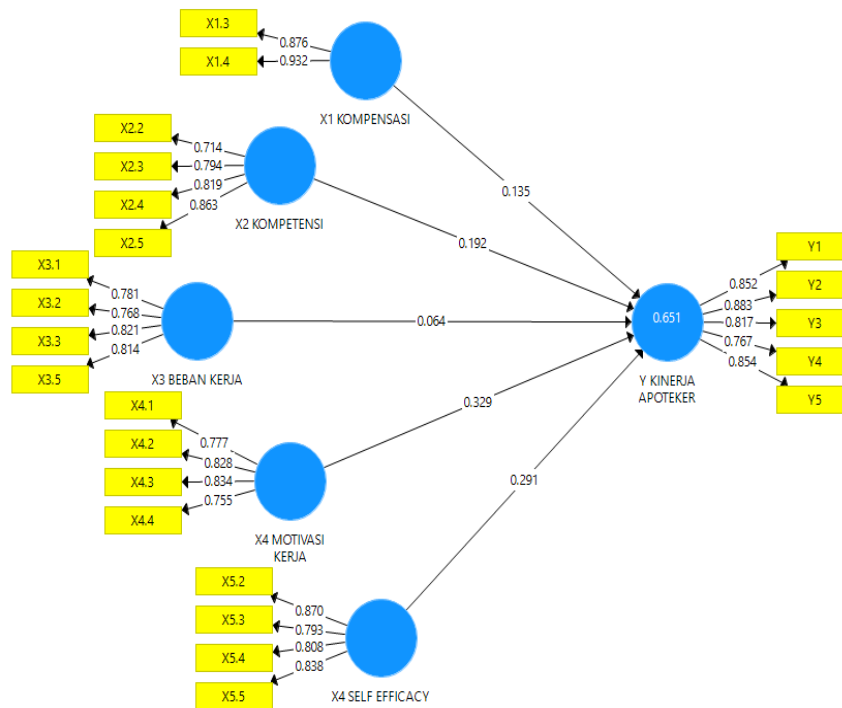


Figure 2.
Inner Model

The results of the inner model testing show that all indicators in the variables Compensation (X1), Competence (X2), Workload (X3), Work Motivation (X4), and Self-Efficacy (X5) on Pharmacist Performance (Y) have outer loading values above 0.7, and the average variance extracted (AVE) values also exceed 0.5. These values indicate that the data used has met the criteria for convergent validity.

R-Square Test

**Table 5.
 R Square Test**

	R Square	R Square Adjusted
Pharmacist Performace	0.651	0.633

The R-Square test results above show an Adjusted R-Square value for the Pharmacist Performance variable of 65% and an Adjusted R-Square value for the Pharmacist Performance variable of 63%.

**Table 6.
 Path Coefficient Test and Hypothesis Significance**

Hipotesis	Variable	Original Sample	T Statistics	P Values	Conclusion
H1	Compensation-> Pharmacist Performance	0.135	1.736	0.083	Significant at 10% and Not Significant at 5%
H2	Competence -> Pharmacist Performance	0.192	2.026	0.043	Significant at 5%
H3	Workload -> Pharmacist Performance	0.064	0.440	0.660	Not Significant
H4	Work Motivation -> Pharmacist Performance	0.329	2.522	0.012	Significant at 5%
H5	Self-efficacy -> Pharmacist Performance	0.291	3.808	0.000	Significant at 5%

Based on the Hypothesis Test shown above, the variables of Compensation, Competence, Workload, Work Motivation, Self-Efficacy show that Compensation has a significant effect on Pharmacist Performance at a 10% significance level. For the Competency variable, it has a significant effect on Pharmacist Performance at a 10% significance level. The Workload variable has no significant effect on Pharmacist Performance. Then the Work Motivation variable has a significant effect on Pharmacist Performance at the 5% level. The Self-Efficacy variable has a significant effect on Pharmacist Performance at the 1% and 5% levels.

Effect of Compensation on Pharmacist Performance

The results showed that compensation had a significant effect on pharmacist performance at a 10% significance level (p = 0.083). Expectancy theory (Vroom, 1964) explains that individuals will work better if they believe that their efforts will result in appropriate rewards. This finding is supported by studies conducted by Sitopu et al. (2021),

Persada & Nabella (2023), Elisa et al. (2022) and Damayanti & Julianti (2024), which show that compensation has a positive and significant effect on performance. Compensation provided adequately to pharmacists plays an important role in improving performance, which in turn has a positive impact on the quality of pharmaceutical services.

The Effect of Competence on Pharmacist Performance

Competence is proven to have a significant influence on pharmacist performance at a 5% significance level ($p = 0.043$). Human Capital Theory (Becker, 1993) asserts that increasing competence through training and work experience will increase labor productivity. The results of this study are supported by research conducted by Rony et al., (2024), Pitasari (2024), and Alzen & Syah (2024) which show that competence has a positive and significant effect on performance. Yuzalmi's research (2023) found that high pharmacy competence increases patient trust in pharmacist services. In addition, the study of Rahmadani et al. (2021) revealed that health workers with high competence tend to have better performance in providing patient-based services. Good competence allows pharmacists to provide accurate information to patients, improve medication adherence, and ultimately increase patient satisfaction.

Effect of Work Motivation on Pharmacist Performance

Work motivation shows a significant influence on pharmacist performance at a 5% significance level ($p = 0.012$). Based on the Self-Determination theory proposed by Deci & Ryan (1985), individuals with intrinsic motivation tend to have a strong internal drive to work optimally. Similar findings were revealed by Satria (2022), Dahlia & Fadli (2022), and Sari & Pancasasti (2022) that work motivation has a positive and significant effect on performance. Similarly, research by Ginting et al. (2024), which states that work motivation is a key component in encouraging improved performance of health workers. In addition, research by Riswanto (2023) highlighted the importance of non-material incentives, such as forms of appreciation and recognition, in strengthening the work motivation of pharmacy personnel in a competitive environment. Pharmacists who have a high level of motivation are generally better able to provide quality pharmaceutical services that are oriented towards patient satisfaction.

The Effect of Self-Efficacy on Pharmacist Performance

Self-efficacy has a highly significant effect on pharmacist performance at the 1% and 5% significance levels ($p = 0.000$). Social Cognitive Theory (Bandura, 1997) states that individuals with high self-efficacy will have confidence in completing tasks well, which has an impact on their performance. Research by Jumiati & Kartiko (2022), Satria (2022), Yuniarti & Muhtamar (2022), and Prasetyono & Indriasih (2023) are in line with the results of the study that self-efficacy has a positive and significant effect on performance. This research shows that confident pharmacy personnel are better able to handle work pressure and provide better service. The same thing was revealed by Andika & Netra (2022), who found that health workers with high self-efficacy were better able to make quick decisions in critical situations. Pharmacists with high levels of self-efficacy are more confident in providing pharmaceutical services, better able to cope with job challenges, and more committed to their duties.

CONCLUSION

The results indicate that the variables of compensation, competence, work motivation, and self-efficacy have a positive and significant influence on the performance of pharmacists in Banyumas Regency, while workload does not show a statistically significant effect. Adequate compensation is proven to improve performance through increased satisfaction and loyalty to the institution. High competence allows pharmacists to carry out pharmaceutical services professionally, build patient trust, and increase work effectiveness. Work motivation, both from intrinsic and extrinsic factors, contributed to increased morale and productivity. High self-efficacy also encourages confidence in completing tasks and maintaining service quality.

Workload did not show a significant effect on performance, possibly due to the effectiveness of task management in pharmacies or the adaptive ability of pharmacists in dealing with job pressures. These findings confirm that internal factors, such as motivation and self-efficacy, have a more dominant contribution in supporting the achievement of optimal performance than external factors such as workload. The practical implications of the results of this study can be used by pharmacy management to design performance improvement policies through strengthening the compensation system, developing professional competencies, and providing psychological support that strengthens pharmacists' motivation and self-efficacy in carrying out their roles.

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