



Self Efficacy and Person Job Fit as Determinants of Employee Performance: A Study on CV. Surya Gemilang Motor Surabaya

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Abstract. *This study aims to examine and analyze the effect of Self Efficacy and Person Job Fit on employee performance. The population of this research is employees of CV. Surya Gemilang Motor Surabaya. The sampling technique used Total Sampling, namely the technique of all members of the population used as a sample of 30 employees with marketing status at CV. Surya Gemilang Motor Surabaya. Data analysis techniques were performed using statistical tools with SPSS version 25. Based on the results of the *t* hypothesis test it is known that partially Self Efficacy and Person Job Fit have a significant effect on employee performance. Meanwhile, based on the results of the *F* test hypothesis test, it is known that simultaneously Self Efficacy and Person Job Fit have a significant effect on employee performance. Thus for CV. Surya Gemilang Motor Surabaya is advised to pay attention to the Self-Efficacy and Person Job Fit conditions of employees so that employee performance continues to increase.*

Keywords: *Self Efficacy, Person Job Fit, Employee Performance*

INTRODUCTION

Human Resources is one of the most important factors, because without the role of quality Human Resources, all activities in an organization cannot be carried out optimally. Every company must realize that the success or failure of the tasks and functions performed depends on the factors of Human Resources, performance, and employee productivity. Good Human Resource Management aims to regulate employee performance in order to achieve the company's goals in the future effectively and efficiently.

Performance is essentially something that is done or not done by employees, which affects how much they contribute to the agency, including the quality of the production presented. The strategy for improving performance is the way companies seek to enhance employee performance so that the company's objectives can be achieved. If the performance improvement strategy is not addressed, then the employees in question will experience a decline in performance. Employee performance is one of the important elements that also determines the existence of a good company.

A company needs to create high employee performance because high employee performance will lead the company to progress and develop. Employee performance will also affect the amount of output that corresponds with the established time. CV. Surya Gemilang Motor Surabaya is one of the companies in the industry engaged in the sale of motors. This company has business activities that include selling motor products to the consumers. The data collected by the author regarding motor sales in the last year from January to December 2022 is as follows:

Table. Motor Sales at CV. Surya Gemilang Motor Surabaya from January to December.

| Bulan | Target Penjualan /unit | Realisasi Penjualan /unit | Nilai Rata-Rata Penjualan (%) | Target (%) |
|-------------|-------------------------------------|---------------------------|-------------------------------|------------|
| Januari | 200 | 172 | 86 | 100 |
| Februari | 200 | 165 | 83 | 100 |
| Maret | 200 | 196 | 98 | 100 |
| April | 250 | 208 | 83 | 100 |
| Mei | 250 | 89 | 36 | 100 |
| Juni | 200 | 107 | 54 | 100 |
| Juli | 200 | 120 | 60 | 100 |
| Agustus | 200 | 262 | 131 | 100 |
| September | 275 | 238 | 87 | 100 |
| Oktober | 275 | 243 | 88 | 100 |
| November | 300 | 246 | 82 | 100 |
| Desember | 300 | 269 | 90 | 100 |
| Nilai Rata- | Rata = Realisasi : Tar et x 100% | | | |

Source: Data from CV. Surya Gemilang Motior Surabaya (2022)

Based on Table above, it explains that the sales of motior at CV. Surya Gemilang Motior Surabaya result from research that Self-Efficacy has a positively insignificant effect on performance in the last year, which has experienced fluctuations. This can be seen from the average value of sales percentage. This matter can be seen from the average sales performance of marketing, which was targeted at 100% in May but only achieved 54%, whereas in August the average sales performance improved to 131%. Moreover, in November the average sales performance experienced a decline again to 82%. It can be seen that the performance of marketing employees at CV. Surya Gemilang Motor Surabaya still does not meet expectations. However, in December the average sales performance increased slightly to 90%. This decline in performance is caused by a lack of confidence in achieving the company's targets and feeling that the targets set by the company are very difficult to achieve. The decline in the performance of employees is

caused by their inability to adjust to a work environment that constantly complains and lacks enthusiasm in fulfilling their responsibilities at work. In this research, there are previous studies that are relevant.

Findriyani and Parmin (2021) with research results stating that Self-Efficacy has a positive and significant impact on employee performance. This means that the higher the Self-Efficacy possessed by employees, the higher their performance will be, or vice versa. Additionally, there are differing opinions according to Piermatasari and Candra (2020) with research results indicating that Self-Efficacy has a positive but not significant impact on performance. Rizki and Bachrudin (2019) stated in their research that Person-Job Fit has a positive and significant influence on employee performance. This means that there is a correlation between individuals and their job that enables them to carry out all the tasks assigned to them properly and produce perfect results, both in quality and quantity, and can improve the performance of the employees.

Performance

According to Suwandi & Mandahuri (2021) Performance can be interpreted as the results achieved by an employee, both in terms of quality and quantity produced, in carrying out the tasks and responsibilities assigned to that employee. A similar opinion is expressed by Edison et al. (2018) that employee performance is "the result of a process that is referenced and measured over a certain time period based on the criteria or agreements that have been established beforehand." Furthermore, Fahmi (2021) states that performance is "the result obtained by an organization, whether the organization is profit-oriented or non profit-oriented, produced over a certain time period."

From the definitions put forward by several experts, it can be concluded that performance can be defined as the results achieved by an employee, both in terms of quality and quantity, in carrying out the duties and responsibilities assigned to the employee, guided by the norms, operational standards, criteria, and functions established within the company. According to another expert, Afandi (2018), current performance indicators include: Quantity of work results, Quality of performance results, Efficiency in carrying out tasks, Discipline, Initiative, Accuracy, Leadership, Honesty, and Creativity.

Self Efficacy

According to Mukhid (2019), self-efficacy is the assessment of an individual's ability to plan and implement actions to achieve certain goals. Furthermore, according to Nuraeni et al. (2019), self-efficacy can be defined as the belief in one's own ability to solve a problem. According to Khairuddin (2021), self-efficacy is essential for employees, as it enhances their ability to perform the tasks assigned to them so that the company can operate optimally and employee performance will improve.

According to Oktariani (2018), Self-Efficacy also refers to the belief in how far someone can predict their ability to perform tasks or complete tasks required to achieve certain outcomes. Due to this fact, Self-Efficacy is essential to enable employees to work well and have high performance. Individuals with high Self-Efficacy will put forth their entire effort and attention to achieve their goals, and any failures that occur will motivate them to work even harder. People with high Self-Efficacy believe they can do something to change events around them, while people with low Self-Efficacy consider themselves basically unable to perform anything.

According to Surya et al. (2018), in difficult situations, individuals with low Self-Efficacy tend to give up easily, while those with high Self-Efficacy will try harder to overcome the existing challenges. Additionally, according to Brown et al. as cited in Hasanah et al. (2019), Self-Efficacy Indicators include: 1. Confidence in being able to complete specific tasks 2. Confidence in being able to motivate oneself to take necessary actions in order to complete tasks 3. Confidence in one's ability to work hard, persistently, and diligently 4. Confidence in being able to face obstacles and difficulties 5. Confidence in being able to complete tasks that have a wide or narrow (specific) scope.

Person Job Fit

According to Widyastuti and Ratnaningsih (2018), Person-Job Fit is the match between an employee and the tasks and features of the work performed in the workplace. D. Lorensa (2020) expressed a similar opinion: Person-Job Fit is the match between job requirements, including knowledge, skills, and abilities, and the employee's qualifications. The fit between an individual and a job is an important aspect that involves matching the individual's skills, abilities, and knowledge with the features of the job.

According to S. Widodo (2020), person-job fit has the following indicators: suitability of abilities, suitability of knowledge, suitability of needs, and suitability of desires.

METHOD

The research uses a quantitative approach. The observation chosen is the questionnaire provided to the research subjects, namely the employees of the marketing department at CV. Surya Gemilang Motor in Surabaya. The population of this research consists of 30 employees from the marketing department at CV. Surya Gemilang Motor in Surabaya. The sampling technique used is the Census Technique. According to Sugiyono (2008), the Census Technique is a sampling determination technique where all members of the population are used as the sample. The sample used is all members of the population, totaling 30 people.

RESULTS AND DISCUSSION

Analysis of Multiple Linear Regression

Table. Analysis of Multiple Linear Regression

| Model | Unstandardized Coefficients | | Beta | t | Sig. |
|-------|-----------------------------|------------|------|-------|------|
| | B | Std. Error | | | |
| 1 | (Constant) | 1,130 | | ,596 | ,556 |
| | X ₁ | ,350 | ,376 | 3,701 | ,001 |
| | X ₂ | ,752 | ,673 | 6,626 | ,000 |

a. Dependent Variable: y

Source: SPSS output results

Based on the table of test results, it follows from the equation of the multiple linear regression formula that the results can be interpreted as follows :

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2$$

$$Y = 1,130 + 0,350 X_1 + 0,752 X_2$$

The equation above indicates that there is a positive influence of Self Efficacy and Person Job Fit on the improvement of employee performance, thus:

- The constant value is 1.130 which means that if there is no Self Efficacy and Person Job Fit along with other variables, then the level of employee performance is 1.130 units.
- The coefficient value of Self Efficacy (X_1) is 0.350 which indicates that If there is an increase in the coefficient of efficiency of one unit, then will improve employee performance by 0.350 units.
- The Person-Job Fit (X_2) coefficient value of 0.752 indicates that an increase in Person-Job Fit by one unit will improve employee performance by 0.752.

Hypothesis Test

T Test

Table T-Test

| Coefficients ^a | | | | | |
|---------------------------|------------|-----------------------------|------------|---------------------------|-------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | Sig. |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 1,130 | 1,897 | | ,596 |
| | X_1 | ,350 | ,094 | ,376 | 3,701 |
| | X_2 | ,752 | ,114 | ,673 | 6,626 |

- a. Dependent Variable: y

Source: Output results SPSS 25

The effect of Self-Efficacy (X_1) on employee performance (Y)

Based on the partial testing in table 4, it can be observed that the partial test value for Self Efficacy is 3.701 with a significance level of 0.001 because the significance value

is 0.001 (which is less than 0.05), thus Self Efficacy has a significant positive influence on employee performance. Therefore, the hypothesis stating that Self Efficacy has a significant influence on the employee performance of CV. Surya Gemilang is accepted.

The Influence of Person-Job Fit (X_2) on Employee Performance (Y)

Based on the partial test in Table 4, the calculated partial test value for Person-Job Fit is 6.626 with a significance level of 0.000 (since 0.000 is smaller than 0.05), meaning Person-Job Fit has a significant positive effect on employee performance. Therefore, the hypothesis that Person-Job Fit has a significant effect on employee performance at CV. Surya Gemilang Motor is accepted.

F Test

Table. F Test

| ANOVA | | | | | | |
|-------|------------|----------------|----|-------------|--------|-------------------|
| | Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 60,033 | 2 | 30,017 | 39,989 | ,000 ^b |
| | Residual | 20,267 | 27 | ,751 | | |
| | Total | 80,300 | 29 | | | |

a. Dependent Variable: y

b. Predictors: (Constant), x_2 , x_1

Source: Output results SPSS 25

Based on Table 4 above, it shows that the Siebiesar simultaneous test value is 3.89 with a Siebiesar significance level of 0.000, meaning that Self-Efficacy and Portion-Job Fit simultaneously have a significant effect on employee performance. Thus, the hypothesis stating that the independent variables Self-Efficacy and Portion-Job Fit simultaneously have an effect on employee performance at CV. Surya Gemilang Motor Surabaya is accepted.

Analysis of the Determination Coefficient (R^2)

Table. Analysis of the Determination Coefficient (R^2)

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .865 ^a | .748 | .729 | .866 |

a. Predictors: (Constant), x2, x1

Source: Output results SPSS 25

Based on Table 5 above, it shows that the value of the Determination Efficiency Coefficient (R^2) is 0.748, which means that this indicates that the contribution of the independent variable to the dependent variable is 74.8%, while the remaining variables are explained by Self Efficacy and Person Job Fit, while the remaining (100% - 74.8% = 25.2%) is explained by other factors outside the variables studied.

Discussion

Interpretation of the Influence of Self-Efficacy on Employee Performance

From the calculation of multiple regression analysis, the coefficient value of Self-Efficacy (X_1) is 0.350, which is positive, thus it can be concluded that the variable Self-Efficacy (X_1) has a positive effect on Employee Performance (Y). Therefore, if Self-Efficacy is enhanced, it can improve Employee Performance, and vice versa. Additionally, it is known that the partial test value for Self-Efficacy is 3.701 with a significance level of 0.001, because the significance value of 0.001 is less than 0.05, it indicates that Self-Efficacy has a significant positive effect on employee performance. Therefore, this supports the hypothesis that Self-Efficacy significantly affects performance. CV. Surya Gemilang Motor employees were accepted. This is also supported by Riozi's (2023) research, which states that individuals with high Self-Efficacy will demonstrate good performance in various tasks. This means that the higher the Self-Efficacy possessed by employees, the higher their performance will be, or vice versa. Thus, the conclusion drawn is that Self-Efficacy has a significant effect on the performance of CV. Surya Gemilang Motor. From the formulation of the problem, namely whether there is an influence between the variables of Self-Efficacy (X_1) on Performance (Y), and the hypotheses, namely there is an influence between the two variables. The results of the analysis above showed that there is an influence on both variables, so the hypotheses are proven to be binary.

Interpretation of the Effect of Person-Job Fit on Employee Performance

From the multiple regression analysis, the partial test value for Person-Job Fit (X_2) was 0.752, which is a positive correlation. It can be concluded that the variable Person-Job Fit (X_2) has a positive correlation effect on employee performance (Y). Therefore, improving Person-Job Fit can improve employee performance, and vice versa. Furthermore, the partial test value for Person-Job Fit was 6.626 with a significance level of 0.000 (since 0.000 is smaller than 0.05), indicating that Person-Job Fit has a significant positive correlation effect on employee performance. This is also supported by research by Rizki & Bachrudin (2019) which states that the higher The person-job fit that employees have will increase employee performance, or conversely. Thus, the conclusion drawn is that person-job fit has a significant effect on the performance of CV. Surya Gemilang Motor. From the formulation of the problem, which is whether there is an influence between the Person Job Fit variable (X_2) on Performance (Y) and the hypothesis that there is an influence between the two variables, the analysis above shows that there is indeed an effect on both variables, so the hypothesis is proven true.

Interpretation of the influence of self-efficacy and person-job fit on employee performance.

Based on the results of the multiple regression analysis, the simultaneous test value of Siebiesar is 3.89 with a significance level of Siebiesar of 0.000, meaning that Siebiesar Efficacy and Piersion Jlob Fit simultaneously have a significant effect on employee performance. So it can be concluded that the Self Efficacy (X_1) variable with Person Job Fit (X_2) has a positive impact on employee performance (Y), so if Self Efficacy with Person Job Fit is increased then it will increase employee performance and vice versa. Based on the formulation of the problem, namely whether there is an impact on the Self Efficacy (X_1) and Person Job Fit (X_2) variables on employee performance (Y) as well as the hypotheses, namely that there is an influence between the three tier variables and the results of the analysis above found that there is an influence on the three tier variables, then The hypothesis is proven to be biased. The contribution of the variables of Self-Efficacy and Self-Job Fit is 74.8%, while the remainder ($100\% - 74.8\% = 25.2\%$) is explained by other factors outside the variables studied.

CONCLUSION

Based on the results of data analysis and the discussions that have been carried out, it can be concluded that Self-Efficacy and Person-Job Fit have a significant effect both partially and simultaneously on employee performance. Therefore, it can be concluded that the variables Self-Efficacy (X_1) and Person-Job Fit (X_2) have a positive impact on employee performance (Y). Thus, if Self-Efficacy and Person-Job Fit are improved, it will enhance employee performance, and vice versa.

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