

The Impact of Self-Efficacy on Performance Employee: Study of Literature

Rajendra Dwi Maheswara¹, Nuha Aliyah² and Fatahillah Ayatulloh Khomeini³

¹*Departement of Psychology, Faculty of Education, Surabaya State University, Indonesia*

²*Department of Psychology, Faculty of Education, Surabaya State University, Indonesia*

³*Department of Psychology, Faculty of Education, Surabaya State University, Indonesia*
rajendra.21046@mhs.unesa.ac.id; nuha.21077@mhs.unesa.ac.id; fatahillah.21078@mhs.unesa.ac.id

Abstract: Self-efficacy is an individual's self-confidence or belief in their ability to do something, produce something, organize, achieve their goals, and also implement actions to realize certain skills. A person's self-efficacy will usually influence the individual in determining an action or decision. Where the action is carried out to achieve a goal or several things or possibilities that will be present in the future. The purpose of this research is to find out the effect of self-efficacy on employee performance. The research method used is qualitative with a literacy review approach through the selection of keywords namely "organization", "self-efficacy", and "employee performance". Based on the research that has been done, it can be concluded that the higher the self-efficacy, the better the employee's performance, and vice versa, the lower the self-efficacy, the worse the employee's performance. Self-efficacy is very helpful in realizing better performance. Employees who have high self-efficacy will find it easier to complete a company task and be able to face all obstacles that stand in their way, so that they can improve and help the organization or company achieve its goals.

Keywords: Employee performance, Organization, Self efficacy

1 INTRODUCTION

Human resource management is basically the steps of planning, attracting, selecting, developing, maintaining, and using human resources to achieve individual and company goals. The company as an organization is a consciously coordinated social unit, with a relatively identifiable boundary, working continuously to achieve certain goals. This definition explicitly assumes the need to coordinate patterns of human interaction. Patterns of interaction of human resources within the organization must be balanced and harmonized so that the organization can continue to exist. The role of human resources has been calculated as an asset that is very useful if managed and developed optimally. Every company has its own way of managing its employees. The role of human resources for companies is not only seen from the results of work productivity but also seen from the quality of work produced. The success of a company or organization in achieving its vision, mission and goals cannot be separated from the role of qualified employees. One of the things that can determine the success of a company is employee performance. Employee performance is an illustration of the level of success or failure of employees in carrying out their main duties and responsibilities. According to Mangkunegara (2014) employee performance is the result or success rate of a person as a whole during a certain period in carrying out tasks compared to all possibilities such as work standards, targets, goals or criteria that have been mutually agreed upon. Good performance can be reflected in the quantity and quality of work that has been completed by employees in carrying out their duties and responsibilities. If employee performance is optimal, it will have a positive impact on the company and if performance is not optimal, it will be difficult for the company to achieve its goals, vision and mission (Khildani et al., 2021). Every company will always try to improve the performance of its employees in the hope that the company's goals will be achieved. One of the factors that influence employee performance is self-efficacy. Self-efficacy is a belief that arises because you have self-confidence in your abilities in carrying out a job, so that you are able to obtain success. According to Lunenberg (2011) self-efficacy is an individual's belief in facing and solving the problems they face in various situations and being able to determine actions in

completing certain tasks or problems so that the employee is able to overcome obstacles and achieve the expected goals. Self-efficacy is the belief that an individual has about his or her ability or inability to demonstrate a particular behavior or set of behaviors (Bandura, 1997). The concept of self-efficacy relates to the extent to which individuals are able to have the abilities, potentials, and tendencies that exist within them to be combined into certain actions in dealing with situations that may be encountered in the future. Self efficacy greatly impacts employee performance because employees who are the main strength of the company can have a direct effect on the company's growth. Confidence relates to encouragement or self-motivation possessed by employees to be more confident and have confidence in their own abilities. Self efficacy is very much needed in employees, by increasing the ability to carry out the tasks assigned so that the company runs optimally and employee job satisfaction will increase. If employee self-efficacy is good, employees are able to accept work challenges and have the confidence to be able to complete these challenges so that good employee performance will benefit the company.

Self-efficacy is a person's confidence in carrying out tasks at a certain level. Self efficacy is one of the factors that influence personal activity towards task achievement. Self-efficacy is a belief about the probability that a person can successfully carry out some actions and achieve some results. Self-efficacy is very necessary in developing employee performance because the presence of self-efficacy in individuals will lead to confidence in their ability to complete work (Widiarni et al., 2019). Self of efficacy as a person's tendency to engage in activities that lead to goals. If this behavior leads to an object/target then with this motivation the achievement of the maximum target or goal will be obtained so that the implementation of tasks can be carried out as well as possible, so that work effectiveness can be achieved. In addition, self-efficacy is a process that begins with deficiencies in physiological or psychological terms or needs that activate behavior or an impulse aimed at a goal or incentive. The existence of good self-efficacy can be a psychological boost for employees to provide maximum work results (Fadzillah, 2006). According to Wastuti (2018) self-efficacy is a belief in oneself that arises in solving/overcoming various situations that arise in one's life. Self-efficacy is a matter of the individual's perceived ability to deal with specific situations in relation to an assessment of the ability to perform an action that has to do with a particular task or situation. From some of the statements above, it can be concluded that self-efficacy is the ability possessed by individuals to complete tasks and overcome various situations that will occur in the future. In this case self-efficacy greatly impacts employee performance where an employee who has high self-efficacy will find it easier to complete a company task and be able to face any obstacles that hinder them from achieving company success. So self efficacy can be said to have an impact on employee performance.

2 MATERIALS AND METHODS

This study uses the literature review method by collecting various literature and research results that are relevant to the topics discussed in this article, which come from a variety of different sources. Habsy (2017) states that literature study is a method used to collect data or sources related to the topic raised in a study. Literature study contains a brief description of what has been learned, arguments, and established about a topic, and is usually organized chronologically or thematically (Widaningsih, 2014). The researcher then examines the sources that have been obtained which then systematically reviews them and makes a final report.

Journal article searches were conducted through several Google Scholar databases which were published from 2013 to 2023. The keywords in searching for research articles are "self efficacy" and "employee performance". The total number of articles that have been found is 5 articles which discuss the effect of self-efficacy on employee performance which are published in Indonesian.

3 RESULTS

Research results based on literature review sources taken 5 articles related to the effect of self-efficacy on employee performance. of the 5 articles it can be explained that on average it has a positive influence on employee performance. where when the level of self-efficacy of employees is high, their performance also increases, and vice versa. the lower the employee's self-efficacy, it will affect the ability of the employee's performance in carrying out the duties and responsibilities as an employee

No.	Title	Researcher	Research purposes	Method	Subject	Measuring instrument	Results
-----	-------	------------	-------------------	--------	---------	----------------------	---------

1.	Self-Efficacy on Employee Performance at PDAM Tirtanadi, Sunggal Water Treatment Unit	Sri Ngayomi Yudha Wastuti, S.Psi.,M.Psi., Psi.	To see the effect of self-efficacy on employee performance at PDAM Tirtanadi, especially at the Sunggal Water Treatment Installation Unit	Quantitative	The population in this study were PDAM Tirtanadi employees at the Sunggal Water Treatment Installation Unit, Medan, totaling 40 employees.	The method used in this study is in the form of documentation for employee performance while self-efficacy uses a questionnaire method which is compiled based on aspects of self-efficacy, from Bandura's theory	The results of the study prove that there is a significant influence between self-efficacy on employee performance. This is indicated by the coefficient of Freg = 97.611 where $p < 0.050$. This indicates that the higher the self-efficacy, the better the employee's performance, and vice versa.
2.	Career Development and Self-Efficacy on Employee Performance at PT. Matahari Department Store Manado Town Square	Regina Gledy Kaseger	To find out whether career development and self-efficacy affect employee performance at PT. Matahari Department Store Manado Town Square	Quantitative	The population in this study are employees of PT. Matahari Department Store Manado Town Square. The sample used in this study was purposive sampling, 50 respondents were taken/researched.	The research variable for this scale uses a Likert scale (numbers 1-5).	The T count value for the self-efficacy variable is 0.239 which is smaller than the t table value of 2.920. with a significant level of $0.812 > 0.05$. From these results it can be seen that the value of $T \text{ count} < T \text{ table}$, it can be concluded that the self-efficacy variable has no effect because it is not significant on the performance variable of PT employees. Matahari

							Department Store Manado Town Square.
3.	The Effect of Career Planning and Self Efficacy on Employee Performance at PT. PLN (Persero) Manado Area	Rinna Ribka Rimper and Lotje Kawet	To determine the effect of career planning and self-efficacy on the performance of PT PLN (Persero) Manado Area employees.	Quantitative	The population in this study were employees of PT PLN (Persero) Manado Area. The research sample is 45 employees.	The method used in collecting research data is: 1. Survey 2. Observation 3. Interview 4. Questionnaire	Variable Self Efficacy, T count 2.553 greater than T table (df42,0.05) 1.6820, thus Ho is accepted, meaning that self efficacy has a positive and significant effect on the performance of employees of PT PLN (Persero) Manado Area, thus the hypothesis can be accepted.
4.	The Effect of Self-Efficacy and Motivation on Employee Performance at PT. Busson Auto Finance (BAF) Surabaya Branch I	Akhir Putra Setiawan and Tri Andjarwati	The purpose of this research is to analyze the effect of self-efficacy and motivation on employee performance.	Quantitative	The population of this research is 50 employees of PT. Bussan Auto Finance (BAF) Surabaya Branch I billing section which is also used as a sample.	This test is carried out using Partial Least Square (PLS)	There is a positive and significant effect of self-efficacy on employee performance with a regression coefficient of 0.340 and a significance of 0.002.
5.	The Effect of Performance Self-Efficacy on Organizational Support as Moderation	A.A.Ayu Ngr. Dinni Saraswathi. P, I.G.A. Manuati Dewi and Putu Saroyeni Piartini	The purpose of this research is to explain the effect of self-efficacy on performance and the role of organizational support as a	Quantitative	The research was conducted at the Gianyar Regency Land Office with a population of 155 employees. The sample was	Data collection techniques used are questionnaires and interviews. The measurement scale used is a Likert scale of 1-5	The results of data processing show that self-efficacy has a positive effect on performance ($\beta = 0.940$; $p < 0.05$).

			moderator of the effect of self-efficacy on performance.		determined by purposive sampling technique, namely as many as 90 employees who were directly involved in the land service process.		
--	--	--	--	--	--	--	--

4 DISCUSSIONS

According to Mangkunegara (2009) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is the result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience, sincerity and time (Hasibuan, 2006). Performance as a result of work that can be achieved by a person or group of people in a company both quantitatively and qualitatively in accordance with the respective authorities and responsibilities in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. Performance refers to the level of success in carrying out tasks and the ability to achieve predetermined goals. The factors that influence performance include expectations regarding rewards, encouragement, abilities, perceptions of tasks, internal or external rewards, and perceptions of rewards and work level satisfaction (Gibson et al., 2017). Fadzilah (2006) argues that employee performance refers to employee performance as measured based on standards or criteria set by the company. Management to achieve high performance is primarily intended to improve overall company performance. According to Timpe (1999) efforts to optimize employee performance within the company, there are seven factors that affect performance, namely:

- Pay system to improve work motivation in carrying out tasks.
- Setting goals to increase work motivation and improve organizational performance
- Program Management by Objective to explain and make individual goals in line with company goals
- Various employee selection procedures to seek the possibility of hiring or contracting qualified and experienced individuals
- Training and development programs to improve employee knowledge and skills so they can function effectively
- Change of leadership and programs to improve managerial effectiveness
- Changing the organizational structure to improve organizational effectiveness

So it can be concluded that performance is the result of work that can be achieved by a person or group of people in a company both quantitatively and qualitatively in accordance with the authority and duties of each responsibility in an effort to achieve the goals of the organization concerned legally, not violating the law and in accordance with morals and ethics. According to Bandura (1997) self-efficacy theory is a key component in social cognitive theory or social learning theory which refers to the belief that one is able to do a task and motivates himself in order to achieve the desired result. Self efficacy is an individual's assessment of his ability or competence to perform a task, achieve a goal, and produce something (Baron & Byrne, 2000). Feist & Feist (2002) state that self-efficacy is an individual's belief that they have the ability to exercise control over their work against environmental events they encounter. Self efficacy differs in each dimension that is owned by each employee to achieve satisfactory performance. Self efficacy is an individual's perception of his/her ability to perform the expected action. Stajkovic & Luthans (1998) explained that self-efficacy is an individual's self-confidence in his ability to direct all efforts so that they are successful and successful in carrying out the tasks they face. Self-efficacy is a problem of the ability that is felt by individuals to overcome special situations in connection with an assessment of the ability to carry out an action related to a specific task or a particular situation (Mahawati & Sulistiyani, 2021). According to Goleman (1999) the level of self-efficacy is a more precise predictor of a person's performance than the skills or training possessed before a person is hired. The level of self-efficacy is determined by previous experiences, experiences recognized by others, verbal persuasion and emotional states. The perception that a person has of his ability to carry out a task will increase the likelihood that the task can be completed successfully (Wastuti, 2018). Brown & Leigh (1996) explained that self-efficacy shows that individuals who

have confidence that they are able to do work successfully will feel happier with their work so that they will be more focused on their work and will lead to better performance. Bandura (1997) states that self-efficacy in individuals consists of three indicators, namely magnitude (the size of the task given), generality (generality in completing tasks), and Strength (strength over employee confidence). Morrison (1993) also defines self-efficacy as a person's tendency to engage in activities that lead to goals. Self-efficacy as a process that begins with deficiencies in physiological and psychological terms or an encouragement aimed at a goal (Luthans, 1995). Alwisol (2009) explains that self-efficacy is self-assessment whether one can perform good or bad actions. This self-efficacy is different from aspirations because ideals describe something ideal that should be achieved while self-efficacy describes self-assessment of abilities. It can be concluded that self-efficacy is an individual who has confidence that he is able to do work successfully will feel happier with his job so that he will focus more on his work and will lead to better performance. Wastuti's research results (2019) state that there is a significant influence between self-efficacy on employee performance. This is indicated by the coefficient of Freg = 97.611 where $p < 0.050$. This shows that the higher the self-efficacy, the better the employee's performance, and vice versa. Based on this research, it is in line with research conducted by Rimper & Kawet (2014) which stated that the self-efficacy variable, T count 2.553 is greater than T table (df42,0.05) 1.6820, thus H_0 is accepted, meaning that self-efficacy has an effect positive and significant to the performance of PT PLN (Persero) Manado Area employees, thus the hypothesis can be accepted. The results of the two studies above are also in line with the research of Setiawan & Andjarwati (2017) that there is a positive and significant effect of self-efficacy on employee performance with a regression coefficient of 0.340 and a significance of 0.002. Besides that, research from Saraswati et al. (2017) stated that the results of data processing showed that self-efficacy had a positive effect on performance ($\beta = 0.940$; $p < 0.05$). This indicates that the higher the self-efficacy, the better the employee's performance, and vice versa, the lower the self-efficacy, the worse the employee's performance. But there is also a low self-efficacy, then employee performance is also low, this affects the completion of tasks and responsibilities which can be proven in Kaseger's research (2013) that the calculated t value for the self-efficacy variable is 0.239 which is smaller than the t table value of 2.920. with a significant level of $0.812 > 0.05$. From these results it can be seen that the value of t count $<$ t table, it can be concluded that the self-efficacy variable has no effect because it is not significant on the performance variable of PT employees. Matahari Department Store Manado Town Square.

5 CONCLUSIONS

Based on the literature study that has been conducted on 5 research on self-efficacy and employee performance. The conclusion that can be obtained is that self-efficacy has an important influence on the level of employee performance. The higher the self-efficacy possessed by a person, the higher the resulting performance will be. Self-efficacy is very helpful in realizing better performance so that it can improve and help an organization or company achieve its goals.

ACKNOWLEDGEMENTS

The researcher would like to thank the lecturer for the Self-Development course, namely Dr. Umi Anugerah Izzati, M.Psi., Psychologist, Siti Jaro'ah, S.Psi., MA, Vania Ardelia, S.Psi., M.Sc who has provided knowledge and guided researchers during lectures. Then we would like to thank the previous researchers for contributing knowledge which we finally used as a reference to complete this article.

REFERENCES

- Alwisol. (2009). Psikologi Kepribadian. Malang: UMM Press.
- Bandura, A. (1997). Self Efficacy The Exercise of Control. New York: W. H Freeman and Company.
- Baron, R. A., & Byrne, D. (2000). Social Psychology (9th ed.). New York: Allyn & Bacon.
- Brown, S. P., & Leigh, T. W. (1996). A New Look at Psychological Climate and Its Relationship to Job Involvement, Effort and Performance. *Journal of Applied Psychology*.
- Fadzilah, A. (2006). Analisis Pengaruh Pemberdayaan Karyawan Dan Self of Efficacy Terhadap Kinerja Karyawan Bagian Penjualan (Studi Kasus Pada Pt. Sinar Sosro Wilayah Pemasaran Semarang). *Jurnal Studi Manajemen Organisasi*, 3(1), 12–27.
- Feist, J., & Feist, G. J. (2002). Theory Of Personality (5th ed.). New York : Mc Graw Hill.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. (2017). Organisasi: Perilaku, Struktur, Proses (8th ed.). Jakarta: Binarupa aksara.

- Goleman, D. (1999). *Kecerdasan Emosi untuk Mencapai Puncak Prestasi*. Jakarta: PT. Gramedia.
- Habsy, B. Al. (2017). Seni Memahami Penelitian Kuliatif dalam Bimbingan dan Konseling : Studi Literatur. *JURKAM: Jurnal Konseling Andi Matappa*, 1(2), 90–100. <https://doi.org/10.31100/jurkam.v1i2.56>
- Hasibuan, M. S. P. (2006). *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta.
- Kaseger, R. G. (2013). Pengembangan Karir Dan Self-Efficacy Terhadap Kinerja Karyawan Pada Pt. Matahari Department Store Manado Town Square. *Jurnal Emba*, 1(4), 906–916.
- Khildani, A. C., Suhermin, & Lestariningsih, M. (2021). Pengaruh Efikasi Diri dan Lokus Kendali terhadap Kinerja Karyawan Melalui Learning Agility. *Jurnal Manajemen Dan Keuangan*, 10(2), 208–228. <https://doi.org/10.33059/jmk.v10i2.4186>
- Lunenberg, C. F. (2011). Self Efficacy In The Workplace : Implications for Motivation and Performance. *International Journal of Management, Business and Administration*, 14(1), 1–6.
- Luthans, F. (1995). *Organizational Behavior (7th ed.)*. Singapore: Me Graw-Hill.
- Mahawati, G., & Sulistiyani, E. (2021). Efikasi Diri Dan Disiplin Kerja Serta Pengaruhnya Terhadap Kinerja Karyawan. *Bangun Rekaprima: Majalah Ilmiah Pengembangan Rekayasa, Sosial Dan Humaniora*, 7(1), 62–69. https://jurnal.polines.ac.id/index.php/bangun_rekaprima/article/view/2593
- Mangkunegara, A. P. (2009). *Manajemen Sumber Daya Manusia Perusahaan*. Remaja Rosdakarya.
- Mangkunegara, A. P. (2014). *Manajemen Sumber Daya Manusia Perusahaan*. Bandung: PT. Remaja Rosda Karya.
- Morrison, K. R. B. (1993). *Planning and Accomplishing School-Centred Evaluation*. Peter Francis Publishers, Norfolk.
- Rimper, R. R., & Kawet, L. (2014). Pengaruh Perencanaan Karir Dan Self Efficacy Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Area Manado. *Jurnal EMBA*, 2(4), 413–423.
- Saraswathi., A. A. A. N. D., Dewi, I. G. A. M., & Piartini, P. S. (2017). Pengaruh Efikasi Diri Terhadap Kinerja dengan Organizational sebagai Pemoderasi. *E-Jurnal Ekonomi Dan Bisnis*, 6(6), 2257–2286.
- Setiawan, A. P., & Andjarwati, T. (2017). Pengaruh Self Efficacy dan Motivasi terhadap Kinerja Karyawan PT. Busson Auto Finance (BAF) Cabang Surabaya I. *Jurnal Ekonomi Manajemen*, 2(1), 275–284.
- Stajkovic, A. D., & Luthans, F. (1998). Self-Efficacy and Work-Related Performance: A Meta Analysis. *Psychological Bulletin*, 124(2), 240–261.
- Timpe, A. D. (1999). *Seri Manajemen Sumber Daya*. Yogyakarta: Gramedia.
- Wastuti, S. N. Y. (2018). Efikasi Diri terhadap Kinerja Karyawan PDAM Tirtanadi Unit Instalasi Pengolahan Air Sunggal. *Biblio Couns : Jurnal Kajian Konseling Dan Pendidikan*, 1(2), 35–42. <https://doi.org/10.30596/bibliocouns.v1i2.2076>
- Widaningsih, R. S. (2014). Manajemen dalam Implementasi Kurikulum di Sekolah. *Jurnal ILMAN*, 1(2), 160–172. Retrieved from <https://journals.synthesispublication.org/index.php/Illman/article/view/63>
- Widiarni, N. K. L. sari, Martini, L. kadek budi, & Verawati, Y. (2019). PENGARUH BUDAYA ORGANISASI DAN SELF EFFICACY TERHADAP KINERJA KARYAWAN PADA PT. ANUGERAH AGUNG ALAMI WINGS SURYA KLUNGKUNG. *JUIMA : Jurnal Ilmu Manajemen*, 9(1), 69–74.