

## The Influence of Self-Efficacy and Work Environment on Employee Performance

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Received: December 28, 2026 | Revised: January 10, 2026 | Accepted: January 15, 2026

**Abstract.** Self-efficacy is one of the internal factors that significantly determines employee performance. This concept relates to the extent to which an individual feels confident in completing tasks and facing challenges in the workplace. In addition to internal psychological factors, the work environment also functions as an important external support in improving employee performance. A good work environment creates a pleasant working atmosphere. A comfortable and supportive work atmosphere can enhance employee motivation, focus, and enthusiasm. On the other hand, an unsupportive work environment can lead to tension, stress, and decreased productivity. This study uses a quantitative research method, employing the distribution of questionnaires to employees with a sample of 93 respondents. The results of this study show that the self-efficacy variable falls into the "very good" category and has a positive influence on employee performance. Similarly, the work environment variable also falls into the "very good" category and has a positive influence on employee performance. Therefore, it can be concluded that self-efficacy and the work environment have a positive and significant influence on employee performance.

**Keywords:** Self-Efficacy; Work Environment; Employee Performance

### INTRODUCTION

Human resources are key to determining whether an organisation can be considered successful in carrying out activities to achieve its goals. In order for human resources to support an organization's achievements, the organisation needs to optimise the use of human resources more effectively and efficiently to improve employee performance. Along with increasing performance demands and challenges, organisations need to cultivate the capabilities and skills of their human resources.

In the demanding modern workplace, self-efficacy is one of the most crucial internal factors determining employee performance. This concept relates to the extent to which someone believes they can complete tasks and overcome challenges in the workplace. Besides internal psychological factors, the work environment also serves as an important external support for improving employee performance. A good work environment will create a pleasant work atmosphere. A comfortable and supportive work atmosphere can increase employee motivation, focus, and enthusiasm. On the other hand, an unsupportive work environment can lead to tension, stress, and decreased productivity.

The Health and Safety Executive (HSE) reported in 2023 that there were 875,000 cases of stress, depression, and anxiety, resulting in 17.1 million lost workdays due to work-related issues in Indonesia. According to data from Indonesia.id, which was taken from a Gallup survey in Southeast Asian countries from 2021 to the end of March 2022,

20% of 1000 respondents felt stressed while at work. Because Employees experiencing depression will disrupt productivity.

The performance of Employees in public transportation service companies like PT. Kereta Api Indonesia (Persero) Daop 3 Cirebon is very important for smooth operations and maintaining service quality, safety, and customer satisfaction during daily operations. PT. Kereta Api Indonesia (Persero) Daop 3 Cirebon stated that Key Performance Indicators (KPIs) are conducted twice a year. Employee Performance is often inconsistent, characterised by periods of high productivity interspersed with periods of decline. There are individuals who exhibit self-serving dispositions, prioritising personal interests over Company goals, and communication challenges persist among employees, with certain responsibilities remaining heavily reliant on the collaboration of others.

Self-efficacy is one of the barriers, with some having high levels of confidence when completing tasks, while others still feel hesitant or need assistance in making decisions. Imbalances in task distribution and achieved results can occur due to this unevenness in self-efficacy levels, especially in fields of work that require quick responses and high accuracy. In urgent situations such as operational disruptions or customer complaints, employees with high levels of independence tend to be more confident, act quickly, and dare to take initiative in a dynamic work environment. On the other hand, Employees with low levels of independence tend to be hesitant, slow to react, and rely on their superiors' direction. This difference can lead to inconsistencies in task execution and the achievement of operational targets.

In the work environment of PT Kereta Api Indonesia (Persero) Daop 3 Cirebon, it is evident that external factors such as the work environment significantly influence employee performance. A pleasant workplace can boost focus, morale, and productivity. However, workplace environmental issues such as high noise levels, unstable room temperature, and poor lighting are alleged to still exist at some operational locations. Conditions like this can make you feel less comfortable while working, which can impact your mood, concentration, and work spirit. If left unchecked, this can lead to a decline in performance quality, especially in areas that require quick action and precision.

## **LITERATURE REVIEW**

### **A. Self-efficacy**

Self-efficacy is very important in improving employee performance. This is because individuals with self-efficacy feel confident that they can complete the tasks assigned by their superiors on time (Noviawati, 2016). According to Susanto (2018), self-efficacy means a person's state of feeling confident and assured that they are capable of performing something effectively, and can be interpreted as a person's belief in their own ability to achieve desired results. Meanwhile, Triyono & Rifai (2018) argue that Self-efficacy is an individual's belief or confidence in estimating the extent of their abilities, including their potential, to perform an action and complete the tasks necessary to achieve a goal.

Self-efficacy is a concept that refers to a person's belief in their ability to perform, manage, and solve work-related problems. Someone with high self-confidence in their abilities views a challenge as something to be overcome rather than avoided. Conversely, if someone has low self-efficacy, they often doubt their own abilities. When faced with a

challenge, they tend to focus on shortcomings, leading to excessive anxiety about negative outcomes that might occur around them.

Self-efficacy in one's ability to overcome situations by producing favourable outcomes is known as self-efficacy (Santrock, 2017). Therefore, self-efficacy is a person's belief in saying, "I can definitely do it." Individuals with strong self-efficacy can encourage people to take initiative and work hard to complete important tasks, while those with low self-efficacy are more likely to procrastinate. According to the views of several experts that have been discussed, it can be concluded that self-efficacy is a sense of confidence in facing various challenges to achieve the desired results.

### **B. Work Environment**

Sedarmiyati (2021) defines the work environment as all the tools, materials, and environmental conditions a person faces while working, including their work methods and arrangements, both individually and as part of a team. (Liyas N, 2020) explains that the work environment encompasses all surrounding elements that can influence employees in completing assigned tasks. This aspect of the work environment includes the work location, facilities, equipment, cleanliness, lighting, and a peaceful atmosphere.

The way employees perform their tasks is greatly influenced by the work environment. By paying attention to and creating positive working conditions, the Company can boost morale. Everything around Employees that can affect the performance of their tasks is considered part of the work environment. Employees tend to perform better and achieve optimal results in supportive workplaces. Conversely, inadequate working conditions can negatively impact Employee Performance.

### **C. Employee Performance**

Performance refers to the readiness of an individual or group to carry out a task or complete it according to established responsibilities, with the expected results (Bintoro & Daryanto, 2017), and performance is the output produced by various functions or indicators of a job within a certain period of time (Wirawan, 2021).

Suryadi (2021:2) defines performance as the results that align with the authority and responsibilities held by each individual or group within an organisation. Optimal performance can be achieved with the goal of legitimately reaching organisational targets, adhering to relevant rules, and following applicable moral and ethical principles. Meanwhile, Robert Bacal in (Kaswan, 2017) explains that performance is the result of actions and the application of their skills, talents, and knowledge, determining the extent to which they contribute to the goals of the unit where they work and the company as a whole.

To improve the quality of public services and as a performance evaluation, it is very important to evaluate the performance of Employees. This aims to assess how successful an institution is in providing services to the public. Employee performance improves and becomes higher quality if the organisation can achieve company targets, according to As'ad in (Sinta, 2020). Employee performance, according to Lijan Poltak Sinambela in (Syaifuddin, 2018), refers to an individual's ability to master specific skills. The importance of employee performance lies in its ability to demonstrate how effectively they can carry out the tasks assigned to them. According to Pabundu (2019), Employee Performance is influenced by

two types of factors: first, internal factors include intelligence, skills, stability, emotions, motivation, role perception, family situation, and the individual's physical condition. Additionally, there are also characteristics within the work group, and other factors; second, external factors including labour regulations, customer needs, competitor presence, social values, labour unions, economic aspects, changes in work location, and market conditions.

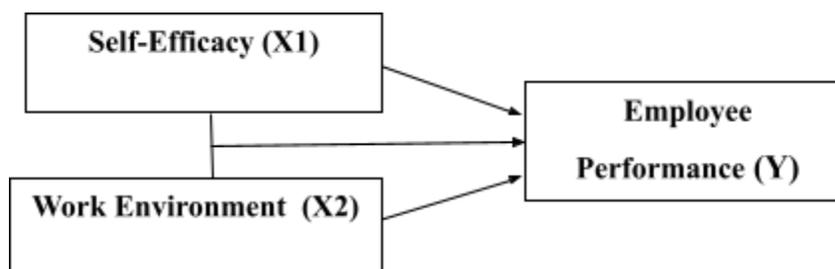
#### **D. The Relationship between Self-Efficacy, Work Environment, and Employee Performance**

Employee Performance serves as an indicator of how well individuals can effectively and efficiently carry out the tasks for which they are responsible. Where factors such as time, situational response, and community service significantly impact operational processes, employee performance emerges as a crucial determinant of organisational success.

Both internal and external factors contribute to Employee Performance. One internal factor is self-efficacy. According to Susanto (2018), Self-Efficacy refers to a person's feeling of confidence and belief in their ability to successfully complete a task. This can be understood as an individual's belief in their ability to achieve the desired results. Employee performance is closely related to self-efficacy, as belief in one's individual abilities will affect work outcomes, both in terms of quantity and quality. Conversely, low self-efficacy can lead to failure in completing assigned tasks.

On the other hand, external factors such as the work environment also have a significant impact. Sedarmayati (2021:10) defines the work environment as all the tools, materials, and environmental conditions a person faces while working, including their work methods and arrangements, both individually and as a team.

Self-efficacy and the work environment not only have a partial but also a simultaneous impact on employee performance. Employees with high self-confidence but in an unsupportive environment, or vice versa, will not perform optimally. Therefore, the combination of individual self-confidence and positive working conditions will mutually reinforce each other in driving maximum performance. In this study, both variables were tested simultaneously to see the extent of their combined contribution to improving Employee Performance. (Sugiyono, 2019), a framework of thinking is a conceptual overview of the relationship between theory and several factors considered important issues. In this study, the framework of thinking includes self-efficacy (X1) and the work environment (X2) which influence employee performance (Y).



**Figure 1 : Research Model**

The hypotheses proposed in this study are:

H1: There is an influence of self-efficacy on employee performance.

H2: There is an influence of the work environment on employee performance.

H3: There is an influence of self-efficacy and the work environment on employee performance.

## METHOD

This research uses the survey method, with data collection techniques through questionnaires, where the population is Employees at PT. PT Kereta Api Indonesia (Persero) DAOP 3 Cirebon, while the sampling method is Simple Random Sampling with a total of 93 respondents. The statement instrument for the self-efficacy variable is 10 (Susanto, 2018), for the work environment it is 10 (Sedarmayanti, 2021), and for performance it is 10 (Wirawan, 2021). The data analysis technique used is multiple linear regression.

## RESULT DAN DISCUSSION

Based on the calculation results above, the respondents' ages can be grouped as follows:

**Table 1 : Respondents by Age**

No	Age	Amount	Percentage (%)
1	19 - 22	22	24%
2	23 - 26	21	22%
3	27 - 30	21	22%
4	31 - 34	14	16%
5	35 - 38	12	13%
6	39 - 42	2	2%
7	43 - 46	0	0%
8	47 - 50	1	1%
<b>Sum</b>		93	100%

Source: Data processed in 2025

Based on Table 1, it is known that there are 22 people aged 19 to 22, representing 24%, then there are 21 people aged 23 to 26, representing 22%. For the age range of 27 to 30, there are 21 people or 22%, for the age range of 31 to 34, there are 14 people or 16%, for the age range of 35 to 38, there are 12 people or 13%, for the age range of 39 to 42, there are 2 people or 2%, and for people over 47 years old, there is 1 person or 1%. Based on this data, the total number of respondents is 93.

**Table 2 : Respondents by Gender**

No	Gender	Amount	Percentage (%)
1	Male	61	65%
2	Female	32	34%
<b>Sum</b>		93	100%

Source: Data processed in 2025

Based on Table 2, out of a total of 93 respondents, 61 are male (65%) and the other 32 are female (34%).

**Table 3 : Respondent Responses to the Self-Efficacy Variable**

Dimension	Indicator	Statement	Total score
Difficulty level	Confident when facing responsibilities	I am confident that	416
		I can complete my responsibilities on time.	403
	Having the confidence to complete difficult tasks	I remain optimistic despite making mistakes when facing new tasks at work.	387
Strength of belief	Confident in handling various problems	I am confident when facing difficult tasks or work.	401
		I prefer to face challenges rather than avoid them when given difficult work.	400
	Having the strength of belief when trying something new	I am confident and remain calm when handling problems at work.	398
		I am not afraid to face problems or new things I have never encountered before.	412
Generalisation	Believing in the ability to adapt to any situation	I am confident in my ability to perform tasks in a new position.	400
		I am able to quickly adapt to changes in the work environment.	384
	Having self-confidence to face existing tasks	I can quickly understand and apply new procedures and policies in the work environment.	405
Total Self-Efficacy Variable Score			4006
Average Self-Efficacy Variable Score			400,6

Source: Data processed in 2025

Based on the calculation results of the answer scores in Table 3, it is known that the highest respondent response is on the self-confidence indicator when facing responsibility, with an average score of 409.5. This indicates that employees have confidence in their abilities, and their level of self-efficacy motivates and encourages them to take responsibility for the work they do. Conversely, the lowest score is found on the indicator "Having confidence to complete difficult tasks," with an average score of 387. This shows that employees feel less prepared to carry out their duties because they lack confidence in their abilities.

**Table 4 : Respondent Responses to the Work Environment Variable**

<b>Dimensio n</b>	<b>Indicator</b>	<b>Statement</b>	<b>Total score</b>
Physical work environm ent	Colouring	I feel the room colouring inside the workspace is well-arranged.	388
	Cleanliness	The cleanliness of the office environment is maintained.	395
	Air exchange	There is air circulation or exchange in the work environment.	407
	Lighting	The lighting in the workspace is even and suitable for work needs.	403
	Security	The company provides adequate security systems.	407
	Noise	Noise from machines or other activities does not distract me while working.	380
Non-physi cal work environm ent	Employee relationships	I have good communication with my colleagues.	409
		I am able to work in a team with my colleagues.	409
	Relationship with superiors	My supervisor can provide the necessary motivation and guidance for work.	389
		My supervisor treats all employees fairly.	400
Total Score for Work Environment Variables			3987
Average Score for Work Environment Variables			398,7

Source: Data processed in 2025

The indicator of relationships between employees received the most responses from respondents, as shown in the calculation results of the answer scores explained in Table 4. This indicates that employees have good communication with their colleagues and are able to work together in teams, with an average score of 409. Conditions like this need to be maintained because they can improve teamwork, Employee Performance, and create a pleasant work environment. Meanwhile, the lowest answer score was on the Noise indicator, with a total score of 380. From these results, it is known that the noise from the machines or other activities slightly interferes with the employees' focus while they are working.

**Table 5 : Respondent Responses to the Employee Performance Variable**

<b>Dimensi on</b>	<b>Indicator</b>	<b>Statement</b>	<b>Total score</b>
Total results	Ability to complete assigned tasks	Employees are able to complete the amount of work as set by the company.	410
	Accuracy of output quantity compared to set targets	Employees strive to achieve the work targets that have been set.	406
Quality of results	Level of quality compliance with company standards	Employees complete work according to the quality desired by the company.	400
	Number of errors in work	Employees are able to minimize errors in their work to achieve the desired quality.	390

Dimensi on	Indicator	Statement	Total score
Punctuali ty	Timely completion of work	I always complete my work on time.	400
	Ability to effectively organise work without delays	Employees are very quick and do not procrastinate when completing their work.	407
Presence	Punctuality in arriving at the workplace	Employees arrive on time as scheduled.	407
	Adherence to established working hours	Employees always ask for permission from their superiors if they leave work during working hours.	406
Ability to collaborat e	Ability to work collaboratively	Employees are able to work well together.	412
	Building good communication with fellow colleagues	Employees are able to work together with colleagues, fostering good communication.	410
Total Score of Employee Performance Variable			4048
Average Score of Employee Performance Variable			404,8

Source: Data processed in 2025

From the calculation of the answer scores shown, it can be seen that the collaboration ability indicator received the highest response from the respondents with a total score of 412. It can be concluded that the employees are able to work well together, so this needs to be maintained because it can affect increased employee productivity, improve teamwork, and create a positive work atmosphere. Meanwhile, the lowest answer score was on the indicator of Number of errors in work, with a total score of 390. From these results, it is known that Employees have not been able to minimize errors in their work to the maximum extent in order to achieve the desired quality. This is what can cause Employee Performance to decline.

**Table 6 : Validity Test Results**

Variable	Items	r-Value	Description
Self-efficacy	1	0,752	Valid
	2	0,760	Valid
	3	0,862	Valid
	4	0,790	Valid
	5	0,849	Valid
	6	0,516	Valid
	7	0,803	Valid
	8	0,459	Valid
	9	0,872	Valid
	10	0,458	Valid
Work Environment	1	0,685	Valid
	2	0,772	Valid

Variable	Items	r-Value	Description	
	3	0,784	Valid	
	4	0,627	Valid	
	5	0,753	Valid	
	6	0,577	Valid	
	7	0,524	Valid	
	8	0,573	Valid	
	9	0,794	Valid	
	10	0,802	Valid	
	Employee Performance	1	0,650	Valid
		2	0,795	Valid
3		0,685	Valid	
4		0,809	Valid	
5		0,846	Valid	
6		0,743	Valid	
7		0,708	Valid	
8		0,686	Valid	
9		0,839	Valid	
10		0,467	Valid	

Source: Data processed in 2025

The reliability of an instrument with scores within a range of values or a scale format can be assessed using Cronbach's alpha formula. If the alpha r value is positive and  $r\alpha > 0.60$ , then the questionnaire item or variable is reliable. If the alpha r value is positive and  $r\alpha < 0.60$ , then the questionnaire item or variable is not reliable.

**Table 7 : Reliability Test Results**

Variable	Statement Items	Cronbach's Alpha	Description
Self-Efficacy (X1)	10	0,898	Reliable
Work Environment (X2)	10	0,867	Reliable
Employee Performance (Y)	10	0,898	Reliable

Source: Data processed in 2025

Table 7 shows that all variables used in this analysis can be considered reliable. A measuring instrument is considered reliable if it achieves a minimum value of 0.60. The results of the reliability test show that each variable has a reliability coefficient value exceeding 0.60, which allows all instruments used to be considered trustworthy or reliable. This indicates that each respondent answered each statement item measuring the variable in a consistent manner across their responses.

**Tabel 8 : Uji Normalitas**

One-Sample Kolmogorov-Smirnov Test	
	Unstandardized Residual
N	93

Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	2.28883105
Most Extreme Differences	Absolute	.072
	Positive	.064
	Negative	-.072
Test Statistic		.072
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

Source: Data processed in 2025

Based on the results of the Kolmogorov-Smirnov normality test, the displayed Asymp. Sig. (0.200) indicates the significance level of the normality test. In statistical analysis, a significance level ( $\alpha$ ) of 0.05 is typically used as the threshold. Meaning: If the sig value > 0.05 → the data is normally distributed, and if the sig value < 0.05 → the data is not normal. Because the sig value is 0.200 (greater than 0.05), the residual data is considered normally distributed.

**Table 9 : Linearity Test of Self-Efficacy**

			Sum of Squares	df	Mean Square	F	Sig.
Employee Performance * Self-efficacy	Between Groups	(Combined )	1.011.884	17	59.523	9.145	.000
		Linearity	890.015	1	890.015	136.735	.000
		Deviation from Linearity	121.870	16	7.617	1.170	.311
	Within Groups		488.180	75	6.509		
	Total		1.500.065	92			

Source: Data processed in 2025

Based on the output from table 9 of the linearity test between Self-Efficacy and Employee Performance, it can be seen that the significance value in the row Deviation from Linearity is Sig. 0.311, which is greater than the significance threshold of 0.05. This indicates that the relationship between the variables Self-Efficacy and Employee Performance is significantly linear, thus meeting one of the important conditions for proceeding to regression analysis.

**Table 10 : Linearity Test of Work Environment**

	Sum of Squares	df	Mean Square	F	Sig.
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Employee Performance * Work Environment	Between Groups	(Combined)	934.332	18	51.907	6.790	.000
		Linearity	727.413	1	727.413	95.148	.000
		Deviation from Linearity	206.919	17	12.172	1.592	.088
	Within Groups		565.733	74	7.645		
	Total		1500.065	92			

Source: Data processed in 2025

Based on Table 10, the linearity test between the work environment and employee performance can be explained as follows: the significance value in the Deviation from Linearity row is Sig. 0.088 > 0.05. This indicates a significant linear relationship between the work environment variable and employee performance. The linearity test results show that both independent variables, Self-Efficacy and work environment, have a linear relationship with employee performance, as indicated by the linear significance values of both tests being less than 0.05, which demonstrates a linear relationship.

**Table 11 : Heteroskedasticity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.132	1.719		4.148	.000
	Self-efficacy	-.072	.044	-.205	-1.635	.106
	Work Environment	-.053	.045	-.148	-1.182	.240

Source: Data processed in 2025

Based on Table 11, the results shown are the output of the Glejser test used to detect the presence or absence of heteroskedasticity symptoms in the regression model. In this test, the dependent variable used is the absolute residual value (Abs\_RES), while the independent variables remain the same, namely Self-Efficacy and work environment. Self-efficacy has a significance value (Sig.) of 0.106 > 0.05. Based on this value, it is concluded that there is no indication of heteroscedasticity symptoms in the self-efficacy variable because the significance value is significant. The work environment has a significance value of 0.240 > 0.05, so based on this value, it is concluded that there is no indication of heteroscedasticity symptoms in this variable.

**Table 12 : Multicollinearity Test**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.194	2.819		1.843	.069		
	Self-efficacy	.531	.072	.551	7.368	.000	.639	1.565
	Work Environment	.363	.074	.366	4.891	.000	.639	1.565

Source: Data processed in 2025

Based on Table 12, the results of the multicollinearity test show that the Tolerance values for the self-efficacy and work environment variables are 0.639 > 0.10 for each. And the VIF values for the self-efficacy and work environment variables are 1.565 < 10.00,

indicating that these two independent variables do not experience multicollinearity. This means that the two independent variables in this study do not excessively influence each other linearly.

**Table 13 : Results of Multiple Linear Regression Analysis**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,194	2,819		1,843	,069
	Self-efficacy	,531	,072	,551	7,368	,000
	Work Environment	,363	,074	,366	4,891	,000

a. Dependent Variable: kinerja

Source: Data processed in 2025

Based on Table 13, it can be explained that the value of 5.194 is the constant or intercept in the regression equation. This indicates that if the self-efficacy and work environment variables have a value of 0, then the level of Employee Performance (Y) will be 5.194; a coefficient of 0.531 shows that for every one-unit increase in self-efficacy, the level of Employee Performance (Y) will increase by 0.531. Meanwhile, the coefficient value for the work environment is 0.363, which means that for every one-unit increase in the work environment, Employee Performance will increase by 0.363 units. The multiple linear regression equation is:

$$Y = 5.194 + 0.531X_1 + 0.363X_2$$

Explanation :

Y = Employee Performance

X<sub>1</sub> = Self-Efficacy

X<sub>2</sub> = Work Environment

Through the use of the t-test to analyse and determine the influence of self-efficacy and the work environment on employee performance, it was found that both variables have a more significant impact. The t-test is one of the hypothesis testing methods used in research to determine whether the independent variable (X) has an individual effect on the dependent variable.

**Table 14 : Hypothesis Test Results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,194	2,819		1,843	,069
	Self-efficacy	,531	,072	,551	7,368	,000
	Work Environment	,363	,074	,366	4,891	,000

Source: Data processed in 2025

Based on Table 14, to determine whether the variables of self-efficacy (X<sub>1</sub>) and work environment (X<sub>2</sub>) partially influence the Employee Performance variable (Y). The calculated t-value for Self-Efficacy is 7.368 > t-table 1.986 with a significance of 0.000,

which is less than 0.05. This indicates that Self-Efficacy has a significant positive influence on Employee Performance. The calculated t-value for the work environment is 4.851 > t-table 1.986 with a significance of 0.000, also indicating that the work environment has a significant positive influence on Employee Performance.

The F-test is used to determine whether self-efficacy and work environment variables simultaneously have a significant effect on Employee Performance variables. The significance level applied is 0.05. The hypothesis will be accepted if the significance value is below 0.05, indicating that all independent variables have a significant influence on the dependent variable.

**Table 15 : F-Test Results**

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1018,100	2	509,050	95,058	,000 <sup>b</sup>
	Residual	481,965	90	5,355		
	Total	1500,065	92			

Source: Data processed in 2025

From Table 15, the calculated F value is 95.058 with a significance value of Sig. 0.000 < 0.05. Therefore, the hypothesis is accepted, meaning that all Self-Efficacy (X1) and work environment (X2) variables simultaneously have a significant effect on employee performance (Y).

In the context of linear regression, the coefficient of determination often describes the extent to which all independent variables can explain the variation in the dependent variable. The coefficient of determination, in simple terms, is the square of the correlation coefficient (R). If the regression analysis shows significant F-test results, then the value of the coefficient of determination ( $R^2$ ) can be used to predict the proportion of influence of the Self-Efficacy (X1) and work environment (X2) variables on Employee Performance (Y). However, the value of the coefficient of determination ( $R^2$ ) cannot be used to predict the influence of variable X on variable Y if the F-test results are not significant.

**Table 16 : Results of the Coefficient of Determination Test**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,824 <sup>a</sup>	,679	,672	2,31412

Source: Data processed in 2025

The results of the coefficient of determination test show that the R-squared value is 0.679. This means that 67.9% of the variation in employee performance can be explained by the variables Self-Efficacy (X1) and work environment (X2) simultaneously. Meanwhile, the remaining 29.3% is explained by other variables outside of this research model, such as motivation, leadership style, organisational culture, or other individual factors not examined in this study. Additionally, the Adjusted R-squared value of 0.672 indicates the adjustment for the number of independent variables used in the model. This value indicates

that the regression model used has a good fit and remains stable even with more than one predictor. Thus, it can be concluded that this regression model has strong explanatory power for the dependent variable, namely Employee Performance (Y).

Based on the results of the partial t-test, it was first shown that self-efficacy has a positive and significant effect on employee performance. Employees tend to focus on tasks they believe they can do and tend to avoid tasks they feel incapable of. Confidence in each employee's abilities can lead to good performance, as evidenced by the quantity and quality of their work output. When self-efficacy is strong, it can improve Employee Performance, lead to satisfying work, and support the achievement of desired organisational or company goals. High self-efficacy not only boosts individual performance but also creates a more efficient work environment. Employees with good self-confidence tend to show high levels of motivation, initiative, and perseverance when completing tasks. They are also generally better at handling workplace stress, have good self-discipline, and tend to be able to complete tasks independently without relying heavily on the help of others. Therefore, it can be concluded that the influence of self-efficacy on Employee Performance is very positive and significant. Therefore, it is important for company management to continue fostering employee self-confidence through training, mentoring, and providing appropriate challenges to support sustainable performance improvement. Second, that the work environment has a positive and significant influence on employee performance. Generally speaking, employees will feel better at work if they have a good work environment, which includes a positive work atmosphere, peer support, good company management, opportunities for growth, and other elements. Employee Performance is significantly influenced by their work environment. The work environment includes both the physical environment (facilities, cleanliness, lighting, and safety) and the non-physical environment (relationships with colleagues, communication with superiors, and organisational justice). Both are very important for creating a comfortable and enjoyable work environment. A positive work environment will increase employees' sense of security, job satisfaction, and motivation. Additionally, a healthy social environment can help complete tasks more quickly. Therefore, it can be concluded that the work environment truly affects employee performance because these factors support optimal performance achievement and increase employee loyalty to the company. If companies want to improve their performance, they must maintain and enhance their work environment, both physically and socially. This is crucial for creating a harmonious, productive, and results-oriented work environment.

Next, the results of the simultaneous analysis show that self-efficacy and the work environment together have a significant influence on employee performance. These two variables are complementary: self-efficacy as an internal factor and the work environment as an external factor. When both are in optimal condition, effective, efficient, and productive work behaviour will be formed. Better performance will be shown by Employees who work in a supportive environment and have high self-efficacy. They felt physically and socially supported, were less likely to give up, and were more prepared to face challenges. The synergy generated by this interaction of internal and external factors increases motivation and improves work goal achievement. Additionally, the research findings indicate that performance indicators such as work quantity, quality of results, timeliness, and team collaboration are directly influenced by the combination of individual self-confidence and a

positive work environment. Overall, the research results indicate that the influence of the work environment and self-efficacy on employee performance is positive and significant. By providing appropriate training and mentoring and creating a healthy, comfortable, and collaborative work environment, companies can improve results. These two components are crucial for sustainable performance improvement.

## CONCLUSION

The research results indicate that H1 is accepted, showing that the better the level of self-efficacy, the better the improvement in employee performance. The higher the self-efficacy an Employee possesses, the greater the likelihood that they will demonstrate good performance, as they feel confident and capable of completing their tasks effectively. H2 is also accepted, indicating that a conducive work environment both physically, socially, and psychologically plays an important role in creating comfort and work motivation. A clean, safe, communicative, and supportive environment can increase job satisfaction and reduce psychological stress for employees. This allows employees to focus and be more productive. Conversely, an unsupportive work environment can lower morale, hinder collaboration, and ultimately negatively impact performance; The results of the multiple regression test show that H3 is accepted, indicating that self-efficacy and the work environment simultaneously and significantly influence employee performance.

The contribution expected from the company in this research is to provide and develop training programs that can boost employee confidence, especially when facing new tasks and challenges they haven't encountered before. This can be achieved by conducting competency enhancement training that encourages the courage to try new things, and by creating discussion or mentoring spaces between senior and junior employees. More transparent and fair performance evaluations will build trust, loyalty, and higher morale. Management should pay attention to the physical aspects of the work environment, such as lighting, noise, safety, as well as social relationships between employees and between employees and supervisors. A good work environment not only improves comfort but also has a direct impact on work morale and productivity. However, in addition to this, there are limitations in the study, including a smaller sample size compared to the population, and the wide distribution of employees, meaning they are not located in one place, making it somewhat difficult to distribute questionnaires, even though the questionnaires were distributed through Google Forms.

For future research, it is hoped that a larger sample size can be included, so that the results obtained are more generalisable. Researchers only examined two independent variables: self-efficacy and work environment. They could also add other variables such as work motivation, job satisfaction, leadership style, or work stress as independent variables. This will provide a more comprehensive picture of the factors influencing performance.

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