Employee Performance Improvement Based on the Big Five Personality with Self-Efficacy as a Mediation Aspect

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ABSTRACT

The purpose of this study is to determine the increase in employee performance based on the Big Five Personality with Self-Efficacy as a mediating aspect. This research is included in the type of explanatory research. This research was conducted on Gemilang Putra & Co employees located in Jember, East Java. The object of this research is the Big Five Personality, Self-Efficacy, and Employee Performance. Sources of data in this study were obtained through the company's internal data. The types of data used are primary data and secondary data. The population in this study were 30 employees and the sampling technique used was saturated sampling, so that all members of the population could be used as research samples because the respondents were less than 30 employees. The tests used in this research are validity test, reliability test, descriptive statistical analysis, path analysis, path assumption test, and hypothesis testing. The results of the study show that the Big Five Personality has a significant effect on Self-Efficacy, the Big Five personality has a significant effect on employee performance, Self-Efficacy has a significant effect on employee performance, and the Big Five Personality mediated by Self-Efficacy has a significant effect on employee performance.

1. INTRODUCTION

The success of an organization or company is largely determined by the human element. In other words, human resources are the most valuable asset for the company. This is because without qualified human beings, a company will not run as it should. In the current global era, companies that want to survive in competition must have competitive human resources. One of the efforts that must be made by the company is to improve the quality of human resources. By improving the quality of human resources, it is hoped that employees can work more productively and professionally so that the performance achieved will be more satisfying according to the required work standards (Hermawati & Mas, 2016).

All activities related to human resource management functions should be directed at optimally empowering human resources within the company. The human resource strategy within the company must be well prepared. Furthermore, qualified human

resources are needed to carry out this strategy and obtain qualified personnel according to the needs of the company. Therefore, it is important to make the right policies regarding employee placement (Nelson et al., 2022).

Employee performance can be seen as a positive statement resulting from the employee's assessment of what the institution has done for them. In addition, the personality of an employee also determines the success of a company (Lestari & Ghaby, 2018). Performance prediction based on personality in the management process occurs in the workforce selection process. In this process, management must pay attention to procedures for recruiting workers who are appropriate and trustworthy in order to get a quality workforce. Fluctuations in conditions related to these indicators at Gemilang Putra & Co can be seen from the condition of employee absences. The following in table 1.1 can be seen the level of employee absences at Gemilang Putra & Co.
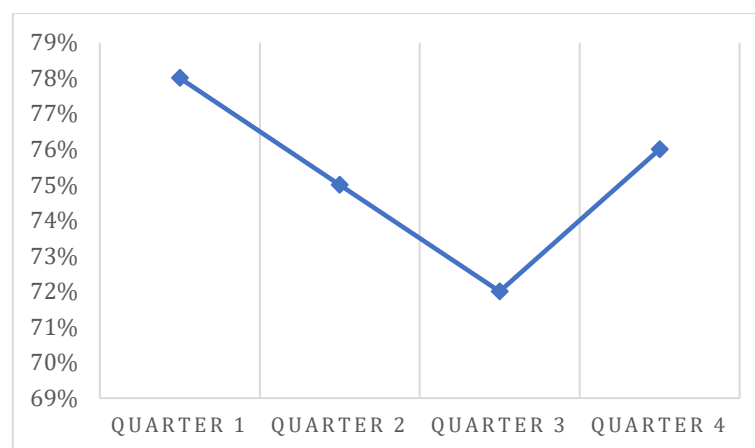
Source: Processed Data, 2022

**Figure 1.** Employee Attendance Chart at Gemilang Putra & Co

From the graph, it can be explained that the attendance level of Gemilang Putra & Co employees is not good enough because the attendance level has been unstable in one year. The attendance rate is still below the target set by the institution (the target is 100%). The realization of this target in the first quarter of 2022 was 78.00%, the second quarter was 75.00%, the third quarter was 72.00%, and the fourth quarter in 2022 was 79.00%. Poor attendance will affect other employees who comply with regulations and have a good work ethic. Absenteeism creates more work for other employees or causes important work that should be completed on time to be neglected. That way, the company as a whole will find it difficult to achieve the expected target.

An employee who has high and good performance (work results or work produced) can support the achievement of the goals and objectives set by a company. The performance of an organization depends on the performance of its employees (Senen et al., 2020). However, superiors can play a role in planning, implementing, and controlling an organization. This needs to be done to control employee performance. Related to this control, it is necessary to carry out personality tests or employee psychological tests in order to find out the personality of the employee to be controlled. Errors in the testing and selection process result in the selection of employees whose work behavior does not

support the company's goals. The concept of personality is often used in research on organizational behavior, especially related to employee performance (Adam et al., 2021).

In line with personality theory, employees who have high Self-Efficacy will appear competitive and confident in their abilities to carry out work. Meanwhile, if an employee has low Self-Efficacy, then the employee will hesitate in completing his work or become insecure about his abilities. Liu & Huang (2020) define that self-efficacy is an individual's belief about his own ability to perform the tasks or actions needed to achieve certain results.

2. RESEARCH METHODS
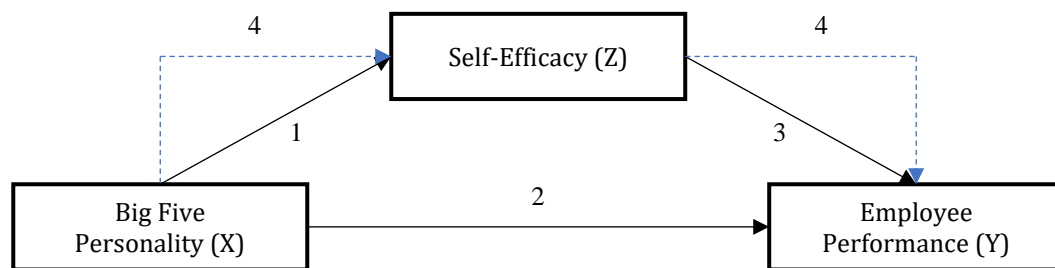
Figure 2. Conceptual Model

This research is included in the type of explanatory research which aims to explain the causal relationship between variables through hypothesis testing. That way, the contents of this study, apart from showing a description of the variables, must also show the relationship between variables (Unaradjan, 2019). This research was conducted on Gemilang Putra & Co employees located in Jember, East Java. The object of this research is the Big Five Personality, Self-Efficacy, and Employee Performance. The data source in this study was obtained through internal company data in the form of employee performance data. The types of data used are primary data and secondary data. Data collection techniques are carried out by collecting information obtained from research sites. The population in this study were 30 employees and the sampling technique used was saturated sampling method because the respondents were less than 30 employees. This causes all members of the population to be used as research samples. The tests used in this research are validity test, reliability test, descriptive statistical analysis, path analysis, path assumption test, and hypothesis testing.

3. RESULTS AND DISCUSSION
Results

The following data shows the results of testing path assumptions or classic assumptions on the path model between the Big Five Personality, Self-Efficacy, and Employee Performance. The classic assumptions used are the normality test, heteroscedasticity test, and linearity test.

The normality assumption test aims to determine whether the residual variables in the path model are normally distributed or not. The method used to test the normality of the residual regression uses the Kolmogorov-Smirnov test with the condition that if the

probability of the test result is greater than 0.05 then the assumption of normality is fulfilled (Unaradjan, 2019).

Table 1. Komogorov-Smirnov Test Result

Structural Equation	Kolmogorov-Smirnov	The Value of Sig.
Big Five Personality on Self-Efficacy	0,817	0,517
Big Five Personality through Self-Efficacy on Employee Performance	0,974	0,299

Source: Processed Data, 2022

The results of the Kolmogorov-Smirnov test show that the residual significance of the regression formed is greater than the 5% significance level so that it can be said that the assumption of normality is met. Then the heteroscedasticity test can be seen in the following figure:
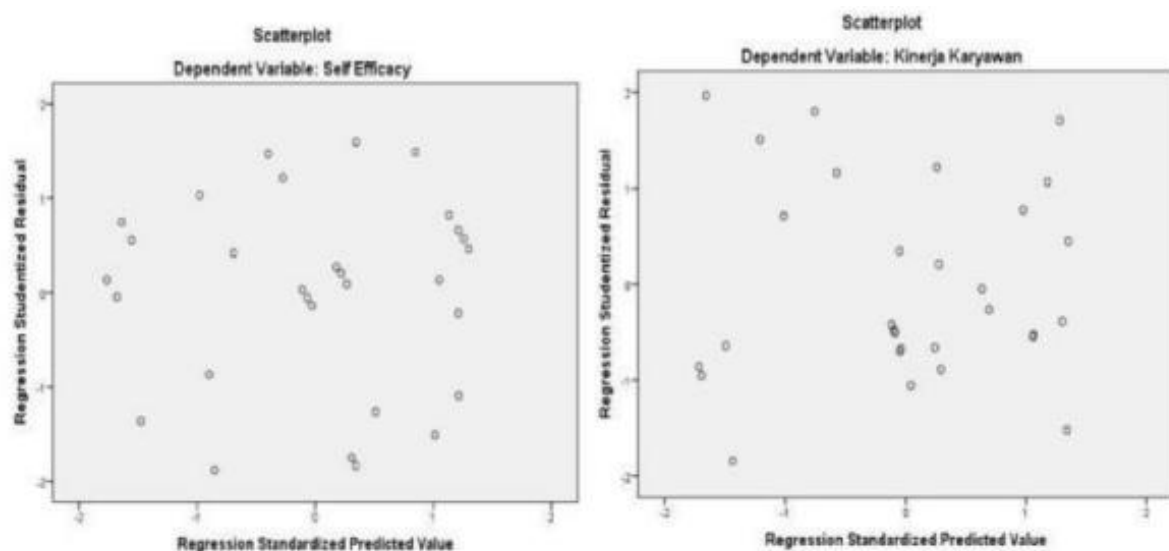
Source: Processed Data, 2022

Figure 3. Heteroscedasticity Test

From the results of the Heteroscedasticity test with the Scatterplot test on the path analysis model between Big Five Personality, Self-Efficacy, and employee performance, it is known that the observation data points are scattered randomly and do not form a specific pattern. This shows that there is no indication of heteroscedasticity in the regression model.

Linearity test aims to test whether the form of the relationship between the independent variable and the dependent variable is linear or not. To test the linearity assumption, a linear curve test is used with a p-value criterion that is smaller than 5% alpha. These criteria will show that the relationship between the variables tested is linear (Unaradjan, 2019). The following presents the results of the linearity assumption test on the path analysis model between the Big Five Personality, Self-Efficacy, and employee performance.

Table 2. Linearity Test

No	Effects	Linearity		Deviation from Linearity		Conclusion
		F	Sig	F	Sig	
1	X towards Z	69.928	0.000	0.889	0.574	linear
2	X towards Y	91.601	0.000	0.558	0.845	linear
3	Z towards Y	176.481	0.000	0.961	0.483	linear

Source: Processed Data, 2022

The results of the linearity test on the path analysis model between Big Five Personality, Self-Efficacy, and Employee Performance show a significance value of linearity less than 0.05 and a significance value of deviation form linearity of more than 0.05 so that the relationship between variables is linear.

Furthermore, path analysis is a development of correlation analysis, which is constructed from path diagrams hypothesized by research in explaining causal effects by decomposing the coefficients into direct and indirect effects. The path coefficient is basically a beta coefficient in a linear regression model (Unaradjan, 2019). The results of the regression model path analysis are shown in the table below:

Table 3. Analysis of the Big Five Personality Pathways to Self-Efficacy

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	.720	1.754		.410	.685
Big Five Personalities	.204	.099	.333	2.066	.049

Source: Processed Data, 2022

From the results of the first model path analysis between the Big Five Personality and Self-Efficacy, the following equation can be obtained:

$Z = \beta zx.X + e$

$Z = 0.333 + e$

Based on this equation, it can be explained that the Big Five Personality path coefficient of 0.333 indicates a positive influence. This means that the better the Big Five Personality, the better the Self-Efficacy.

Table 4. Analysis of the Big Five Personality Path and Self-Efficacy on Employee Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	-2.619	1.540		-1.701	.101
Big Five personalities	.202	.093	.250	2.175	.039
Self-Efficacy	.553	.168	.419	3.287	.003

Source: Processed Data, 2022

The results of the first model path analysis between the Big Five Personality and Self-Efficacy on Employee Performance show the path equation as follows:

$Y = \beta yx.X + \beta yz\ Z + e$

$Y = 0.250\ X + 0,419\ Z + e$

Based on these equations, things can be explained as follows:

a. The Big Five Personality path coefficient of 0.250 shows a positive influence, meaning that the better the Big Five Personality, the better the Employee Performance.

b. The Self-Efficacy path coefficient of 0.419 shows a positive influence, meaning that the better the Self-Efficacy, the better the employee performance.

Furthermore, goodness of fit model test is carried out by looking at the value of the coefficient of determination on the independent variables studied.

Table 5. Coefficient of Determination

Model	R	R-Square	Adjusted R Square	Std. Error of Estimate
Big Five Personality on Self-Efficacy	.904[a]	.818	.804	1.21743
Big Five Personality and Self-Efficacy on Employee Performance	.961[a]	.923	.914	1.06525

Source: Processed Data, 2022

The influence of the similarities between the Big Five Personalities on Self-Efficacy has a coefficient of determination of 0.818, which means that the influence on Self-Efficacy arising from the Big Five Personalities reaches 81.8%, while other factors are 18.2%.

Then, the influence of the similarities between the Big Five Personality and Self-Efficacy on employee performance has a coefficient of determination of 0.923, which means that the influence on Employee Performance arising from the Big Five Personality and Self-Efficacy reaches 92.3%, while other factors are 7.7%.

Table 6. Hypothesis test

Hypothesis	Effects	Path Coefficient	Sig.
1	Big Five Personality on Self-Efficacy	0.333	0.049
2	Big Five Personality on Employee Performance	0.250	0.039
3	Self-Efficacy on Employee Performance	0.419	0.003
4	Big Five Personality through Self-Efficacy on Employee Performance	0.140	0.047

Source: Processed Data, 2022

Table 6 above shows that the Big Five Personality has a significant effect on Self-Efficacy with a significance level of 0.049. The Big Five personality also has a significant effect on employee performance with a significance level of 0.039. In addition, Self-Efficacy has a significant effect on employee performance with a significance level of 0.003. And finally, the Big Five Personality has a significant effect on employee performance through Self-Efficacy with a significance level of 0.047.

Discussion

The better the Big Five Personality, the better the Self-Efficacy will be, but if the Big Five Personality is not good then the Self-Efficacy will decrease. This means that the Big Five Personality has a significant influence on Self-Efficacy. The Big Five personality is intended as having the nature of openness to the social and physical environment,

individual friendliness, emotional stability, self-regulation, and openness to experience. In addition, the Big Five Personalities can influence employees' Self-Efficacy beliefs. This is in line with the theory of Dewal & Kumar (2017) that personality traits as dimensions of individual differences tend to show consistent patterns of thoughts, feelings, and actions. Furthermore, according to Yusuf (2019), self-efficacy is the result of social cognitive processes in the form of beliefs, expectations, and decisions on personal ability to act in order to obtain maximum results. Based on the findings in the field, it is known that the Big Five Personality greatly influences the Self-Efficacy of an employee of Gemilang Putra & Co. If the Big Five Personality is good, then overall Self-Efficacy will certainly be good too. In this study it was found that the Big Five Personality is still not good, more precisely related to the emotional stability trait and the conscientiousness trait.

From the research results, the Big Five Personality shows a good influence on employee performance. This shows that there is a positive effect between variables, which means that the better the Big Five Personality, the better the employee performance will be. This is in line with the theory of Tekege et al., (2018) which states that personality traits as a dimension of individual differences tend to show consistent patterns of thoughts, feelings, and actions. On the other hand, it can be explained that the performance standards of Gemilang Putra & Co employees can be assessed from SKI (Individual Work Targets) and competency assessments, namely assessments based on superiors, subordinates and colleagues. Based on the findings in the field, it can be seen that the Big Five personality greatly influences the performance of Gemilang Putra & Co. employees. This can be seen from the description of the respondents' answers, which said that the indicators of emotional stability were still lacking, because among Gemilang Putra & Co employees, there were still employees who had temperamental/irritable traits. This becomes an influence on his performance later, and his personality can later be seen as not good by the leadership.

Research on Self-Efficacy also shows good conditions in influencing employee performance. This shows that there is a positive influence between variables, which means that the better the Self-Efficacy, the better the employee performance will be. This is in line with the theory of Geroda & Puspitasari (2017) which states that self-efficacy is the result of social cognitive processes in the form of beliefs and expectations and decisions about their ability to act in order to obtain maximum results. The findings in the field show that the Self-Efficacy of a strong employee will have a good impact on employee performance, but if the Self-Efficacy is low it will have an impact on employee performance. It is important as Self-Efficacy can determine how people feel, think, and motivate themselves to be even better in the future.

In this study, it is known that there is a positive influence of the Big Five Personality on employee performance through Self-Efficacy. This means that the better the Big Five Personality followed by the better the Self-Efficacy, the better the impact on improving employee performance. This is in line with the theory of Park et al., (2020) which states that personality traits as a dimension of individual differences in money tend to show consistent patterns of thoughts, feelings, and actions. In this regard, the performance

standards of Gemilang Putra & Co employees can be assessed from SKI (Individual Work Targets) and competency assessments, namely assessments based on superiors, subordinates and colleagues. Then, according to the theory of Oyemomi et al., (2019), it was revealed that self-efficacy is the result of social cognitive processes in the form of beliefs and expectations and decisions about their ability to act in order to obtain maximum results. Based on findings in the field, the Self-Efficacy of Gemilang Putra & Co. employee has a close relationship with employee performance. The Big Five personality accompanied by good Self-Efficacy will have an even better impact on employee performance.

4. CONCLUSION

Based on the results of the research and discussion previously described, it can be concluded that an increase in the Big Five Personality will lead to an increase in Self-Efficacy. If employees have strong beliefs, the work will be completed quickly. Moreover, a good Big Five Personality score will increase Self-Efficacy in employees. If employees have strong belief, the work will be completed quickly according to the set target. In addition, strong Self-Efficacy will increase Employee Performance. Gemilang Putra & Co employees already have strong confidence in their ability to work. They also have a good Big Five Personality followed by good Self-Efficacy. That way, employee performance will increase as well. Otherwise, if the Big Five Personality decreases then Self-Efficacy will indirectly decrease. This will make employee performance decrease so that it can interfere with the realization of company targets.

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