

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh perilaku kerja adaptif, *self-efficacy*, dan kompetensi pegawai terhadap kinerja, dengan kepuasan kerja sebagai variabel intervening pada Badan Kepegawaian, Pendidikan, dan Pelatihan (BKPP) Kabupaten Banyuwangi. Metode penelitian menggunakan pendekatan kuantitatif dengan jenis deskriptif dan verifikatif. Populasi penelitian berjumlah 6.241 pegawai, dengan sampel sebanyak 100 responden yang ditentukan melalui rumus Slovin dan teknik *purposive sampling*. Pengolahan data dilakukan menggunakan *Structural Equation Modeling Partial Least Squares* (SEM-PLS) dengan bantuan aplikasi SmartPLS 4.0. Hasil penelitian menunjukkan bahwa: (1) perilaku kerja adaptif berpengaruh positif dan signifikan terhadap kepuasan kerja dan kinerja pegawai; (2) *self-efficacy* berpengaruh positif dan signifikan terhadap kepuasan kerja dan kinerja pegawai; (3) kompetensi pegawai berpengaruh positif dan signifikan terhadap kepuasan kerja dan kinerja pegawai; (4) kepuasan kerja berpengaruh positif dan signifikan terhadap kinerja pegawai; (5) perilaku kerja adaptif tidak berpengaruh signifikan terhadap kinerja melalui kepuasan kerja; (6) *self-efficacy* tidak berpengaruh signifikan terhadap kinerja melalui kepuasan kerja; dan (7) kompetensi pegawai berpengaruh positif dan signifikan terhadap kinerja melalui kepuasan kerja. Temuan ini menegaskan pentingnya peningkatan kemampuan adaptasi, keyakinan diri, dan kompetensi sebagai faktor utama dalam mendorong kepuasan dan kinerja pegawai. Namun, jalur mediasi kepuasan kerja tidak selalu efektif, khususnya pada hubungan perilaku kerja adaptif maupun *self-efficacy* terhadap kinerja. Oleh karena itu, strategi peningkatan kinerja di BKPP Kabupaten Banyuwangi perlu difokuskan pada penguatan kompetensi serta pemeliharaan kepuasan kerja pegawai.

Kata kunci: perilaku kerja adaptif, *self-efficacy*, kompetensi pegawai, kepuasan kerja, kinerja pegawai.

ABSTRACT

This study aims to analyze the influence of adaptive work behavior, self-efficacy, and employee competence on performance, with job satisfaction as an intervening variable at the Civil Service, Education, and Training Agency (BKPP) of Banyuwangi Regency. The research employed a quantitative method with a descriptive and verificative approach. The population consisted of 6,241 employees, and a sample of 100 respondents was determined using the Slovin formula with a purposive sampling technique. Data were analyzed using Structural Equation Modeling Partial Least Squares (SEM-PLS) with the assistance of SmartPLS 4.0 software. The results revealed that: (1) adaptive work behavior has a positive and significant effect on job satisfaction and employee performance; (2) self-efficacy has a positive and significant effect on job satisfaction and employee performance; (3) employee competence has a positive and significant effect on job satisfaction and employee performance; (4) job satisfaction has a positive and significant effect on employee performance; (5) adaptive work behavior has no significant effect on performance through job satisfaction; (6) self-efficacy has no significant effect on performance through job satisfaction; and (7) employee competence has a positive and significant effect on performance through job satisfaction. These findings highlight the importance of enhancing adaptability, self-confidence, and competence as key factors in driving employee satisfaction and performance. However, the mediating role of job satisfaction is not always effective, particularly in the relationships between adaptive work behavior or self-efficacy and performance. Therefore, performance improvement strategies at BKPP Banyuwangi should focus on strengthening competence and maintaining employee job satisfaction.

Keywords: *adaptive work behavior, self-efficacy, employee competence, job satisfaction, employee performance.*