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THE INTEGRATED ROLE OF INDIVIDUAL CHARACTERISTICS, SELF-EFFICACY, AND COMPETENCE IN IMPROVING EMPLOYEE PERFORMANCE

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ABSTRACT

Employee performance is defined as the results and behaviors exhibited by employees in the execution of their assigned tasks and responsibilities within a designated timeframe. The present study was conducted with the objective of examining the influence of individual characteristics, self-efficacy, and competence on employee performance at the Infinity Training Centre Badung. The study population comprised all 34 employees at the Infinity Training Centre Badung, and a saturated sample was utilized. To achieve the desired objectives, the study employed multiple linear regression. The findings of the study indicated that individual characteristics exert a positive and significant influence on employee performance at the Infinity Training Centre Badung, self-efficacy exerts a positive and significant influence on employee performance at the Infinity Training Centre Badung, and competence exerts a positive and significant influence on employee performance at the Infinity Training Centre Badung.

Keywords: individual characteristics, self-efficacy, competence, employee performance

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1. INTRODUCTION

Infinity Training Centre Badung is a company operating in the vocational training sector that provides services to produce professional workers, particularly migrant workers. Infinity Training Centre Badung offers comprehensive facilities to support various training programs, such as housekeeping labs, bars, kitchens, restaurants, and public speaking facilities. Based on the observations conducted by the researcher at Infinity Training Centre Badung, issues related to employee performance are evident in the failure to meet sales targets throughout 2024. Work productivity in sales over the course of one year, from January to December 2024, has not been optimally realized. Sales have not been fully achieved, with a new percentage of 89.14%. The highest sales occurred in December at 95.79%, and the lowest sales occurred in February at 83.15%. This indicates that work productivity has not been consistent.

To support its operations, Infinity Training Centre Badung employs 34 staff members with diverse characteristics. Each employee possesses different backgrounds, personalities, skills, and motivations. These differences can influence how they work, interact, and adapt to the work environment. There are some employees who exhibit unprofessional attitudes and work behaviors, such as failing to make good use of work time, difficulty accepting instructions, and a low sense of responsibility, which can hinder the achievement of organizational goals. Personality differences, for example between passive and dominant employees, often trigger communication issues and workplace conflicts. Not all employees are also able to adapt quickly to changes, whether in technology, work systems, or company policies. This situation indicates that employees' individual characteristics need to be managed effectively so that existing differences do not become obstacles, but rather can be channeled into strengths for the organization.

Interview results with employees indicate issues with self-efficacy. Employees lack confidence in performing assigned tasks, particularly when facing customer complaints. This situation causes employees to hesitate in making decisions, fear making mistakes, and often rely on their superiors' guidance. Consequently, the problem-solving process becomes less effective and takes longer. Low self-

efficacy also impacts how employees communicate with customers, as they appear less convincing and indecisive when offering solutions. If this situation persists, it could lower service quality and affect the company's image in the eyes of customers.

There is also a competency issue where some employees lack the necessary skills and abilities to perform tasks according to company standards. This is evident in their lack of understanding of work procedures, service techniques, and proper handling of customer complaints. Employees often struggle to analyze the problems they face and determine appropriate solutions, resulting in longer processing times or the need to involve supervisors. These competency issues not only affect individual performance but also impact team effectiveness and overall service quality.

Based on the above, further research was conducted under the title: The Influence of Individual Characteristics, Self-Efficacy, and Competence on Employee Performance at Infinity Training Centre Badung.

2. LITERATURE AND HYPOTHESIS

Goal Setting Theory

Since 1968, Locke's goal-setting theory has garnered attention for its potential applications in addressing various organizational challenges and concerns (Suwarmadani, 2022). According to the principles of goal-setting theory, individuals possess a multitude of goals, select a limited number of goals, and are motivated to achieve those goals (Suwarmadani, 2022). This theory posits that the fundamental factor influencing an individual's decision-making is that individual's objectives.

Employee Performance

According to Mangkunegara (2022), employee performance can be defined as the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Employee performance is defined as the extent to which employees contribute to the company's objectives. It encompasses various factors, including the quantity and quality of the employees' output, the timeliness of their work, their consistent attendance at the workplace, and their cooperative attitude. Employee performance is indicative of an employee's ability to carry out all tasks within their scope of responsibility (Mulyani, 2022).

Individual Characteristics

Individual characteristics are defined as a psychological process that influences the acquisition, consumption, and acceptance of goods, services, and experiences. These internal (interpersonal) factors drive and influence individual behavior (Hurriyati, 2021). Thoha (2022) posits that an individual's capabilities, self-assurance, anticipations, requisites, and prior encounters are all factors that are brought to the organizational milieu. These characteristics are possessed by the individual and will be introduced to a new environment, specifically the organization.

Self-Efficacy

Self-efficacy, defined as an individual's conviction in their capacity to regulate their own actions and the external environment, is a pivotal concept in this paradigm. According to Santrock (2022), self-efficacy is defined as a person's confidence in their ability to master situations and produce beneficial outcomes. Self-efficacy is partly based on experience; some of our expectations are related to others, while others primarily function for the personality. Perceptions of self-efficacy have been demonstrated to exert a causal influence on an individual's behavior (Cervone, 2022).

Competence

Wibowo (2022) offers a definition of competence as the capacity to execute a job or task, informed by the relevant skills and knowledge, and reinforced by the requisite work ethic. Kuncoro (2022) posits that core

competencies represent the fundamental values of a company or organization in the creation of expertise and capabilities disseminated across various production lines or business units.

Hypotheses

The Influence of Individual Characteristics on Employee Performance

Hanifah (2021) explains that individual characteristics refer to the fact that every person has different perspectives, goals, needs, and abilities. Individual characteristics are internal factors inherent in every employee, encompassing aspects of personality, motivation, personal values, attitudes, and emotional intelligence. These characteristics play a crucial role in determining the extent to which an employee can meet job demands and contribute to achieving organizational goals. An individual's personality and attitudes influence how they respond to work situations, including decision-making, problem-solving, and social interactions in the workplace. Research conducted by Rahayu and Ruhadiyati (2021), Parashakti et al. (2021), Suyono et al. (2024), and Agustin et al. (2024) indicates that individual characteristics have a positive influence on employee performance. Good individual characteristics motivate employees to work better, thereby improving their performance. Based on this explanation, the following hypothesis can be formulated:

H1: Individual characteristics have a positive effect on employee performance.

The Influence of Self-Efficacy on Employee Performance

Santrock (2022) explains that self-efficacy is an individual's belief in their ability to manage situations and achieve beneficial outcomes. Employees with high self-efficacy tend to possess strong self-confidence in completing tasks, are less likely to give up when facing challenges, and are more proactive in seeking solutions. They are also more resilient to work-related stress, as they view obstacles as challenges that can be overcome, not as threats. This is highly relevant to work motivation theory, where self-efficacy plays a role in enhancing effort intensity, perseverance, and problem-solving strategies. Research by Ariyanti and Rijanti (2021), Maria et al. (2021), Battu and Susanto (2022), and Dwinanda et al. (2022) demonstrates that self-efficacy has a positive and significant impact on employee performance. meaning that with high self-efficacy ( ), employees will feel a sense of certainty regarding their future career prospects, thereby motivating them to deliver optimal performance. Based on this explanation, the following hypotheses can be formulated:

H2: Self-efficacy has a positive effect on employee performance.

The Influence of Competence on Employee Performance

Wibowo (2022:271) states that competence is the ability to perform a job or task based on skills and knowledge, supported by the work attitude required by that job. Competence represents an organizational investment in employees, where individuals with high competence contribute more significantly to productivity, innovation, and the achievement of company goals. Competence enables employees to work more efficiently, make more accurate decisions, and effectively handle complex changes and challenges in the workplace. Competent employees not only understand technical tasks but also manage time effectively, communicate clearly, collaborate within teams, and demonstrate professional conduct. This drives performance improvements at both the individual and organizational levels. Research by Pahmi and Busman (2022) found that competencies have a positive effect on employee performance. This means that the better the competencies, the better the employee performance. This is supported by research conducted by Prayogi et al. (2021), Suswati et al. (2021), and Gugo (2023) also Agustina et al. (2024), which found that competencies have a positive effect on employee performance. Competence enables employees to work more systematically and maximizes the utilization of resources. Based on this explanation, the following hypothesis can be formulated:

H3: Competence has a positive effect on employee performance

3. RESEARCH METHOD

Observations were conducted at New Moon Cafe Kedonganan, a restaurant located on Kedonganan Beach. The study population consists of all 34 employees at the Infinity Training Centre in Badung, and a

saturated sample was used. To obtain the desired data, observations, interviews, documentation, and questionnaires were used as needed. Multiple linear regression analysis was employed to achieve the objectives of the observation. The results of the calculations were then used to draw conclusions regarding the research.

4. RESULTS AND DISCUSSION

Research Instrument Validation

a. Validity Test

Table 1. Validity Test

Statement	Pearson Correlation	Standard	Relationship
Individual Characteristics (X_1)			
X1.1	0.893	0.30	Valid
X1.2	0.963		Valid
X1.3	0.963		Valid
X1.4	0.842		Valid
Self-Efficacy (X_2)			
X2.1	0.874	0.30	Valid
X2.2	0.903		Valid
X2.3	0.857		Valid
X2.4	0.881		Valid
X2.5	0.874		Valid
Competence (X_3)			
X3.1	0.822	0.30	Valid
X3.2	0.825		Valid
X3.3	0.837		Valid
X3.4	0.840		Valid
Employee Performance (Y)			
Y1	0.941	0.30	Valid
Y2	0.882		Valid
Y3	0.895		Valid
Y4	0.922		Valid
Y5	0.927		Valid

Source: Processed data, 2024

Table 2 indicates that the indicators for all variables have a Pearson correlation of more than 0.30, which means that all instruments can be used to obtain the required data.

b. Reliability Test

Table 3. Instrument Reliability Test Results

Variable	Number of Instruments	Cronbach's Alpha	Standard	Characteristic
Individual characteristics (X1)	4	0.933	0.60	Reliable
Self-efficacy (X2)	3	0.922		Reliable
Competence (X3)	4	0.849		Reliable
Employee Performance (Y)	5	0.949		Reliable

Source: Processed data, 2024

Table 3 shows that a Cronbach's alpha value greater than 0.6 indicates that the instrument is reliable for each variable

Classical Assumption Test

a. Normality Test

Table 4. Normality Test Results

	Unstandardized Residual
N	34
Asymp. Sig. (2-tailed)	0.200

Source: Processed data, 2024

Table 4 shows a significance value of 0.200, which is greater than 0.05, indicating that the data is normally distributed.

b. Multicollinearity Test

Table 5. Multicollinearity Test Results

Independent Variables	Tolerance	VIF Value
Individual characteristics (X1)	0.439	2.280
Self-efficacy (X2)	0.433	2.310
Competence (X3)	0.451	2.219

Source: Processed data, 2024

In Table 5, is greater than 0.10 and the VIF is less than 10, indicating that there is no multicollinearity in the observed model.

c. Heteroscedasticity Test

Table 6. Heteroscedasticity Test Results

Independent Variables	Sig.
Individual characteristics (X1)	0.385
Self-efficacy (X2)	0.229
Competence (X3)	0.907

Source: Processed data, 2024

Table 6 reveals a significance value greater than 0.05, indicating no heteroscedasticity in the observed model.

Data Analysis Results

Table 7. Summary of Multiple Linear Regression Analysis Results

Variables	Regression Coefficient	Beta	T-value	Sig.
Constant	-2.257	1.880		-1.201
Human relations (X1)	0.356	0.156	0.274	2.276
Work-life balance (X2)	0.423	0.144	0.357	2.948
Individual Characteristics (X3)	0.532	0.167	0.379	3.193
R				0.900
Adjusted R-Square				0.790
F				42.432
Sig. F				0.000

Source: Processed data, 2024

a. Multiple Linear Regression Analysis

From Table 7, the following research model equation can be formulated:

Y = -2.257 + 0.356 X1 + 0.423 X2 + 0.532 X3

This equation can be explained as follows:

1) β1 = 0.356, which means that individual characteristics have a positive effect on employee performance. This implies that the better the individual characteristics, the higher the employee performance will be.
2) β2 = 0.423, meaning that self-efficacy has a positive effect on employee performance. This implies that the higher the self-efficacy, the greater the improvement in employee performance.
3) β3 = 0.532, meaning that competence has a positive effect on employee performance. This means that the better the competence, the higher the employee performance.

b. Coefficient of Determination

An adjusted R-squared value of 0.790 was obtained, meaning that the independent variables in this study—individual characteristics, self-efficacy, and competence—can explain 79% of employee performance, while the remaining 31% is explained by other variables outside the model.

c. F-Test

Table 7 shows a calculated F-value of 42.898 with a significance level of 0.000. Since the significance level is less than 0.05, it can be concluded that, simultaneously, the variables of individual characteristics, self-efficacy, and individual characteristics have a positive and significant effect on employee performance.

d. t-Test

The t-test results are as follows:

1) The calculated t-value for the individual characteristics variable is 2.276, and the significance level is 0.030, which is less than 0.05; therefore, H0 is accepted, meaning that individual characteristics have a positive and significant effect on employee performance.
2) The calculated t-value for the self-efficacy variable is 2.948, and the significance level is 0.006, which is less than 0.05; therefore, H_0 is accepted, meaning that self-efficacy has a positive and significant effect on employee performance.
3) The t-value for the competency variable is 3.193 and the significance value is 0.003, which is less than 0.05; therefore, H0 is accepted, meaning that competency has a positive and significant effect on employee performance.

Discussion

The Influence of Individual Characteristics on Employee Performance

The findings of the present study demonstrate that individual characteristics exert a positive and significant influence on the performance of employees at Infinity Training Centre Badung. Consequently, the initial hypothesis proposing that competence exerts a positive and significant influence on employee performance is validated. Consequently, the superiority of an individual's characteristics directly correlates with the elevated performance levels exhibited by employees at Infinity Training Centre Badung.

The possession of strong individual characteristics has been demonstrated to engender heightened levels of confidence in employees when making decisions, accelerated adaptation to changes in the workplace, and the capacity to proffer suitable solutions when confronted with work-related challenges. The findings of the research indicate that individual characteristics have a positive and significant impact on the performance of employees at Infinity Training Centre Badung. This finding indicates that employees who possess the necessary abilities, values, attitudes, and interests are more likely to effectively contribute to the operations of Infinity Training Centre Badung, particularly in the context of its highly competitive environment. The presence of commendable individual characteristics has been demonstrated to foster an environment in which employees are motivated to assume a high degree of responsibility for the tasks and roles they undertake. This approach has been demonstrated to result in enhanced work quality, productivity, and consistency in achieving established objectives. Consequently, cultivating distinct individual characteristics must be accorded a paramount priority by management as a strategic endeavor to ensure the sustainable enhancement of employee performance at Infinity Training Centre Badung.

Research conducted by Rahayu & Ruhadiyati (2021), Parashakti et al. (2021), Suyono et al. (2024), and Agustin et al. (2024) indicates that individual characteristics have a positive influence on employee performance. Positive individual characteristics have been demonstrated to motivate employees to enhance their performance.

The Effect of Self-Efficacy on Employee Performance

The findings of the analysis demonstrated that self-efficacy exerts a positive and significant influence on the performance of employees at Infinity Training Centre Badung. Consequently, the initial hypothesis—which postulated that self-efficacy has a positive and significant effect on employee performance—was validated. Consequently, a positive correlation can be expected between self-efficacy levels and employee performance at Infinity Training Centre Badung.

Employees who possess a high degree of confidence in their ability to perform specific tasks, a strong sense of self-motivation, the capacity to persevere in the face of challenges, and the ability to effectively solve problems will be better equipped to complete their work with optimal efficiency. The findings of the study conducted at the Infinity Training Centre Badung suggest that self-efficacy exerts a positive and significant influence on employee performance at the Infinity Training Centre Badung. Consequently, the degree to which the company fosters self-efficacy among its employees is directly correlated with the levels of motivation and performance exhibited by those employees. At the Infinity Training Centre Badung, employees who possess strong confidence in their abilities, can self-motivate, and believe they can overcome obstacles and resolve work-related issues tend to demonstrate more optimal performance. The research findings also indicate that self-efficacy has a positive and significant impact on employee performance at the Infinity Training Centre in Badung. This suggests that the higher the level of self-efficacy fostered and supported by the company, the greater the increase in work motivation, perseverance, and the quality of employee performance in achieving organizational goals.

Research conducted by Ariyanti & Rijanti (2021), Maria et al. (2021), Battu & Susanto (2022), and Dwinanda et al. (2022) demonstrates that self-efficacy has a positive and significant impact on employee performance. That is to say, employees who possess high self-efficacy feel a sense of certainty regarding the career they will achieve in the future. This, in turn, motivates them to deliver optimal performance.

The Effect of Competence on Employee Performance

The results of the analysis demonstrated that competence exerts a positive and significant influence on the performance of employees at Infinity Training Centre Badung. Consequently, the initial hypothesis proposing that competence has a positive and significant effect on employee performance is validated. Consequently, the superiority of competence directly correlates with the elevated performance levels exhibited by employees at the Infinity Training Centre Badung.

Employees who possess knowledge, understanding, skills, and personal traits. The findings of the research suggest a positive and significant relationship between competencies and the performance of employees at Infinity Training Centre Badung. This suggests that as employee competencies increase, so does their performance. Employees who possess a robust repertoire of knowledge, understanding, skills, and positive personal traits will be well-equipped to execute their responsibilities with effectiveness and professionalism. The findings of the research indicate that competencies have a positive and significant impact on the performance of employees at the Infinity Training Centre in Badung. This suggests that the higher the level of competencies possessed by employees, the more optimal the performance produced in terms of quality, timeliness, and accountability, in supporting the achievement of organizational goals.

Research conducted by Pahmi & Busman (2022), Prayogi et al. (2021), Suswati et al. (2021), and Gugo (2023) found that competence has a positive effect on employee performance. Competence enables employees to work more systematically and maximize the utilization of resources.

5. CONCLUSIONS AND LIMITATIONS

The findings of the analysis indicate that individual characteristics exert a positive and significant influence on the performance of employees at the Infinity Training Centre in Badung. The correlation between individual characteristics and employee performance at the Infinity Training Centre in Badung is statistically significant. The present study sought to examine the relationship between self-efficacy and the performance of employees at the Infinity Training Centre in Badung. A positive correlation has been demonstrated between self-efficacy and employee performance at the Infinity Training Centre in Badung. The findings of this study demonstrate that competence exerts a positive and significant effect on the performance of employees at the Infinity Training Centre Badung. At the Infinity Training Centre Badung, there is a direct correlation between the competence of employees and their performance. The present study was conducted at the Infinity Training Centre Badung and focused exclusively on three variables: individual characteristics, self-efficacy, and competence.

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