



The Effect of Self-Efficacy, Competence and Training on Employee Performance PT. Petro Oxo Nusantara Gresik

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ABSTRACT

Employee performance is a measure used to assess individual achievement because it includes various indicators to measure the quality and amount of work completed, as well as the behavior and actions of employees in carrying out their duties. Evaluation of human resource performance has an important role because it can affect the company's quality in the future. This study aims to understand the influence of Self-Efficacy, Competence, and Training on Employee Performance at PT. Petro Oxo Nusantara Gresik. This study uses a quantitative approach by taking samples from the production employees of PT. Petro Oxo Nusantara Gresik. The sampling technique used is a Saturated Sample involving 50 respondents. The data analysis method used is PLS (Partial Least Square), by conducting validity, reliability, and hypothesis testing. The findings from this study indicate that Self-Efficacy, Competence, and Training have a positive and significant impact on Employee Performance at PT. Petro Oxo Nusantara Gresik. This confirms that these factors influence employee performance in the company environment.

INTRODUCTION

Human resources are one of the organizational assets that have an important role in achieving its goals. Managing human resources is very crucial. PT. Petro Oxo Nusantara pioneered 2-EH, NBA, and IBA factories in Indonesia and Southeast Asia. Almost all products are made by PT. PON is distributed (75%) abroad, and the remainder (25%) meets domestic needs. Without human resources, companies will find it difficult to compete with several domestic and foreign companies with a better workforce.

To achieve the company's target, the presence of employees who can achieve or exceed the set targets is crucial. *Employee performance appraisal data* is a reference used as a standard for assessing one's performance. Employee performance appraisal includes several indicators, such as work quality, work quantity, and employee behavior in PT tasks. Petro Oxo Nusantara Gresik, there is a fluctuation or increase and decrease in production achievements from 2017 to 2021. This suggests that there were variations in production performance over the period, which could impact the company's production output.

Employee performance assessment data is a measure that can be used to assess a person's performance because it includes indicators to measure employee performance, namely quality and quantity, as well as employee behavior at work—one of the problems experienced by PT. Petro Oxo Nusantara Gresik shows fluctuations or ups and downs in production achievements in 2017-2021. In 2017, sales were not achieved at 34,079.58 Metric Tons. Sales reached targets in 2018 and 2019 until sales were not achieved again in 2020. Sales in 2020 were not achieved at 8,202.78 Metric Tons. The decline in achievement in 2020 was less than the decline in achievement in 2017, with a difference of 25,870.80 Metric Tons. In 2021, sales were realized again but decreased again in 2022, with sales not being achieved amounting to 2,756.93 Metric Tons. The decline in sales in 2022 amounted to 2,756.93 Metric Tons, less than in 2020, with a difference of 5,451.85 Metric Tons.

Achievement of employee performance that is yet to be efficient can be caused by decreased self-efficacy of employees. This can be seen in employees' confidence in completing the responsibilities that have been given to employees. Several production employees explained that they became confident when in 2021, they made achievements that exceeded the set targets.

Companies can achieve growth and sustainability with the support of employees who are competent in their fields. Problems that arise related to competence in PT. Petro Oxo Nusantara Gresik is an employee's incompetence in overcoming problems and obstacles that may arise during production. In addition, employees need more initiative and innovation because they always depend on orders from superiors is also a concern.

Training can be a solution to help employees improve certain knowledge and skills relevant to their current job, as well as provide opportunities for them to develop themselves and improve their abilities for the future. Thus, through training, employees are expected to be more competent in facing challenges at

work and be more proactive in seeking innovation for the company's advancement.

THEORETICAL REVIEW

Self-Efficacy

According to Donohue et al. (2020), self-efficacy refers to strength, confidence and ability to perform certain tasks. Beliefs may vary between tasks, but beliefs do not. A person with a strong sense of accomplishment can help them complete work tasks and increase their psychological well-being. With a strong sense of efficacy, difficult tasks can be experienced as challenging rather than daunting and achievable tasks. This can provide self-confidence and mental flexibility, preventing a person from becoming stressed and depressed at work. Huang et al. in Arifin (2021).

Brown in Fitriandari et al. (2019) self-efficacy refers to the dimensions of magnitude, generally, and strength. By knowing this measure, it is known that some indicators of self-efficacy are: (1) Confident that he can complete a specific job, (2) Confident that he can motivate himself to carry out the actions needed to complete the work, (3) Confident that he can try hard, pay attention, and diligent (4) Confident that he can survive when constraints and difficulties are encountered.

Competence

Expertise can pay or work based on the skills, experience, support, and work attitude required of employees. Edison et al. in Wibisono et al. (2022) competency is the skill of a person who does the right job and has advantages based on topics related to knowledge, skills and attitudes. From the statements of several experts, it can be concluded that Competence is the capacity of employees based on expertise and experience, which serves as a guide for carrying out tasks by the Standard Operating Procedure (SOP). According to Abdi & Rasmansyah in Ulfaturrosida & Swasti (2022), *Competence* is defined as individual knowledge, skills, abilities, or direct characteristics that directly affect performance. For example, the ability of employees to choose work methods that are considered more responsive and efficient. Where the existence of Competence will form the expertise of employees in having special techniques to carry out their work. Competency indicators, according to Spencer in Indrastuti (2021), namely: (1) Skill, (2) Knowledge, (3) Social role, (4) Self Image, (5) Motive.

Training

According to Rohmah (2018), training is a temporary learning process that uses systematic and structured methods to improve skills and knowledge for specific purposes. The staff training program can be done in one way, namely by providing appropriate understanding and practice to improve their actions. By conducting training, employees are saved in carrying out existing careers. According to Mangkunegara in Milah (2020), training indicators are: (1)

Training Objectives, (2) Materials, (3) Training Methods, (3) Qualifications of participants, (4) Qualifications of Trainers (Instructors).

Employee Performance

According to Mangkunegara in Sitingjak et al. (2021), performance can be interpreted as the result of a job. The word "performance" comes from the term "work achievement" or "actual achievement" obtained by individuals. Work performance refers to the results obtained by employees qualitatively and quantitatively when they carry out their duties according to the responsibilities that have been determined.

In Dewi (2019), Robbins argues that performance indicators are a tool for evaluating the performance of employees. Some of the indicators used to measure employee performance include (1) Quality of Work, (2) Quantity, (3) Timeliness, (4) Effectiveness, and (5) Independence.

Relationship between Self-Efficacy and Employee Performance

Self-Efficacy is a person's belief in his ability to carry out tasks at the level of performance he has. This arises when individuals have confidence in their ability to do a job to obtain success. This belief is related to the encouragement or motivation that a person has to be more confident in his abilities. High self-efficacy will achieve better performance and vice versa. This is reinforced by the opinion of Arifin et al. (2021), who states that self-efficacy is an individual's belief in his ability to carry out tasks at a certain level of performance as the results of research conducted by Dewi and Rahmawati (2020) state that there is a positive influence between self-efficacy and employee performance. This is reinforced by research conducted by Santri et al. (2023); there are positive and significant results between self-efficacy and employee performance.

Relationship between Competency and Employee Performance

Competence is an attitude that underlies individuals to achieve optimal performance. Every company or organization requires different competencies, depending on various factors such as the type of aspect, company size, type of business, and the industry it runs. These factors are only a few of the many influences that exist. According to Ningsih (2020), competence includes knowledge, skills, and abilities relevant to work, including performing non-routine tasks. Each employee also has different competencies because they are influenced by previous work experience. This work experience plays a role in increasing the competence of employees so that they can develop particular expertise in their respective fields. Ramadhani and Irbayuni (2021) state competence as an activity carried out specifically to carry out work based on skills, knowledge, and abilities. Employees will not increase their abilities or skills if there is no competency improvement. This is reinforced by the opinion of Ibrahim and Irbayuni (2022), who conclude that competence positively and significantly affects employee performance. Mulang's research (2023) results also show a positive and significant relationship between competence and employee performance.

Relationship between Training and Employee Performance

Training is an effort to improve the ability of employees to carry out the duties assigned to help them achieve better performance to achieve company goals. According to Ihsani and Rini (2023), training is carried out by institutions or organizations to improve employees' skills in their work and to achieve and fulfill pre-planned organizational targets. Training programs play a role in helping employees control and reduce anxiety and frustration with the work tasks they carry out to improve their performance and achieve the desired results to achieve organizational goals. According to Dewi (2019), training programs are carried out to increase specific knowledge and skills for more qualified employees with better attitudes. Through training, employees are assisted in doing the work at hand. This aligns with research conducted by Barus and Siregar (2023), showing that training has a positive and significant effect on employee performance. Research conducted by Safitri (2019) strengthens the results of research conducted, showing positive results between training and employee performance.

METHODOLOGY

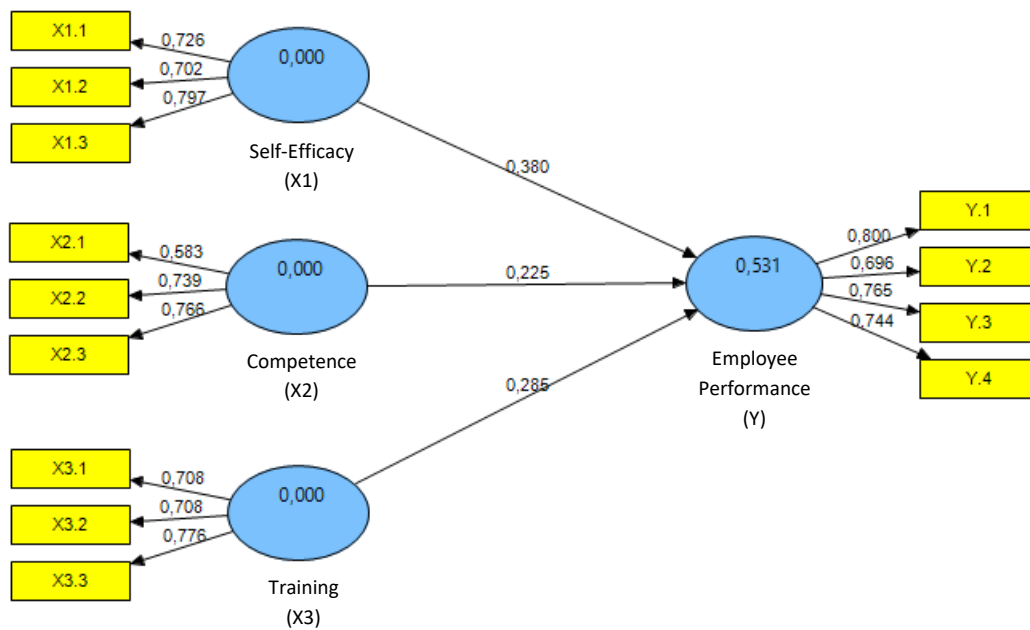
This study uses quantitative methods in its research. The variables that are the focus of the research consist of the independent variable (X), namely Self-Efficacy (X1), Competence (X2), and Training (X3), as well as the dependent variable (Y), namely Employee Performance. This research was conducted at PT. Petro Oxo Nusantara Gresik by involving employees of the company's production division as research objects.

This study took the population from employees of the production division of PT. Petro Oxo Nusantara Gresik. In this study, the number of samples used was 50 people, applying a saturated sample technique that took all members of the existing population. Sugiyono in Susanto & Sukarno (2022) argue that saturated sampling is a method for determining sample size if the entire population is to be used as the sample. Because of this, the researcher chose a sample with a saturated sampling method. The reason for using a saturated sampling technique is that the population is relatively small, with less than 100 people. Thus, the number of samples taken is the same as the total population, namely 50 people.

RESULTS AND DISCUSSION

The research was conducted to see the effect of self-efficacy, competence and training on the performance of employees at PT. Petro Oxo Nusantara Gresik. Respondents in this study were 50 production division employees. The data obtained were processed using SmartPLS 3.0 software with a conceptual model arranged as follows.

Figure 1 Outer Model with factor loading, Path Coefficient and R-Square



Source: data processing, SmartPLS output

From the illustration of the outer model above, several things can be observed, and the first is the magnitude of the aspect loading number of each indicator located above the arrow between the variable (construct) and the pointer. It can also be observed that the magnitude of the row coefficient above the arrow line between exogenous variables and endogenous variables. Not only that, the magnitude of the R-Square can be observed right in the endogenous variable group (employee performance).

In this study, the calculation model uses exogenous variables (independent variables) with reflective indicators, namely Self-Efficacy (X1), Competence (X2), and Training (X3), while the endogenous variable (dependent variable) is Employee Performance (Y). Several methods can be used to assess the validity of indicators, one of which is by examining the output of the outer loading table, which measures the extent to which these indicators are related to the measured construct.

Table 2 Outer Loadings (Mean, STDEV, T-Values)

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
X1.1 <- Self Efficacy (X1)	0,460808	0,461628	0,061240	0,061240	7,524591
X1.2 <- Self Efficacy (X1)	0,384076	0,378093	0,048855	0,048855	7,861628
X1.3 <- Self Efficacy (X1)	0,496116	0,501081	0,051760	0,051760	9,584884
X2.1 <- Competence (X2)	0,300839	0,283641	0,119941	0,119941	2,508223
X2.2 <- Competence (X2)	0,465461	0,451713	0,082197	0,082197	5,662730
X2.3 <- Competence (X2)	0,627541	0,635497	0,108978	0,108978	5,758433
X3.1 <- Training (X3)	0,407352	0,403622	0,078191	0,078191	5,209668
X3.2 <- Training (X3)	0,402864	0,400793	0,058533	0,058533	6,882627
X3.3 <- Training (X3)	0,549525	0,549468	0,071623	0,071623	7,672500
Y.1 <- Employee Performance (Y)	0,366830	0,365020	0,034434	0,034434	10,653105
Y.2 <- Employee Performance (Y)	0,253700	0,251806	0,033205	0,033205	7,640429
Y.3 <- Employee Performance (Y)	0,427125	0,427387	0,047389	0,047389	9,013100
Y.4 <- Employee Performance (Y)	0,272858	0,279519	0,038167	0,038167	7,149029

Source: data processing, SmartPLS output

In the previous table, the indicator is measured through the Factor Loading value as the validity of the indicator. To be considered valid, the Factor Loading value must be greater than 0.5, and the T-Statistic number value must

be greater than 1.96 (with $\alpha = 0.05$). *Factor Loading* measures the relationship between the indicator and the variable being measured. If the value is greater than 0.5, the validity is quite good. In addition, if the T-Statistic number is greater than 1.96, indicating that the significance is met, the measurement results can be trusted.

Table 3 R-Square

	R Square
EMPLOYEE PERFORMANCE (Y)	0,530937
COMPETENCE (X2)	
TRAINING (X3)	
SELF-EFFICACY (X1)	

Source: data processing, SmartPLS output

The list above proves that the value of $R^2 = 0.530937$. The research results found that this model can explain the phenomenon of employee performance, which is influenced by independent variables such as self-efficacy, competency, and training. With a version of 53.09%. On the contrary, the remaining 46.91% is explained by other variables outside this study (except self-efficacy, competence and training).

Hypothesis Test

Table 4 Path Coefficients (Mean, STDEV, T-Values, P-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
Self-Efficacy (X1) -> Employee Performance (Y)	0,379539	0,379405	0,069698	5,445479	0,000
Competence (X2) -> Employee Performance (Y)	0,224739	0,235761	0,084041	2,674141	0,009
Training (X3) -> Employee Performance (Y)	0,284726	0,287504	0,098070	2,903302	0,004

Source: data processing, SmartPLS output

The research results show that the hypotheses in this study can be accepted. Here is a summary of the results:

Hypothesis 1

The results of the analysis show that Self-Efficacy (X1) has a positive impact on employee performance (Y). The path coefficient between X1 and Y is 0.379539, with a T-statistic number of 5.445479, greater than 1.96 (T-table number at the significance level $\alpha = 0.05$). This shows that the relationship

between X1 and Y is statistically **significant** and **positive**, and the results are considered **valid** and **significant**.

Hypothesis 2

The results of the analysis show that competence (X2) has a positive effect on employee performance (Y). The path coefficient between X2 and Y is 0.224739, with a T-statistic number of 2.674141, which is also greater than 1.96. This shows that the relationship between X2 and Y is statistically **significant** and **positive**, and the results are considered **valid** and **significant**.

Hypothesis 3

The results of the analysis show that training (X3) has a positive effect on employee performance (Y). The path coefficient between X3 and Y is 0.284726, with a T-statistic number of 2.903302, also greater than 1.96. This shows that the relationship between X3 and Y is statistically **significant** and **positive**, and the results are considered **valid** and **significant**.

Based on the previous outer loading table, all indicators contained in the variables Self-Efficacy (X1), Competence (X2), Training (X3), and Employee Performance (Y) show a factor loading value (original sample) that is greater than 0.50 and significant (the value of the T-Statistic is greater than the value of $Z \alpha = 0.05$). Therefore, it can be concluded that all indicators meet the criteria of Convergent Validity or good validity.

Effect of Self-Efficacy on Employee Performance

The results of the analysis of the three indicators of self-efficacy (Confident that he can complete certain tasks, Confident that he can survive when facing obstacles and difficulties, Confident in being able to solve problems in various situations) use smart PLS, the most dominant variable on Employee Performance at PT. Petro Oxo Nusantara Gresik is "Confident of being able to solve problems in various situations," seen from the high factor loading. This happened to production employees at PT. Petro Oxo Nusantara Gresik is part of quality control. In the past few months, there has been minimal damage to the product; this has happened because employees can confidently solve problems at work. After all, the average employee has more than 1 year of work experience.

The results of this study are research conducted by Arifin et al. (2021); the results show that self-efficacy has a significant positive effect on employee performance. It is proven that the higher the level of self-efficacy, the more confident a person is, and the more optimal the contribution will be. Research conducted by Dewi and Rahmawati (2020) also states that there is a positive influence between self-efficacy and employee performance. This is reinforced by research conducted by Santri et al. (2023); there are positive and significant results between self-efficacy and employee performance.

The Effect of Competence on Employee Performance

The analysis results of the three competency indicators (Skill, Knowledge, Attitude) use smart PLS, the most dominant variable on Employee Performance at PT. Petro Oxo Nusantara Gresik is "Attitude" from the high factor loading. This happened to production employees at PT. Petro Oxo Nusantara Gresik, employee competence is greatly influenced by the attitude of employees in acting professionally in several ways, namely doing work according to company operational standards, providing a good work attitude, always being responsible in completing the work given and being disciplined at work. Employees in the production division always comply with the company's operational standards, so production employees have a good work attitude.

This study's results are from research conducted by Ningsih (2020), which shows that competence has a significant positive effect on employee performance. It is proven that competence gives the result that the more competent a person is, the better the performance will be. This research is also in line with Ramadhani and Irbayuni (2021), which concluded that competency significantly positively affects employee performance. The work experience is proven to increase employee competence to enable employees to gain special abilities in their respective fields. Research conducted by Ibrahim and Irbayuni (2022), there is also a positive and significant influence between competency and employee performance. Mulang's research (2023) results also show a positive and significant relationship between competence and employee performance.

Effect of Training on Employee Performance

The analysis results of the three training indicators (Training Objectives, Materials, Training Methods) use smart PLS, the most dominant variable on Employee Performance at PT. Petro Oxo Nusantara Gresik is a "Training Method" for high-factor loading. So it can be said that, for training to contribute to performance, the company must pay attention to the training methods used. This can be explained as when employees attend training in production management, employees are given material training methods and practice directly on machines in the field to get more optimal training.

This study's results are those conducted by Dewi (2019), which show that training has a significant positive effect on employee performance. It is proven that training is an effort to improve employee skills in carrying out assigned tasks to help employees become better, qualified, and able to carry out the tasks determined by the organization. This aligns with research conducted by Barus and Siregar (2023), showing that training has a positive and significant effect on employee performance. Research conducted by Safitri (2019) strengthens the results of research conducted, showing positive results between training and employee performance.

CONCLUSIONS AND RECOMMENDATIONS

The test results use PLS analysis to examine the effect of the variables Self-Efficacy, Competence, and Training on Employee Performance at PT. Petro

Oxo Nusantara Gresik concluded that (1) Self-Efficacy positively contributes to the performance of employees at PT. Petro Oxo Nusantara Gresik. The test results show that if employees have a good level of Self-Efficacy, this will increase their performance in the company. (2) Competence also positively contributes to employees' performance at PT. Petro Oxo Nusantara Gresik. Tests show that when employees have good competence, the quality of their performance will increase in the company. (3) Training has a positive contribution to employee performance at PT. Petro Oxo Nusantara Gresik. The test results show that when employees attend training, this will positively impact their performance in the company. Therefore, it can be stated that Self-Efficacy, Competence, and Training significantly affect the performance of employees at PT. Petro Oxo Nusantara Gresik. These results indicate that efforts to increase Self-Efficacy, Competence and provide training to employees can positively improve company performance.

FURTHER STUDY

This research is inseparable from the various limitations and obstacles faced in conducting this research. Therefore, the researcher feels it is necessary to provide suggestions for further research that discusses self-efficacy, competence, and training for employee performance so that it can be better.

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