

**THE INFLUENCE OF SELF EFFICACY, SELF ESTEEM AND
PERSONALITY ON EMPLOYEE PERFORMANCE IN LAMONGAN
DISTRICT**

Vevi Eka Avrilia
Faculty of Economics and Business
Islamic University of Lamongan
Lamongan, Indonesia
vevieka.a@unisla.ac.id

Evi Yulia
Faculty of Economics and Business
Islamic University of Lamongan
Lamongan, Indonesia
eviyulia@unisla.ac.id

Sani Rusminah
Faculty of Economics and Business
Islamic University of Lamongan
Lamongan, Indonesia
sanirusminah@unisla.ac.id

Diah Ayu Novitasari
Faculty of Economics and Business
Islamic University of Lamongan
Lamongan, Indonesia
diahayu@unisla.ac.id

Article Info	ABSTRACT
<p>Keyword: Self Efficacy, Self Esteem, Personality, Employee Performance</p>	<p>This research was conducted to determine the influence of self-efficacy, self-esteem, personality on employee performance in Lamongan district. This type of research is descriptive quantitative using survey methods. The population in this study were employees who worked in factories or industries in Lamongan district, and in determining the sample using the Slovin formula, 100 respondents were obtained. The research results show that both partially and simultaneously self-efficacy, self-esteem and personality have a positive and significant influence on employee performance. However, of these three variables, personality is proven to be the most dominant in influencing employee performance. This research emphasizes the importance of employees building self-efficacy, self-esteem and personality well to improve company performance.</p>

INTRODUCTION

This research focuses on the theme of employee performance due to the issue of declining performance or poor performance from various companies in Indonesia (Shaid, 2024). Decreased performance or poor performance of an organization or company can be caused by several factors, both individual and environmental. Individual factors relate to health, personal conditions, lack of motivation, lack of skills, knowledge, inability to manage time, emotional instability and lack of social support.

Apart from that, the next individual factor that can influence performance is low self-efficacy, meaning a person's ability to carry out tasks to achieve certain results is still weak. Supposedly, when a problem occurs in a company, the workforce acts as a driving force capable of helping and providing solutions to the company to make a decision amidst the bad turmoil occurring in the company (Khasbulloh, 2024). Apart from self-efficacy, the next individual factor is low self-esteem, meaning that you tend to be unsure of your expectations and potential. Meanwhile, someone with high self-

esteem tends to solve problems with confidence and confidence in their abilities. Furthermore, personality is related to the appearance, actions and emotions of employees at work. This argument is strengthened by research conducted by Zusmawati et al., (2022) showing that it is very important for employees to develop a good personality because it is an effective stimulus in improving company performance.

Employee performance is a description of the level of achievement of an activity program or policy to achieve the organization's goals, objectives, vision and mission as outlined in the organization's strategic plan. Therefore, this understanding is not only important from an employee management perspective, but also has a direct impact on overall business performance. Companies that are able to manage and optimize these factors will be superior in achieving short-term and long-term goals.

Three variables that influence employee performance are self-efficacy, self-esteem and personality. Self-efficacy is very important in employee performance because it plays a big role in determining how confident a person feels capable of completing a task or achieving a certain goal. Apart from self-efficacy, self-esteem also plays an important role in improving employee performance because it directly influences how a person assesses himself, feels worthy of success, and interacts in the work environment. Employees with healthy self-esteem tend to be more productive, emotionally stable, and able to work well in teams. Personality is very important in employee performance because personality influences the way a person works, interacts, faces pressure, and adapts to the organization's culture.

Based on this, this research aims to determine the influence of self-efficacy, self-esteem and personality on employee performance in Lamongan Regency. The focus of this research is the extent to which self-efficacy, self-esteem and personality directly or indirectly influence employee performance. Through this research, it is hoped that we can gain a deeper understanding of the role of self-efficacy, self-esteem and personality on employee performance.

RESEARCH METHODS

This type of research is descriptive quantitative research. According to Sugiyono (2019) quantitative research is a research method based on the philosophy of positivism which uses research tools and statistics to test predetermined hypotheses. The data sources for this research are primary data and secondary data. Primary data was obtained from questionnaires distributed to industrial employees in Lamongan district. Meanwhile, secondary data is in the form of questionnaire data, Lamongan Regency Government data related to industry in Lamongan Regency. The population in this study were employees who worked in factories or industries in Lamongan district. The sampling technique in this research is the purposive sampling method, and in determining the number of samples using the Slovin formula which is as follows :

$$n = \frac{N}{1 + N(e^2)}$$

Information :

n = Number of samples

N = Number of population of research objects

e = 10% error rate

Calculations using the Slovin formula are as follows :

$$n = \frac{170.836}{1 + 170.836(0,1^2)}$$

$$n = \frac{170.836}{1.709,36}$$

$$n = 99,94$$

Based on the calculation results, a sample of 99.94 was obtained but rounded up to 100.

The independent and dependent variables in this study were measured using a Likert scale. According to Sugiyono (2022), the Likert scale is used to evaluate attitudes, opinions and perceptions of individuals or groups towards social phenomena. Indicators for the variables to be measured are compiled and used as a reference for each component of the tool, either in the form of questions or statements.

Table 1. Likert Scale

No.	Scale	Value
1.	Strongly disagree	1
2.	Disagree	2
3.	Neutral	3
4.	Agree	4
5.	Strongly agree	5

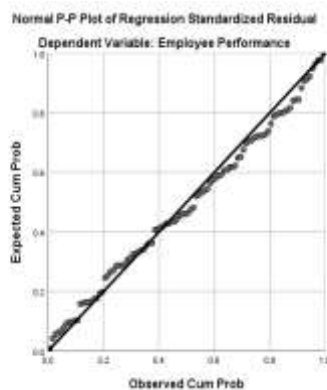
Source: Data processed 2025

To answer the statements in the questionnaire, a 5-point Likert scale was used, which means: 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree. In this research, the data analysis techniques used are validity test, reliability test, multiple linear regression analysis, multiple correlation test, classical assumption test, normality test, multicollinearity test, heteroscedasticity test, coefficient of determination, t test (partial) and f test (simultaneous).

RESULTS AND DISCUSSION

The results of the validity test and reliability test show that all variables are declared valid and reliable. This is based on the results of the calculated r validity test for all variables > r table = 0.1966 with a significance level < 0.05, while the results of the reliability test for the three variables have a Cronbach's Alpha value > 0.6.

The results of the normality test show that the data is normally distributed. This is based on the normality plot image below which shows that the data is spread out and the plot points follow a diagonal line.



Source: SPSS 26 Statistical Output Processed 2025

Picture 1. SPSS Normality Test Results

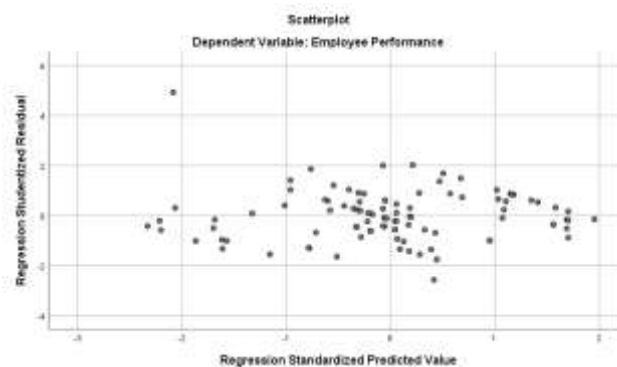
The results of the multicollinearity test show that the data is free from multicollinearity. This is based on the collinearity statistical results below which show the tolerance value for all variables is above 0.10 (10%) and the VIF value for all variables is > 10 .

Table 2. Multicollinearity Test

Model	Tolerance	VIF
Self efficacy (X1)	.589	1.698
Self esteem (X2)	.499	2.004
Personality (X3)	.532	1.880

Source: SPSS data processed, 2025

The results of the heteroscedasticity test show that all variables do not have heteroscedasticity. This is based on the scatterplot results below where the dots do not form a particular pattern and the dots spread below or above.



Source: SPSS 26 Statistical Output Processed 2025

Picture 2. SPSS Heteroscedasticity Test Results

Based on the results of the normality test, multicollinearity test and heteroscedasticity test, it can be concluded that in this study there are no classical assumption problems. The T test is a test carried out to determine the effect of each independent variable on the dependent variable. Namely the variables self efficacy (X1), self esteem (X2), and personality (X3) on employee performance (Y). The significance level in this test is 5%.

Table 3. T Test

Variable	Signifikan	a	t _{hitung}	t _{tabel}
Self efficacy (X1)	.000	0,05	3.961	1,984
Self esteem (X2)	.001	0,05	3.368	1,984
Personality (X3)	.003	0,05	3.093	1,984

Source: Data processed by SPSS 2025

Discussion of Hypothesis 1

The Influence of Self-Efficacy on Employee Performance

Based on the research results of the self efficacy variable, it was obtained that t count $>$ t table with a value of $3,961 > 1,984$ with a significance of $0,00 < 0,05$, so H_0 was rejected and H_1 was

accepted. This means that there is a significant and partial influence between self-efficacy on employee performance. This agrees with research by Siregar (2020), Wicaksono (2022), Ari (2020) which states that the self-efficacy variable has a significant influence on employee performance.

The Influence of Self Esteem on Employee Performance

Based on the research results of the self-esteem variable, it was obtained that t count > t table with a value of 3,368 > 1.984 with a significance of 0.01 < 0.05, so Ho was rejected and H2 was accepted. This means that there is a significant and partial influence between self-esteem on employee performance. This agrees with research by Mega (2022), Rahmawati (2022) which states that the self-esteem variable has a significant influence on employee performance.

The Influence of Personality on Employee Performance

Based on the results of research on personality variables, t count > t table with a value of 3,093 > 1.984 with a significance of 0.03 < 0.05, then Ho is rejected and H3 is accepted. This means that there is a significant and partial influence between personality on employee performance. This agrees with research by Anggina (2020), Zusmawati & Gemilang (2022) which states that personality variables have a significant influence on employee performance.

The F test is a statistical test to determine how independent variables simultaneously influence the dependent variable. Based on the output below, it is known that the variables self efficacy, self esteem and personality simultaneously influence employee performance with a significant value of 0.00 < 0.05 and f count 49,242 > 2.70. So it can be concluded that the variables self efficacy, self esteem and personality have a positive and significant effect on employee performance.

Table 4. F Test

Model	Sum of Square	Df	Mean Square	F	Sig
Regression	1250.361	3	416.787	49.242	.000 ^b
Residual	812.549	96	8.464		
Total	2062.910	99			

Source: Data processed by SPSS 2025

Discussion of Hypothesis 2

Based on the results of the F test, Fcount is 49.242, while Ftable is obtained using the formula $df = (n-k-1) = (100-3-1) = 96$. So the resulting Ftable is 2.70 so Fcount > Ftable, so H0 is rejected. This means that simultaneously there is a positive and significant influence between self-efficiency (X1), self-esteem (X2), and personality (X3) on employee performance (Y) in Lamongan district.

Discussion of Hypothesis 3

According to Sugiyono (2019) multiple linear regression analysis is a regression that has one dependent variable and two or more independent variables with an analytical model used to explain the relationship and influence between the independent variables on the dependent variable. Based on the results of the multiple linear regression test, the multiple linear regression model equation was obtained, namely $Y = 2,348 + 0.458X1 + 0.410X2 + 0.481X3$ so that it can be seen that the most dominant variable influencing employee performance is personality (X3) = 0.481.

The coefficient of determination is used to find out what percentage influence the independent variables (X) have together on the dependent variable (Y).

Table 5. Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
-------	---	----------	-------------------	----------------------------

1	.779 ^a	.606	.594	2.909
---	-------------------	------	------	-------

Source: Data processed by SPSS 2025

Based on the results of the coefficient of determination test, R² was obtained at 0.616. So it can be explained that 60.6% of career success can be influenced by knowledge and employee organization relationship variables, while the remaining 39.4% can be influenced by other variables not examined in this research.

CONCLUSION

Based on the results and discussions that have been carried out regarding the influence of self-efficacy, self-esteem and personality on employee performance, it can be concluded that partially the variables self-efficacy, self-esteem and personality have a positive and significant influence on employee performance. This result can be proven by T test analysis (partial) which shows that t count > t table, the self efficacy variable has a t count value (3.961) > t table (1.984), the self esteem variable has a t count value (3.368) > t table (1.984) and the personality variable has a t count value (3.093) > t table (1.984). Then simultaneously the three variables of self-efficacy, self-esteem and personality together have a positive and significant influence on employee performance. However, of the three variables, the personality variable is the variable that has the most effective stimulus in increasing employee performance in Lamongan District. This is because workers with high personality can influence thinking, thinking, reacting and interacting with individuals and their environment so that they can improve performance within the company.

REFERENCES

- Ahmad H. Abubakar, A. A. (2020). Pengaruh pengembangan karir dan *self efficacy* terhadap kinerja karyawan PT Huntsman Indonesia. *Jurnal nasional manajemen*.
- Bandura. (1997). *Self efficacy: perceived self efficacy in development and functioning, educational psychologist*. 117-148.
- Edi siregar, r. n. (2020). Pengaruh kepribadian, *self efficacy* dan *locus of control* terhadap kinerja karyawan. *Jurnal manajemen Universitas Satya negara Indonesia*.
- Fadila, n. a. (2021). Hubungan *self efficacy* dengan prokrastinasi akademik mahasiswa yang sedang mengerjakan skripsi pada masa pandemi covid-19. *jurnal penelitian psikologi*, vol 08 nomor 02 2021.
- Fatmawati, M. (2019). Dimensi kepribadian dan komitmen organisasi terhadap kinerja karyawan. *Jurnal ilmu manajemen*, 7(4), 1187-1194.
- Gemilang, z. d. (2022). Pengaruh kepribadian dan disiplin kerja terhadap kinerja pegawai dinas pendidikan dan kebudayaan pesisir selatan. *Jurnal ilmiah ilmu manajemen dan kewirausahaan*.
- Huda, K. (2024). Upaya meningkatkan kinerja karyawan dengan efikasi diri, tingkat pendidikan melalui kepuasan kerja. *Jurnal manajemen*.
- Ilham Wicaksono, I. R. (2022). Pentingnya *self efficacy*, *self esteem*, dan kepuasan kerja terhadap kinerja karyawan di Masa Pandemi pada Perusahaan BUMN. *Jurnal penelitian pendidikan Indonesia*, 8(1), 177-186.
- Mega, c. (2022). Pengaruh *self esteem*, *self efficacy* dan lingkungan kerja terhadap kinerja karyawan. *EMBA*, 450-460.
- Melly rahmadani, f. a. (2023). Pengaruh *self esteem* dan *emotional stability* terhadap kinerja karyawan (studi pada PT Binanga Karya). *Jurnal ekonomi, manajemen dan akuntansi*, 147-159.
- Mutiarani mubyl, w. p. (2023). Peran *self esteem self efficacy* motivasi kerja dan komitmen organisasi dalam menentukan kepuasan kerja. *Jurnal Manajemen STIE Muhammadiyah Palopo Vol 9 No 1*, E-ISSN: 2684-7841 | P-ISSN: 2339-1510.
- Popov. (2019). Kapan penerimaan diri tanpa syarat menjadi prediktor kesehatan mental yang lebih baik daripada harga diri? *Jurnal Perilaku Kognitif & Rasional-Emosional terapi*, 37, 251-261.

Sugiyono. (2019). Metode penelitian kuantitatif, kualitatif dan R&D. Alfabeta, CV. 241.

Sugiyono. (2022). Metode penelitian kuantitatif, kualitatif. Bandung: ALFABETA

Triyono, r. (2019). *Self efficacy* dan regulasi emosi dalam mengatasi prokrastinasi akademik. CV Sindunata. Sukorejo. ISBN: 978-602-442-845-7. e-ISBN : 978-442-953-9.

Wiliana, E. &. (2022). Pengaruh kepribadian dan etika kerja terhadap kinerja karyawan di PT Cimb Niaga Cabang Slipi. *Jurnal Manajemen*, 1(4), 576-584.

Yanuardianto, E. (2019). Teori kognitif sosial Albert Bandura. *Jurnal auladuna*, 94-111.