Analysis of Determinants of Gen Z Employee Performance

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ABSTRACT

This study aims to determine the effect of self-efficacy, training and work environment on the performance of Gen Z employees at PT. Wahana Putra Yudha Pematang Siantar City both partially and simultaneously. This research approach is associative. Partially there is a positive and significant influence between self-efficacy on the performance of Gen Z employees at PT. Wahana Putra Yudha Pematang Siantar City. Partially there is a positive and significant influence between training on the performance of Gen Z employees at PT. Wahana Putra Yudha Pematang Siantar City. Partially there is a positive and significant influence between the work environment on the performance of Gen Z employees at PT. Wahana Putra Yudha Pematang Siantar City. Simultaneously there is a significant positive influence between self-efficacy, training and work environment on the performance of Gen Z employees at PT. Wahana Putra Yudha Pematang Siantar City.

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

INTRODUCTION

Technological advancements and globalization have brought significant changes to the world of work, particularly with the entry of Generation Z (Gen Z) into the workforce. Gen Z, born between 1997 and 2012, is known as a highly connected generation with technology and a different perspective on work than previous generations. They tend to seek flexible, innovative work environments that support personal development.(Adhan et al., 2020)However, Gen Z also faces various challenges adapting to work environments that don't always meet their expectations. This mismatch can impact their performance in the workplace.(Ajabar, 2021).

One of the factors that can improve employee performance is self-efficacy, namely an individual's belief in their ability to complete tasks and achieve goals.(Pandia et al., 2023)A high level of self-efficacy can encourage employees to be more proactive, innovative, and contribute maximally to their work. Self-efficacy training is one method that can be used to increase employee confidence so they can better face challenges in the workplace.(Gee et al., 2025).

Employee Performance Pre-Research Table

No.	Statement	Yes	No
1	Can you achieve the company's targets?	53%	47%
2	Can you manage your time to achieve the Company's targets?	56.8%	43.2%

Based on the results of pre-research at PT. Wahana Putra Yudha Pematangsiantar City, it was found that the performance of some Gen Z employees has not reached the expected target, reflected in the inconsistency of KPI achievement, slow task completion, and lack of initiative,

even though Gen Z is known to be familiar with technology and dynamic in working, which raises questions regarding internal and external factors that influence their performance.

Self Efficacy Pre-Research Table

No.	Statement	Yes	No
1	Are you confident that you can complete the task without the help of others?	44%	56%
2	Do you often doubt your own abilities at work?	60%	40%

One of the phenomena from pre-research is the low self-efficacy in some young employees, which is seen from doubts about their ability to complete tasks, passive attitudes in decision-making, and high dependence on superiors or coworkers, which has an impact on low self-confidence, work motivation, and ultimately reduces their performance.

Training Pre-Research Table

No.	Statement	Yes	No
1	Does the training material meet your needs as a Gen Z employee?	42%	58%
2	Does the training have a direct impact on daily work?	46%	54%

In addition, pre-research results show that corporate training programs are still general and less tailored to the specific needs of Gen Z employees, where some employees feel that training does not have a direct impact on their daily work, while less interactive delivery methods and minimal post-training follow-up reduce its effectiveness in improving skills and work enthusiasm.

Work Environment Pre-Research Table

No.	Statement	Yes	No
1	Are the physical facilities in the workplace (such as desks, chairs, work equipment) adequate?	72%	28%
2	Does your work atmosphere feel monotonous or boring?	61%	39%

LITERATURE REVIEW
Performance

Employee performance is the work results achieved by an individual in carrying out all their duties, according to their respective authorities and responsibilities, in order to achieve organizational goals (Farisi et al., 2022). Employee performance is often measured based on work results produced over a specific period. This includes both the quantity (amount of work completed) and quality (standards achieved) of those results. Employees who are able to meet or exceed set targets are considered to have performed well.(Lestari, 2023). Employee performance is a measure that can be used to compare the results of tasks and responsibilities

assigned by an organization or company (Farisi & Lesmana, 2021). Performance reflects the level of achievement of a program, activity, or policy in realizing an organization's goals, objectives, vision, and mission, as outlined in an organization's strategic planning.(Hasyim & Pasaribu, 2021).

Performance is a record of the outcomes resulting from the function of a particular job or activity during a certain period of time.(Jufrizen et al., 2025)Employee performance isn't just information for promotions or salary determination. It's also about how companies can motivate employees and develop a plan to prevent performance decline.(Hamali, 2018).

Understanding Self-Efficacy

*Self-efficacy*refers to the perception of an individual's ability to organize and implement actions to display certain skills.(Dewi, 2020)Self-efficacy is an individual's belief in their ability to perform tasks or actions necessary to achieve a goal. A person with high self-efficacy believes they can do something to change the events around them, while someone with low self-efficacy considers themselves incapable of doing everything around them. In difficult situations, people with low self-efficacy will give up easily, while those with high self-efficacy will try harder to overcome existing challenges. (Gee et al., 2025). *Self-efficacy* Self-efficacy is the belief in one's capacity to achieve success in one's work and responsibilities. The more frequently a person evaluates himself and believes he possesses many positive abilities, the greater his or her sense of efficacy. Self-efficacy strongly influences an individual's motivation to achieve success or achieve desired goals. Self-efficacy is the belief in one's own abilities, allowing one to exercise some form of control over one's own well-being and the events in one's environment.(Purnomo et al., 2025)Self-efficacy is an individual's assessment of their ability or competence to carry out a task, achieve a goal, and produce something.(Rivaldi et al., 2023).

Definition of Training

Training is an activity to improve employee capabilities by increasing their knowledge and operational skills in carrying out a job. Training is a short-term educational process that uses systematic and organized procedures where non-managerial employees learn technical knowledge and skills for limited purposes. The training provided to employees aims to enable employees to understand the tasks assigned to them while working at the Company (Dewi, 2023). Training is a planned process for changing attitudes, knowledge or behavior that results in expertise and experience in order to achieve effective performance. Training is useful in developing individual and organizational capabilities in the future.Erwin & Suhardi, 2020).

Understanding the Work Environment

The work environment has an important role for an agency, because the condition of the work environment where employees are located and carry out their daily tasks will have a direct or indirect influence and will also have an impact on the potential generated by a company.(Azfa & Solihah, 2025). The work environment is an area that includes several groups, where there are various supporting facilities that aim to achieve company goals in accordance with the organization's vision and mission.(Saputra et al., 2025). The work environment includes all physical elements, psychological aspects and regulations in the workplace that can influence the level of job satisfaction and the achievement of good

potential.(Senada & Rukmana, 2025).
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METHODS
The research conducted consisted of four variables, namely self-efficacy (X1), training (X2), and work environment (X3) as independent variables, employee performance (Y) as the dependent variable. The approach in this research was to use an associative approach. According to(Juliandi et al., 2015) The associative approach is a research approach in which the researcher aims to analyze the relationship between one variable and another. This research uses a quantitative approach and path analysis, which describes and summarizes various conditions, situations, and variables. Path analysis is often referred to as the second generation of multivariate analysis. Data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses.

RESULTS AND DISCUSSION
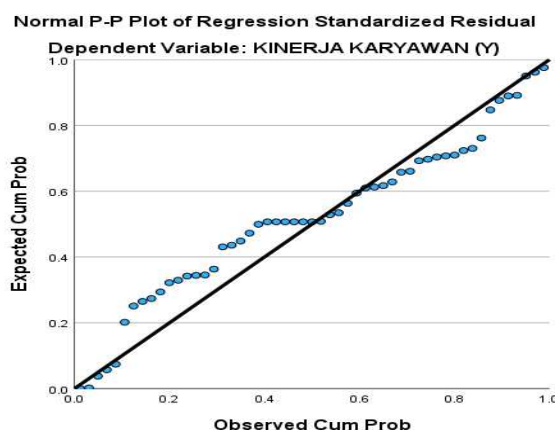## RESULT
Final Research Results Determination
In this study, the author processed questionnaire data in the form of data consisting of 12 statements for the variables.*self-efficacy*(X1), 10 statements for training variables (X2), 8 statements for work environment variables (X3), 12 statements for employee performance variables (Y). The questionnaire distributed was given to 53 research sample respondents using a Likert scale in the form of a checklist table consisting of 5 (five) statement options and research weights.

Classical Assumption Test
The classical assumption test is an analytical model used, namely multiple linear regression analysis. This study uses normality tests, multicollinearity tests, and heteroscedasticity tests. The classical assumption tests are as follows:
Normality Test
The aim of the normality test is to determine whether the distribution of data follows or approaches a normal distribution.(Juliandi, 2018). Data normality is important because normally distributed data is considered to represent the population.

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: KINERJA KARYAWAN (Y)

Normality Test Image
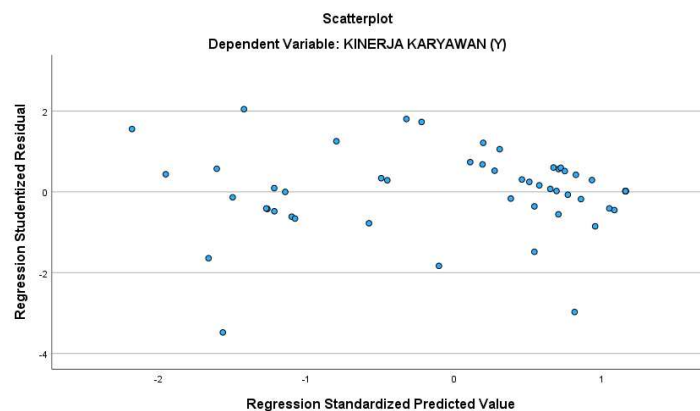
Multicollinearity Test

Based on the SPSS output results, the VIF and tolerance values can be seen in table below.

Multicollinearity Test Table

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.011	2.507		1.999	0.048		
	SELF EFFICACY (X1)	0.100	0.042	0.228	2.379	0.019	0.595	1.681
	PELATIHAN (X2)	0.164	0.067	0.270	2.461	0.016	0.455	2.199
	LINGKUNGAN KERJA (X3)	0.356	0.108	0.314	3.282	0.001	0.600	1.668

a. Dependent Variable: KINERJA KARYAWAN (Y)

Source: SPSS Data Processing 29.00 (2025)

Heteroscedasticity Test Image

Multiple Linear Regression Analysis Test

The multiple linear regression model is used to determine the effect of the independent variable on the dependent variable.

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \mathcal{E}$$

Information : Y = Employee performance
a = Constant
β = Regression Coefficient
X1 = Self-Efficacy
X2 = Training
X3 = Work Environment
Ɛ = Standard Error

The following is a table which is the output of SPSS.

Multiple Linear Regression Test Table

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.011	2.507		1.999	0.048		
	SELF EFFICACY (X1)	0.100	0.042	0.228	2.379	0.019	0.595	1.681
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	LINGKUNGAN KERJA (X3)	0.356	0.108	0.314	3.282	0.001	0.600	1.668

a. Dependent Variable: KINERJA KARYAWAN (Y)

T-Test Table

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	5.011	2.507		1.999	0.048		
	SELF EFFICACY (X1)	0.100	0.042	0.228	2.379	0.019	0.595	1.681
	PELATIHAN (X2)	0.164	0.067	0.270	2.461	0.016	0.455	2.199
	LINGKUNGAN KERJA (X3)	0.356	0.108	0.314	3.282	0.001	0.600	1.668

a. Dependent Variable: KINERJA KARYAWAN (Y)

F Test (Simultaneous)

The F-test aims to examine the simultaneous influence of independent variables on the dependent variable. Based on the SPSS output, the results of the F-test can be seen in Table 4.14 as follows:

F Test Table

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	242.167	3	80.722	24.260	<0.001[b]
	Residual	163.040	49	3.327		
	Total	405.208	52			

a. Dependent Variable: KINERJA KARYAWAN (Y)

b. Predictors: (Constant), LINGKUNGAN KERJA (X3), SELF EFFICACY (X1), PELATIHAN (X2)

Coefficient of Determination Test (R-Square)

R-Square Table

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.773[a]	0.598	0.573	1.824	1.576

a. Predictors: (Constant), LINGKUNGAN KERJA (X3), SELF EFFICACY (X1), PELATIHAN (X2)

b. Dependent Variable: KINERJA KARYAWAN (Y)

CONCLUSION

Based on the results of the research conducted, the following conclusions can be drawn:

1. Partially, there is a positive and significant influence between self-efficacy and the performance of Gen Z employees at PT. Wahana Putra Yudha, Pematang Siantar City.
2. Partially, there is a positive and significant influence between training on the performance of Gen Z employees at PT. Wahana Putra Yudha, Pematang Siantar City.
3. Partially, there is a positive and significant influence between the work environment and the performance of Gen Z employees at PT. Wahana Putra Yudha, Pematang Siantar City.
4. Simultaneously, there is a significant positive influence between self-efficacy, training, and work environment on the performance of Gen Z employees at PT. Wahana Putra Yudha, Pematang Siantar City.

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