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## The Effect of Self-Efficacy, Training and Work Environment on Employee Performance at PT. XYZ

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**Abstract:** This study aims to analyze the influence of self-efficacy, training, and work environment on employee performance at PT. XYZ. High self-efficacy can enhance employees' confidence in completing tasks. In addition, effective training programs and a conducive work environment are believed to support performance improvement. This study employs a quantitative method with data collection techniques through questionnaires and literature studies. The research population consists of all 627 employees of PT. XYZ, with a sample of 86 employees determined using Slovin's formula with a 10% margin of error. The results of the coefficient of determination analysis ( $R^2$ ) show that self-efficacy, training, and work environment influence employee performance by 62.9%, while the remaining 37.1% is affected by other variables. The partial test results indicate that each variable has a significant impact on employee performance. Furthermore, the simultaneous test confirms that self-efficacy, training, and work environment collectively have a significant influence on the performance of employees at PT. XYZ.

**Keywords:** Employee Performance, Self-Efficacy, Training, Work Environment

### INTRODUCTION

Performance is a major element in organizational life. Employees who perform well will certainly make a major contribution to the organization or company. To achieve good performance, employees must have confidence in their abilities so that they are ready to face the challenges of any changes (Meria & Tamzil, 2021). In addition, (Ananda Muhamad Tri Utama, 2022) suggests *"performance is about behavior or what employees do, not about what employees produce or the outcomes of their work"* which means performance is about behavior or what employees do, not about what is produced or produced from *their* work. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out duties in accordance with the responsibilities given to him. Productivity is the output of products or services uniting the *input* of resources used in a production process.

Employee performance is one of the main indicators in assessing the operational success of a company. The high level of employee performance not only affects the productivity of the company, but also has a direct impact on the quality of the products

produced. Good product quality is essential to maintain the company's reputation and customer trust. However, if employee performance declines, the impact can be significant, ranging from financial losses to decreased customer satisfaction.

PT. XYZ is a company engaged in automotive manufacturing, specifically in the production of electronic components for two-wheeled vehicles. The products produced by PT. XYZ have an important role in the automotive industry, especially in supporting vehicle performance and efficiency. With a focus on technology and quality, the company has become one of the main suppliers to leading automotive brands.

As a foreign investment company (PMA), PT. XYZ brings with it the cutting-edge technology and high operational standards applied in Japan to the production process in Indonesia. The company is located in a strategic industrial area, namely Greenland International Industrial Center (GIIC) - Deltamas, Cikarang, Bekasi. This area is known as one of the leading industrial centers that provides complete infrastructure and supports supply chain efficiency for manufacturing-based companies. The following is data on the number of employees of PT. XYZ for the last three years.

**Table 1. Data on the Number of Employees of PT. XYZ**

Year	Total Employees	Female Employee	Male Employee
2024	627	347	280
2023	592	323	269
2022	614	366	248
2021	629	356	273

Source: Processed data, 2024

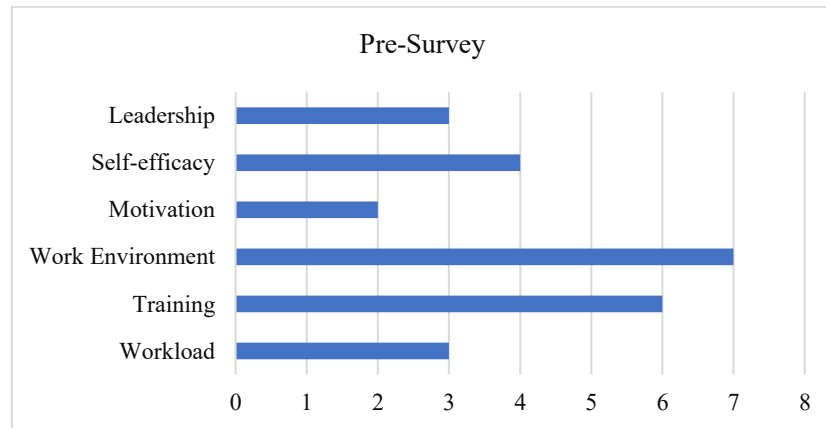
Along with the development of the automotive industry and the increasing demand for high-quality electronic components, PT. XYZ strives to continuously maintain its reputation and customer trust through strict product quality control. However, challenges in daily operations, including employee performance, can affect production results. Problems faced such as a decrease in product quality due to a lack of care in the work process indicate a need to improve several factors, such as employee self-efficacy, *training* and work environment. This thinking is based on a decrease in product quality, which ultimately affects reputation and customer trust. It is estimated that the *cost ratio* of PT. XYZ's losses in 2024 will reach 58 million. The following is data on *NG* products and *repair* products.

**Table 2. NG Product and Repair Product Data on Type CU45**

No.	Month	NG Products	Repair Products
1	October 2023	3	72
2	November 2023	0	64
3	December 2023	4	76
4	January 2024	2	46
5	February 2024	2	59
6	March 2024	3	78
7	April 2024	5	88
8	May 2024	178	80
9	June 2024	1	110
10	July 2024	2	154
11	August 2024	3	97
12	September 2024	2	82
13	October 2024	5	66
14	November 2024	7	103
<b>Total</b>		<b>217</b>	<b>1175</b>

Source: Processed data, 2024

Based on the table, it can be seen that the level of *NG* goods has increased before and after the long holiday. This increase can be caused by lack of enthusiasm or lack of enthusiasm of employees to come to work. Lack of understanding of the work process and work environment conditions that are not conducive. As additional support, the researcher conducted a pre-survey of 25 employees regarding the main factors that caused the decline in employee performance.



**Figure1 . Variable Pre-Survey Chart**

Source: Research, 2024

Based on a pre-survey of 25 employees regarding the main factors that cause performance decline, it is known that the work environment, training, and self-efficacy get the most votes. This shows that these three variables are considered the most significant by employees in influencing performance decline.

These results provide a reference for researchers to focus research on how these three factors are interconnected or affect employee performance. Researchers can explore further to provide effective recommendations for improving performance through improving the quality of the work environment, training, and self-efficacy.

Related to self-efficacy. An employee who has high confidence in their abilities tends to be more motivated, persistent, and productive in completing tasks. Self-efficacy also increases the ability to face challenges, reduces work stress, and encourages innovation, thus having a positive impact on achieving organizational goals. Self-efficacy is the forerunner of commitment and performance, this is due to employees' views about their capacity to demonstrate ability at a certain level of performance (Layyinah & Subiyanto, 2022) . Self-efficacy here is a belief in the ability of individuals to complete work in accordance with the specified target without reducing product quality. This is due to the perception of ability and the reality of the results, feeling that he already understands and can do so that there is a lack of caution or does not want to re-read the work standards before daily operational activities.

To support the phenomenon related to self-efficacy issues, the researcher conducted a pre-survey of 25 employees. By choosing one of the answers:

- 5 = Strongly Agree/Always
- 4 = Agree / Often
- 3 = Neutral
- 2 = Disagree / Sometimes
- 1 = Strongly Disagree / Never

**Table 1 . Self-efficacy Questionnaire**

No.	Question	Answer Options				
		1	2	3	4	5
1	Do you always read the Work Standards/Work Instructions before working?	5	8	6	4	2
2	Are you confident that you can achieve the daily production target according to the specified standard?	1	6	5	3	10
3	Are you confident that you can adjust to changes in the type or method of work at the operational site?	2	8	4	3	8

Source: Researcher, 2024

Based on the respondent data, only 2 out of 25 respondents always read the Work Standards / Work Instructions before doing work, while 4 respondents answered often, 6 respondents answered neutral, 8 respondents answered sometimes and 5 respondents answered never.

This data indicates that most employees rely more on memory and habit in carrying out production operational tasks. This indicates a lack of deep understanding of the importance of work standards and their effect on product quality. Carelessness in the work process caused by self-efficacy that is not aligned with the reality of work results can be one of the main causes of decreased product quality.

To improve employee performance, a *training* program is needed with the aim of improving quality, supporting human resource planning and also increasing productivity. *Training* is an activity designed to improve employee abilities, provide an understanding of the job and improve attitudes as well as skills to improve performance (Ubaidillah & Firdaus, 2024) .

To strengthen the phenomenon related to *training*, researchers conducted a pre-survey of 25 employees of PT. XYZ.

**Table2 . Training Questionnaire**

No.	Question	Answer Options				
		1	2	3	4	5
1	Is the provision of <i>training</i> programs important	0	5	4	2	14
2	Do you feel that training is too time-consuming?	6	6	2	4	7
3	Is the time provided for the training sufficient to understand the material?	3	1	11	5	5

Source: Researcher, 2024

Based on the respondent data above, it can be concluded that the majority of employees realize the importance of training, but there are still a small number who disagree with this, so the effectiveness of the training provided still needs to be improved. Especially covering the time allocation which is still considered inappropriate.

In addition, it is important to pay attention to the work environment because it can estimate employee performance in a company. The work environment is said to greatly impact employee performance towards negative or positive results (Sinambela & Lestari, 2021) . A conducive environment can provide a sense of security and allow employees to work optimally. A good work environment can support smoothness, security, safety, success, and comfort at work and the existence of adequate facilities so that employees feel happy and comfortable in carrying out their duties and responsibilities (Ayu & Febrian, 2023) .

To strengthen the phenomenon related to the work environment, researchers conducted a pre-survey of 25 employees of PT. XYZ.

**Table 3 . Work Environment Questionnaire**

No.	Question	Answer Options				
		1	2	3	4	5
1	Is the atmosphere of your workplace conducive and makes you focus on completing your work?	3	0	12	5	5
2	Do your company facilities make you comfortable at work	3	4	6	6	6
3	Is there good communication between the production team and management?	4	6	8	3	4

Source: Researcher, 2024

Based on respondent data, the majority feel that the work atmosphere and available facilities are at a neutral level, besides that communication between the production team and management needs to be improved, because this is an important factor in creating synergy and work effectiveness. An adequate work environment that is in accordance with employee working conditions can improve employee performance in a company (Sinambela & Lestari, 2021) .

Based on the description above, the authors are interested in studying PT. XYZ by raising the title "The Effect of Self-Efficacy, *Training* and Work Environment on Employee Performance".

### Problem Formulation

Based on the background above, the problem formulations that can be put forward by the author are:

1. Does self-efficacy have a positive and significant effect on employee performance?
2. Does *training* have a positive and significant effect on employee performance?
3. Does the work environment have a positive and significant effect on employee performance?
4. Do self-efficacy, *training*, and work environment simultaneously affect employee performance?

### METHOD

This study will take a sample of employees of PT. XYZ, a foreign investment company (PMA) located in the Bekasi area, precisely in the Greenland International Industrial Center (GIIC) area - Deltamas Cikarang. The object of this research is focused on self-efficacy, *training* and work environment. This research is quantitative research. Quantitative research is a method for testing certain theories by examining the relationship between *independent* variables, namely self-efficacy, *training*, work environment on employee performance. This variable is measured by a research instrument consisting of numbers, so that it can be analyzed based on statistical procedures (Wajdi *et al.*, 2024) . In a narrower scope, quantitative research is defined as research that uses a lot of numbers, starting from the data collection process, data analysis and data display (Hardani *et al.* ., 2020)

According to (Rustamana *et al.*, 2024) measurement scale is an agreement or agreement that is used as a basis for determining intervals in a measurement instrument. By using this measurement scale, the measuring instrument can produce quantitative data during the measurement process. The questionnaire in this study used a Likert scale.

The *questionnaire* technique is a way of collecting data by distributing questions to respondents and respondents will provide responses to these questions. The Likert scale consists of a series of statements about the respondent's attitude towards the object under study (Hardani *et al.*, 2014)., 2020) . Each *questionnaire* measurement in this study uses a Likert scale.

The population in this study used the variables of self-efficacy, *training* and work environment involving employees of PT. XYZ, namely 627 employees. The sampling technique in this study used *Nonprobability Sampling*. Even though it uses *nonprobability*

sampling, the Slovin formula is still used to determine the number of samples by considering the tolerance of *error* (*error margin*), so that it still gets quite representative results. The sample in this study were 86 respondents. The types of data used are primary data and secondary data. The tests carried out are validity, reliability, classical assumptions and hypothesis testing.

## RESULTS AND DISCUSSION

### Results

#### 1. Validity Test

Primary data in this study was carried out through collecting the results of distributing questionnaires through Likert scale measurements to respondents determined using the Slovin formula with an error rate of 10%, so that 86 respondents were obtained for employees of PT. XYZ.

This validity test uses *Pearson Correlation*, namely by calculating the correlation between the score of each question item and the total score. If the correlation between the score of each question item and the total score has a significance level below 0.05, the question item is declared valid and vice versa:

**Table 6. Validity Testing Results**

Variables	Indicator	Sig Value	r count	r table	Description
Self-efficacy (X1)	X1.1	0,000	0,803	0,213	Valid
	X1.2	0,000	0,812	0,213	Valid
	X1.3	0,000	0,891	0,213	Valid
	X1.4	0,000	0,866	0,213	Valid
	X1.5	0,000	0,827	0,213	Valid
	X1.6	0,000	0,869	0,213	Valid
	X1.7	0,000	0,832	0,213	Valid
	X1.8	0,000	0,867	0,213	Valid
	X1.9	0,000	0,856	0,213	Valid
Training (X2)	X2.1	0,000	0,852	0,213	Valid
	X2.2	0,000	0,862	0,213	Valid
	X2.3	0,000	0,833	0,213	Valid
	X2.4	0,000	0,860	0,213	Valid
	X2.5	0,000	0,830	0,213	Valid
	X2.6	0,000	0,898	0,213	Valid
	X2.7	0,000	0,842	0,213	Valid
	X2.8	0,000	0,862	0,213	Valid
	X2.9	0,000	0,837	0,213	Valid
	X2.10	0,000	0,789	0,213	Valid
Work Environment (X3)	X3.1	0,000	0,824	0,213	Valid
	X3.2	0,000	0,820	0,213	Valid
	X3.3	0,000	0,806	0,213	Valid
	X3.4	0,000	0,822	0,213	Valid
	X3.5	0,000	0,833	0,213	Valid
	X3.6	0,000	0,841	0,213	Valid
	X3.7	0,000	0,703	0,213	Valid
	X3.8	0,000	0,794	0,213	Valid



Variables	Indicator	Sig Value	r count	r table	Description
Employee Performance (Y)	X3.9	0,000	0,858	0,213	Valid
	X3.10	0,000	0,767	0,213	Valid
	Y.1	0,000	0,808	0,213	Valid
	Y.2	0,000	0,842	0,213	Valid
	Y.3	0,000	0,830	0,213	Valid
	Y.4	0,000	0,845	0,213	Valid
	Y.5	0,000	0,909	0,213	Valid
	Y.6	0,000	0,810	0,213	Valid
	Y.7	0,000	0,816	0,213	Valid
	Y.8	0,000	0,852	0,213	Valid
	Y.9	0,000	0,814	0,213	Valid
	Y.10	0,000	0,829	0,213	Valid

Source: Processed Primary Data, 2025

Based on the data in table 6, the results of the validity test show that the results of all questionnaire statement items from the Self-Efficacy (X1), *Training* (X2), Work Environment (X3), and Employee Performance (Y) variables have a significance below 0.05, so the question items are declared valid. In addition, this study has a correlation coefficient greater than r table, which is 0.213. So it can be said that the statement items from variable (X) and variable (Y) are valid.

## 2. Reliability Test

The reliability test measures whether the variables used are accurate and error-free and the accuracy of the questionnaire response. The results of this test will produce *Cronbach's Alpha*. If *Cronbach's Alpha* is greater than 0.70, a variable is considered reliable. Composite reliability and Cronbach alpha testing aims to test the validity of instruments in a research model. Or measure internal *consistency* and the value must be above 0.60. If all other variable values have a composite reliability or *Cronbach alpha* value  $\geq 0.7$ , it means that the construct has good reliability or the questionnaire used as a tool in this study is consistent (Parashakti & Putriawati, 2020) .

Table 7. Reliability Test Results

No.	Variables	Cronbach's Alpha		Description
		Count	Standard	
1	Self-efficacy (X1)	0,950	0,70	Reliable
2	<i>Training</i> (X2)	0,955	0,70	Reliable
3	Work Environment (X3)	0,940	0,70	Reliable
4	Employee Performance (Y)	0,951	0,70	Reliable

From these results, it shows that all variables (self-efficacy, *training*, work environment and employee performance) have *Cronbach's Alpha* greater than 0.70, so that the data results of all questionnaires can be said to be reliable or valid.

## 3. Normality Test

The normality test aims to test whether the dependent and independent variables in the regression model have a normal distribution. A good regression model has a normal or near normal data distribution. One way to determine normality is to use graphical analysis

techniques by examining the graph as a histogram or normal probability plot. Data normality can be determined by the distribution of data (points) on the diagonal axis of the normal P-plot diagram or by looking at the residual histogram (Taufiqurrahman Baaqir & Siti Sahara, 2024).

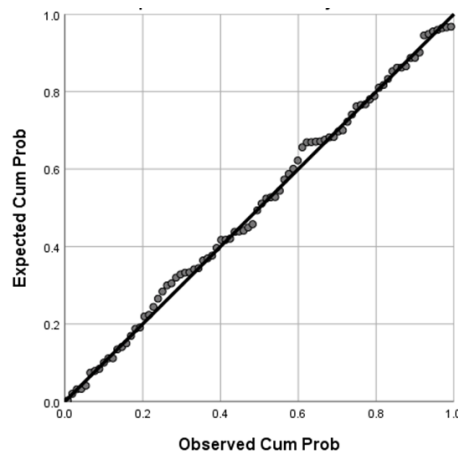


Figure 2. Normal P-Plot Curve

The results of the normality test in this study show that the normal graph, probability plot which requires the distribution of data must lie in the diagonal line area and follow the direction of the diagonal line. Based on the picture above, these results meet the normal probability plot requirements and can be said to be normally distributed.

#### 4. Multicollinearity Test

The multicollinearity test aims to test whether the regression model has found a correlation between the independent variables. A good regression model is that there is no correlation between the independent variables, if  $Tolerance > 10.00$  or  $VIF < 0.10$ . Then there is multicollinearity in the regression model (Taufiqurrahman Baaqir & Siti Sahara, 2024).

Table 8. Multicollinearity Test

		Coefficients <sup>a</sup>						
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	5.391	3.313		1.627	.108		
	Efikasi Diri (X1)	.490	.074	.500	6.631	.000	.768	1.302
	Training (X2)	.213	.066	.242	3.221	.002	.774	1.292
	Lingkungan Kerja (X3)	.246	.074	.267	3.329	.001	.680	1.471

a. Dependent Variable: Kinerja Kerja (Y)

From the table above, it is known that the tolerance value of self-efficacy  $> 0.1$  or  $0.768 > 0.1$  and the VIF value of self-efficacy is  $1.302 < 10$ . For the tolerance value of training  $0.774 > 0.1$  and VIF value  $1.292 < 10$ . While the tolerance value of the work environment is  $0.680 > 0.1$  and VIF value  $1.471 < 10$ . So it can be concluded that the regression does not have multicollinearity symptoms. This means that among the independent variables (Self-Efficacy, Training, and Work Environment) do not affect each other.



## 5. Heteroscedasticity Test

The heteroscedasticity test is used to determine the presence or absence of classical assumption deviations, heteroscedasticity, namely the existence of inequality of variance from residuals for all observations in the regression model. A prerequisite that must be met in the regression model is the absence of heteroscedasticity symptoms. If the residual points spread randomly, do not form a certain pattern, and are evenly distributed around the zero axis, then there is no indication of heteroscedasticity (homoscedasticity is met). If the dots form a certain pattern (for example, a narrowed or widened pattern like a funnel), then there is an indication of heteroscedasticity.

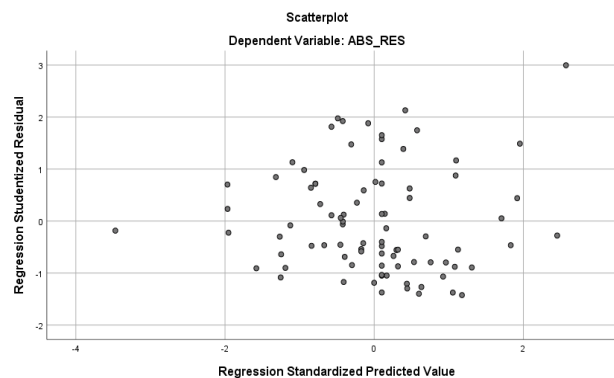


Figure 3. Heteroscedasticity Test

## 6. Coefficient of Determination Analysis ( $R^2$ )

The coefficient of determination ( $R^2$ ) essentially measures how far the model's ability to explain the variation in the dependent variable. A high  $R^2$  value will improve the ability of the independent variables to explain the dependent variable. However, if the  $R^2$  value is small, it means that the ability of the independent variables to explain the variation in the dependent variable is very limited.

Table 9. Analysis of the Coefficient of Determination ( $R^2$ )  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.801 <sup>a</sup>	.642	.629	3.650	1.990

a. Predictors: (Constant), Lingkungan Kerja (X3), Training (X2), Efikasi Diri (X1)

b. Dependent Variable: Kinerja Kerja (Y)

From the output above, the Adjusted R Square value is 0.629, which means that the effect of self-efficacy (X1), training (X2) and work environment (X3) on performance (Y) at PT. XYZ is 62.9%. So it can be concluded that the effect of this study is 62.9% and the rest is influenced by other variables that are not contained in this study.

## 7. Partial Hypothesis Test (T Test)

The t-test is useful for showing the effect of the independent variable on the dependent variable (Rustamana *et al.*, 2024) t-test results can be seen in the Coefficients <sup>a</sup>table. The calculated t test value can be seen from the p-value of each independent variable on the basis of decision making.

Using significance figures: 1) If the probability is  $<0.05$  then  $H_a$  is accepted and  $H_o$  is rejected; and 2) If the probability  $>0.05$  then  $H_o$  is accepted and  $H_a$  is rejected.

**Table 10. T test results**

		Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics
Model		B	Std. Error	Beta	T	Sig.	Tolerance VIF
1	(Constant)	5.391	3.313		1.627	.108	
	Efikasi Diri (X1)	.490	.074	.500	6.631	.000	.768 1.302
	Training (X2)	.213	.066	.242	3.221	.002	.774 1.292
	Lingkungan Kerja (X3)	.246	.074	.267	3.329	.001	.680 1.471

a. Dependent Variable: Kinerja Kerja (Y)

Based on the table above, the following are the results of partial hypothesis testing (t test) using the assumption of a confidence level of 5% with a degree of freedom value of  $f = n - k - 1$  ( $86 - 3 - 1 = 82$ ) so that a t table of 1.989 is obtained. Then it can be described as follows:

- The Effect of Self-efficacy on Employee Performance Based on the t test table, t count is 6.631. This shows that  $t \text{ count } 6.631 > t \text{ table } 1.989$  and significance  $< 0.05$  (0.000  $< 0.05$ ). Thus H1 is accepted, meaning that the self-efficacy variable partially has a significant effect on employee performance.
- The effect of training on employee performance Based on the t test table obtained t count 3.321. This shows  $t \text{ count } 3.321 > t \text{ table } 1.989$  and significance  $< 0.05$  (0.002  $< 0.05$ ). This means that H2 is accepted, meaning that the training variable partially has a significant effect on employee performance.
- The Effect of Work Environment on Employee Performance Based on the t test table obtained t count of 3.329. This shows  $t \text{ count } 3.329 > t \text{ table } 1.989$  and significance  $< 0.05$  (0.001  $< 0.05$ ). Thus H3 is accepted, meaning that the work environment variable partially has a significant effect on employee performance.

## 8. Simultaneous Hypothesis Test (F Test)

The F test generally explains all the independent variables that make up the regression model have a joint influence on the dependent variable. The test criteria for decision making are sig value  $< 0.05$  then  $H_0$  is rejected and  $H_a$  is accepted which indicates that this model test is suitable for use in research. The sig value  $> 0.05$  then  $H_0$  is accepted and  $H_a$  is rejected which indicates that this model test is not suitable for use in research.

**Table 11. F Test Results**

ANOVA <sup>a</sup>					
Model		Sum of Squares	df	Mean Square	F Sig.
1	Regression	1957.873	3	652.624	48.977 .000 <sup>b</sup>
	Residual	1092.650	82	13.325	
	Total	3050.523	85		

a. Dependent Variable: Kinerja Kerja (Y)

b. Predictors: (Constant), Lingkungan Kerja (X3), Training (X2), Efikasi Diri (X1)

From the results of the analysis table above, it is known that the F count is 48.977 while the F table at the 5% significance confidence level and  $df_1 = k - 1$  ( $3 - 1 = 2$ ) and  $df_2 = n - k - 1$  ( $86 - 3 - 1 = 82$ ), the Ftable is 3.11. Then  $H_a$  is accepted because  $F \text{ count } > F \text{ table}$  (influential) This means that the regression model as a whole is significant, or in other words, Self-Efficacy, Training, and Work Environment together have a significant effect on Employee Performance.

The conclusion that can be obtained from the comparison of the sig value with the significance level ( $\alpha$ ) is (0.000) so it can be seen that the comparison of the sig value  $< \alpha$  (0.000

$< 0.05$ ). Because the sig value  $< \alpha$  has a probability smaller than 0.05, it can be concluded that  $H_a$  is accepted and  $H_o$  is rejected. This means that the three independent variables, namely Self-Efficacy ( $X_1$ ), *Training* ( $X_2$ ), and Work Environment ( $X_3$ ) together (simultaneously) affect the dependent variable Employee Performance ( $Y$ ). The results of the analysis show that Self-Efficacy, *Training*, and Work Environment have a joint or simultaneous effect on the Performance of Employees of PT. XYZ.

## Discussion

Shows the data that has been collected related to self-efficacy, training, and work environment on employee performance, as follows:

The results of the answers from 86 respondents, the majority of respondents were female as many as 53 respondents (62%) while male respondents were 33 respondents (38%). Where this shows that PT. XYZ needs many female employees in carrying out company operations.

In the age category of respondents with a vulnerability of 18 - 20 years as many as 18 respondents (21%). For the age range 21 - 23 years as many as 36 respondents (42%), for the age range 24 - 26 years as many as 21 respondents (24%). The majority of PT. XYZ's workforce is at a young adult age, generally at the beginning or middle of the productive stage, dynamic, energetic, and ready to learn, to achieve professional maturity. And the remaining 11 respondents (13%) were filled by vulnerable ages over 27 years.

Furthermore, in the last education category, 69 respondents (80%) were high school / vocational / equivalent graduates, 7 respondents (8%) graduated from Diploma and 10 respondents (12%) for Bachelor / S1 graduates. This shows that PT. XYZ employs a lot of labor for positions that require technical or operational skills compared to highly educated employees.

The category of less than 1 year of service was 19 respondents (22%), 1-2 years of service were 33 respondents (38%), followed by 3-4 years of service as many as 21 respondents (24%) and above 5 years as many as 13 respondents (15%). Researchers identified that PT. XYZ continues to actively recruit new workers to replace employees with an expired service period.

### 1. The Effect of Self-Efficacy on Employee Performance

Based on the results of the regression analysis test, the t test table obtained t count of 6.631. This shows that t count  $6.631 > t$  table 1.989 and significance  $< 0.05$  ( $0.000 < 0.05$ ). Thus  $H_1$  is accepted, meaning that the self-efficacy variable partially has a significant effect on employee performance.

This is reinforced by (Ubaidillah & Firdaus, 2024) that in his research the first hypothesis in the study shows that *self-efficacy* has a significant effect on employee performance. Based on the t test table obtained t count of 2.885. This shows that t count  $2.885 > t$  table 1.983 and significance  $< 0.05$  ( $0.003 < 0.05$ ). Thus  $H_1$  is accepted, meaning that the *self-efficacy* variable partially has a significant effect on employee performance. This finding is in line with (Munir & Arifin, 2021) which states that employee self-efficacy contributes significantly to employee performance.

### 2. Effect of Training on Employee Performance

The effect of training on employee performance Based on the t test table obtained t count 3.321. This shows t count  $3.321 > t$  table 1.989 and significance  $< 0.05$  ( $0.002 < 0.05$ ). This means that  $H_2$  is accepted, meaning that the *training* variable partially has a significant effect on employee performance.

Training is part of education which includes learning to acquire and improve skills outside the applicable education system, in a relatively short time with an approach that focuses more on practice than theory. The results of this study are strengthened (Ubaidillah & Firdaus,

2024) The second hypothesis in the study shows that training has a significant effect on employee performance. Based on the t test table obtained t count 2.179. This shows t count  $2.179 > t \text{ table } 1.983$  and significance  $<0.05$  ( $0.032 < 0.05$ ). This means that H2 is accepted, meaning that the training variable partially has a significant effect on employee performance. The findings of this study are consistent with previous research, which shows that training has a major impact on performance (Hamid et al., 2023) .

### 3. Effect of Work Environment on Employee Performance

The Effect of Work Environment on Employee Performance Based on the t test table obtained t count of 3.329. This shows t count  $3.329 > t \text{ table } 1.989$  and significance  $<0.05$  ( $0.001 < 0.05$ ). Thus H3 is accepted, meaning that the work environment variable partially has a significant effect on employee performance.

In line with previous research (Ubaidillah & Firdaus, 2024) the third hypothesis in this study shows that the work environment has a significant effect on employee performance. Based on the t test table obtained t count of 3.809. This shows t count  $3.809 > t \text{ table } 1.983$  and significance  $<0.05$  ( $0.000 < 0.05$ ). Thus H3 is accepted, meaning that the work environment variable partially has a significant effect on employee performance. This means that the work environment variable has a significant influence on employee performance. (Antares, 2020) States that a good work environment can meet the needs of employees, so they will automatically realize their responsibilities. Employees will be able to carry out their activities with optimal results if supported by appropriate environmental conditions.

### 4. The Effect of Self-Efficacy, Training and Work Environment on Employee Performance

The results of the regression test on employee performance at PT. XYZ have a coefficient value of 5.391. The positive sign indicates that the influence between the independent variable and the dependent variable is unidirectional. The test results simultaneously produced a calculated f value of 48.977 with a significance value of 0.000. This shows that self-efficacy, training and work environment affect employee performance.

The hypothesis underlying this research is the results of research (Ubaidillah & Firdaus, 2024) and performance (Hamid et al., 2023) . Which states simultaneously shows that the variables of self-efficacy, *training*, and work environment have a positive and significant effect on employee performance.

## CONCLUSION

Based on the research and discussion that has been carried out regarding the influence of self-efficacy, *training* and work environment on the performance of employees of PT. XYZ, it can be concluded that the effect of self-efficacy, *training* and work environment partially on employee performance is that:

1. Partially, self-efficacy has a positive and significant influence on the performance of employees of PT. XYZ.
2. Partially *Training* has a positive and significant influence on the performance of employees of PT. XYZ.
3. Partially, the work environment has a positive and significant influence on the performance of employees of PT. XYZ.
4. Simultaneously Self-Efficacy, *Training*, and Work Environment have a positive and significant influence on the Performance of Employees of PT. XYZ.

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