

The Relationship Between Self-Efficacy and Job Performance Among Generation Z Employees at PT X Insurance

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ABSTRACT

Generation Z employees face increasing demands for adaptability and consistent job performance, making self-efficacy an important psychological factor in organizational settings. This study examined the relationship between self-efficacy and job performance among Generation Z employees at PT X Insurance in Jakarta, Indonesia. A quantitative correlational design was employed, using total population sampling involving 58 full-time employees with at least six months of employment. Data were collected using the General Self-Efficacy Scale (GSES) and the Individual Work Performance Questionnaire (IWPQ) and analyzed using Pearson's correlation coefficient and simple linear regression with IBM SPSS Statistics. The results indicated a strong positive correlation between self-efficacy and job performance ($r = 0.883$, $p < 0.001$). The regression model explained 77.9% of the variance in job performance scores ($R^2 = 0.779$), with a positive unstandardized regression coefficient of 1.449. These findings indicated that employees with higher self-efficacy tended to report better job performance, consistent with the theoretical role of self-efficacy in maintaining motivation, sustaining effort, and managing workplace challenges. However, a statistically significant deviation from linearity and the reliance on self-reported measures warranted cautious interpretation of the correlation and regression results. The study concluded that self-efficacy was positively associated with job performance among Generation Z employees within the organization, although the cross-sectional correlational design did not support causal inferences. Future research should employ longitudinal designs, larger and more diverse samples, and multiple sources of performance assessment to improve the robustness and generalizability of the findings.



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INTRODUCTION

Generation Z generally refers to individuals born between the mid-1990s and early 2010s who represent an increasingly significant proportion of the workforce across various industries, including those in urban areas such as Jakarta. The growing participation of Generation Z in the labor market indicates that this demographic group plays an increasingly important role in shaping the dynamics of modern organizations (BPS. (2022). Statistik Pemuda Indonesia 2022., 2022). The characteristics of Generation Z have been shaped by early exposure to digital technology and rapidly evolving information systems, leading to their frequent characterization as digital natives. These experiences have contributed to distinct mindsets, values, and workplace preferences compared with those of previous generations. Generation Z employees

are often characterized as having greater openness to social, cultural, and workplace diversity and a higher acceptance of differences, although such characteristics may vary considerably among individuals and organizational contexts (Jerusalem & Schwarzer, 1992; JMAEKA: Jurnal Manajemen Ekonomi Akuntansi, Volume(Nomor), Halaman, n.d.; Sugiyono., 2022).

Technological advancements and social changes have also influenced the career orientations and motivations of Generation Z employees. Members of this generation may view employment not only as a means of earning income but also as an opportunity to achieve work-life balance, personal fulfillment, and psychological well-being. Consequently, many Generation Z employees prefer flexible, collaborative, and supportive work environments. They may also value teamwork, open communication, and organizational cultures that encourage freedom of expression and professional development (Arditya Afrizal Mahardika & Tri Muji Ingarianti, 2006). These preferences present challenges for organizations seeking to accommodate employees' expectations while maintaining organizational effectiveness and achieving performance targets. The increasing presence of Generation Z in the workforce has also generated new organizational perceptions and challenges ("Factors Affecting the Performance of Generation Z Workforce Employees: Analysis of Work Life Balance, Leadership Style and Organizational Culture," n.d.; Post, 2025). Some employers perceive Generation Z employees as having high expectations regarding workplace flexibility, rapid career advancement, and supportive working conditions (Aulia et al., 2025; Digitalbank.id, 2025). However, these expectations may not always align with the professional competencies, adaptability, and psychological readiness required to manage workplace demands (Bandura, 1997; Gunawan et al., 2025; Paleva et al., 2024; Rahmanti et al., 2026).

A survey conducted by Intelligent involving 966 hiring managers indicated that many employers expressed dissatisfaction with the performance of recent graduates hired during the survey year. Some organizations reported terminating the employment of recent graduates because of perceived deficiencies in motivation, work initiative, interpersonal communication, receptiveness to criticism and feedback, and alignment between individual expectations and job requirements (Intelligent, 2024).

These findings suggest a potential discrepancy between the workplace expectations of some Generation Z employees and the performance standards established by organizations. Companies therefore need to understand the behavioral characteristics, motivations, and professional needs of Generation Z employees to develop more adaptive human resource management strategies. Failure to align organizational practices with employees' needs may contribute to workplace conflict, reduced employee engagement, increased turnover intentions, and declining productivity. Conversely, effective management practices, supportive leadership, and appropriate organizational systems may enable Generation Z employees to contribute to innovation, technological adaptation, and long-term organizational sustainability in an increasingly digitalized business environment.

Within organizational settings, low self-efficacy may influence Generation Z employees' ability to manage workplace pressure, respond to performance evaluations, resolve interpersonal conflicts, and maintain consistent job performance. Employees with lower self-efficacy may experience greater uncertainty regarding their capabilities, reduced persistence when encountering difficulties, and lower levels of work engagement. Conversely, individuals with higher self-efficacy tend to demonstrate greater confidence in completing assigned tasks, adapting to organizational changes, maintaining motivation, and achieving performance expectations. Accordingly, examining self-efficacy among Generation Z employees is important for understanding psychological factors associated with their workplace behavior and performance. Organizations may benefit from identifying conditions that support

employees' self-efficacy, including constructive feedback, professional development opportunities, and supportive supervisory practices. Through adaptive human resource management strategies, companies may strengthen employees' confidence, motivation, and professional readiness, thereby supporting organizational productivity and sustainability amid ongoing digital transformation.

Self-efficacy is a psychological construct that may be closely associated with individual job performance. Job performance refers to the extent to which employees successfully fulfill their assigned responsibilities and contribute to organizational objectives through task performance, contextual performance, and the avoidance of counterproductive work behaviors. In contemporary organizations, employee performance represents an important indicator of organizational effectiveness, operational productivity, and the ability to achieve strategic business objectives. Understanding psychological factors associated with job performance is therefore essential for developing evidence-based human resource management practices.

The theoretical relationship between self-efficacy and job performance suggests that employees with higher self-efficacy may demonstrate greater confidence in assuming responsibilities, managing occupational challenges, maintaining persistence under pressure, and pursuing organizational objectives. Conversely, employees with lower self-efficacy may experience uncertainty when making work-related decisions, reduced confidence in completing challenging tasks, and difficulties maintaining consistent performance. Self-efficacy may therefore function as an important individual psychological resource associated with job performance among Generation Z employees. According to Sari and Aliya (2025), concerns regarding the work performance of some Generation Z employees highlight the need for organizations to understand the relationships among generational characteristics, psychological resources, and workplace outcomes. Organizations should therefore consider creating work environments that support not only performance targets but also employees' confidence, work engagement, and psychological readiness. Appropriate management strategies may help Generation Z employees develop their professional capabilities and contribute to organizational productivity, innovation, and sustainability in the digital transformation era (Efendi, 2013; Lianto et al., 2020; Saliha & Samia, 2023; Suartini et al., 2023).

The increasing participation of Generation Z in organizations offers potential advantages, particularly in supporting digital transformation and facilitating technological adaptation. Generation Z employees are often considered familiar with digital technologies, rapid information access, and technology-based work systems. However, preliminary observations conducted by the researcher during an internship at PT X Insurance indicated that the organization monitored the job performance of its Generation Z employees. These observations provided an initial context for examining employee performance and identifying potential psychological factors associated with differences in individual work outcomes.

To support the preliminary observations, the researcher examined Key Performance Indicator (KPI) data for Generation Z employees at PT X Insurance. These data documented employee performance achievements across organizational divisions relative to established company targets. The KPI data were presented to illustrate the observed job performance of Generation Z employees and provide an empirical basis for identifying the research problem. This organizational context supported further investigation of the relationship between self-efficacy and job performance among Generation Z employees at PT X Insurance.

Table 1 Key Performance Indicator (KPI) Achievement Data for Generation Z Employees of PT Asuransi X in 2025

Divisions	Number of Gen Z	Target KPIs	KPI Realization
Retail & Digital Business Group	12	100%	82%

Corporate Business Group	10	100%	85%
Underwriting & Reinsurance Group	8	100%	88%
Claim Services Group	9	100%	80%
Information Technology Group	14	100%	78%
Finance, Accounting & Investment	6	100%	90%
Human Capital & General Affair Group	7	100%	84%
Corporate Secretary & Compliance	4	100%	91%
Internal Audit	3	100%	89%
Sharia Unit	3	100%	86%
Actuarial Unit	4	100%	92%
Corporate Strategy, Transformation Office & Risk Management Bureau	5	100%	81%

Source: Data processed (2026)

Based on Table 1, most divisions had not achieved the company's performance target of 100%. Of the 12 divisions analyzed, only two recorded Key Performance Indicator (KPI) achievement rates above 90%: the Actuarial Unit (92%) and the Corporate Secretary and Compliance Division (91%). Meanwhile, several divisions demonstrated relatively low achievement rates, including the Information Technology Group (78%), Claims Services Group (80%), Corporate Strategy, Transformation Office, and Risk Management Bureau (81%), and Retail and Digital Business Group (82%). Overall, the average KPI achievement rate among Generation Z employees was 85.5%, indicating a gap of 14.5 percentage points below the company's established target.

These findings indicated that the job performance of Generation Z employees had not fully met the organization's established performance expectations. The relatively low KPI achievement rates in several divisions may reflect challenges in meeting performance targets, maintaining consistency in task completion, adapting to job demands, and contributing effectively to organizational objectives. According to Koopmans et al. (2014), individual work performance encompasses several dimensions, including the effective execution of assigned responsibilities (task performance), behaviors that contribute positively to the organizational environment (contextual performance), and behaviors that may negatively affect organizational outcomes (counterproductive work behavior). Adaptability to changing workplace demands may also represent an important aspect of employee performance. Therefore, the failure to achieve established KPI targets across most divisions suggested potential performance-related challenges among Generation Z employees. However, divisional KPI achievement rates alone could not establish the underlying causes of individual performance differences.

The observed organizational conditions highlighted the importance of examining psychological factors potentially associated with self-efficacy and job performance among Generation Z employees. Although this generation is frequently characterized by familiarity with digital technologies and adaptability to technological developments, these characteristics do not necessarily translate into consistently high job performance. Employees may encounter challenges related to confidence, psychological readiness, persistence, and the ability to manage changing workplace demands. These considerations suggested that variations in job performance might be associated not only with technical competencies but also with psychological resources that influence employees' workplace behaviors and performance outcomes.

One psychological factor potentially associated with job performance is self-efficacy. Bandura (1997) defined self-efficacy as an individual's belief in their ability to organize and execute the actions required to achieve specific goals or desired outcomes. Individuals with higher self-efficacy tend to demonstrate greater confidence when confronting occupational challenges, maintain their efforts despite obstacles, and exhibit stronger motivation to

accomplish work-related objectives. Conversely, individuals with lower self-efficacy may experience greater uncertainty regarding their capabilities, avoid challenging assignments, and demonstrate reduced persistence when encountering workplace difficulties. Accordingly, the relatively low KPI achievement rates observed in several divisions provided a rationale for investigating whether self-efficacy was associated with job performance among Generation Z employees. Nevertheless, these performance indicators did not independently establish that lower self-efficacy contributed to the observed performance gaps.

Therefore, this study aimed to examine the relationship between self-efficacy and job performance among Generation Z employees at PT X Insurance. The selection of the research setting was informed by preliminary observations and supported by organizational KPI data indicating that performance targets had not been fully achieved across several divisions. Using a quantitative correlational approach, the study sought to provide empirical evidence regarding the strength and direction of the association between self-efficacy and job performance. The findings were expected to contribute to a better understanding of psychological factors associated with employee performance and provide practical insights for developing more effective and adaptive human resource management strategies to support Generation Z employees and improve organizational performance (Agustiani et al., 2023; Dewi, 2018; Purnomo et al., 2022; Syifa et al., 2022).

METHOD

This study employed a quantitative approach with a correlational design to examine the relationship between self-efficacy and job performance among Generation Z employees at PT X Insurance in Jakarta. Self-efficacy was treated as the predictor variable, while job performance was treated as the outcome variable. The study population comprised 58 full-time Generation Z employees born between 1997 and 2012, according to the company's personnel records. Total population sampling was employed, with all 58 eligible employees included in the study. The inclusion criteria were full-time employment, an age range of 18–27 years, and a minimum employment tenure of six months.

Job performance was assessed using the Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2011), which measured three dimensions: task performance, contextual performance, and counterproductive work behavior. Self-efficacy was measured using the General Self-Efficacy Scale (GSES) developed by (Schwarzer et al., 1997). The Indonesian version of the GSES, previously evaluated for validity and reliability by Novrianto, Marettih, and Wahyudi (2019), was used in this study.

Responses were collected using a five-point Likert-type scale, with scores ranging from 1 to 5. Data were analyzed using IBM SPSS Statistics. Before hypothesis testing, item validity, internal consistency reliability, and item discrimination were assessed. Pearson's product-moment correlation coefficient was calculated to determine the strength and direction of the relationship between self-efficacy and job performance.

RESULTS AND DISCUSSION

The validity test is carried out to determine the ability of each statement item in measuring the construct being studied. The test is performed by looking at the Corrected Item-Total Correlation value and comparing it to the *r*-value of the table. With a total of 58 respondents, the degree of freedom (df) was obtained of 56 and the table *r* value was 0.259 at a significance level of 5%. An item is declared to meet the validity criteria if the correlation value is greater than the *r* of the table. In addition, the Corrected Item-Total Correlation value of 0.30 is used as a reference for item discrimination (Azwar, 2009).

Table 2. Results of the Validity Test of the Self Efficacy Scale

Item	r count	r Table	Remarks
X1	0,535	0,259	Valid
X2	0,680	0,259	Valid
X3	0,656	0,259	Valid
X4	0,597	0,259	Valid
X5	0,706	0,259	Valid
X6	0,471	0,259	Valid
X7	0,407	0,259	Valid
X8	0,578	0,259	Valid
X9	0,586	0,259	Valid
X10	0,593	0,259	Valid

The test results showed that all 10 items on the General Self-Efficacy Scale had a greater r-value than the r-table, with a correlation value range of 0.407–0.706. Thus, all items on the Self Efficacy scale meet the validity criteria and can be used in subsequent analysis. The results show that each item has an adequate correlation with the measured Self Efficacy construct, so that the scores obtained from the instrument can be used to represent differences in individual beliefs about their abilities in facing tasks and job demands.

Table 3. Results of the Validity Test of the Job Performance Scale

Item	r count	r Table	Minimum CITC	Remarks
Y1	0,725	0,259	0,30	Valid
Y2	0,378	0,259	0,30	Valid
Y3	0,428	0,259	0,30	Valid
Y4	0,610	0,259	0,30	Valid
Y5	0,509	0,259	0,30	Valid
Y6	0,525	0,259	0,30	Valid
Y7	0,581	0,259	0,30	Valid
Y8	0,503	0,259	0,30	Valid
Y9	0,560	0,259	0,30	Valid
Y10	0,392	0,259	0,30	Valid
Y11	0,614	0,259	0,30	Valid
Y12	0,480	0,259	0,30	Valid
Y13	0,686	0,259	0,30	Valid
Y14 RV	0,488	0,259	0,30	Valid
Y15 RV	0,462	0,259	0,30	Valid
Y16 RV	0,576	0,259	0,30	Valid
Y17 RV	0,286	0,259	0,30	Invalid
Y18 RV	0,609	0,259	0,30	Valid

Remarks: RV = reverse scoring on counterproductive work behavior items.

On the Job Performance scale, as many as 17 out of 18 items met the validity criteria. Item Y17_RV has a Corrected Item-Total Correlation value of 0.286. Although the value is still greater than the table's r of 0.259, the value is below the item's discriminating power limit of 0.30 so the item is declared invalid and not used in subsequent analysis. Thus, the Job Performance scale used in the next analysis consists of 17 items.

The removal of Y17_RV item can be seen as a step to maintain the quality of the Job Performance construct measurement. This is important because Job Performance in this study not only includes the ability to complete main tasks (task performance), but also behaviors that support the work environment (contextual performance) and low counterproductive work behavior.

Instrument Reliability Test

The reliability test was carried out to determine the internal consistency of the instrument in measuring the research construct. The reliability in this study was tested using Cronbach's Alpha coefficient. The instrument is considered to have good reliability if Cronbach's Alpha value is greater than 0.70.

Table 4. Summary of Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Categories
Self Efficacy (X)	10	—	—
Job Performance (Y)	17	0,890	Height

The test results showed that the Job Performance instrument consisting of 17 items had a Cronbach's Alpha value of 0.890 so it was included in the high reliability category. This value shows that the items used have good internal consistency in measuring Job Performance.

Meanwhile, Cronbach's total Alpha value for the Self Efficacy scale is not explicitly listed in the available statistical output. The available output only shows the Alpha if Item Deleted value which is in the range of 0.842–0.866. Therefore, the value is not used as a substitute for Cronbach's total Alpha. The total reliability value of Self Efficacy needs to be reconfirmed through the original SPSS output before the final manuscript is sent to the publisher.

Normality tests were performed on residual regression models using the One-Sample Kolmogorov-Smirnov Test. Residual is declared to be normally distributed if the significance value is greater than 0.05.

Table 5. Normality Test Results

N	Asymp. Sig. (2-tailed)	Criteria	Remarks
58	0,200	Sig. > 0.05	Normal distribution

The test results show the value of Asymp. Sig. (2-tailed) is 0.200, which is greater than 0.05. Thus, the residual regression model meets the assumption of normality. This condition indicates that there are no significant residual distribution deviations in the model, so Pearson correlation analysis and simple linear regression can be continued.

The linearity test was carried out to determine the pattern of the relationship between Self Efficacy and Job Performance. The test results are presented in Table 6.

Table 6. Linearity Test Results

Source	Sum of Squares	df	Mean Square	F	Sig.
Combined	7647,727	16	477,983	27,966	0,000
Linearity	6503,525	1	6503,525	380,510	0,000
Deviation from Linearity	1144,202	15	76,280	4,463	0,000
Within Groups	700,756	41	17,092	—	—
Total	8348,483	57	—	—	—

The significance value of the Linearity component of 0.000 indicates a significant linear relationship between Self Efficacy and Job Performance. However, Deviation from Linearity also shows a significance value of 0.000. Therefore, the results of the linearity test need to be interpreted carefully and are not enough to be used as a basis to state that the relationship between the two variables is completely linear. Nonetheless, Pearson's correlation analysis showed a coefficient of 0.883 and regression analysis showed a significant model. Thus, a strong positive relationship between the two variables remains the main finding of this study, while the results of Deviation from Linearity suggest that the relationship pattern in the sample data may not fully follow a simple linear form.

Correlation of Self Efficacy and Job Performance

Hypothesis testing was carried out using Pearson correlation to determine the direction and strength of the relationship between Self Efficacy and Job Performance.

Table 7. Pearson Correlation Test Results

Variable	Pearson Correlation	Sig. (2-tailed)	N
Self Efficacy – Job Performance	0,883	0,000	58

The results of the analysis showed a Pearson correlation coefficient of 0.883 with a significance value of 0.000. This value shows a positive and significant relationship between Self Efficacy and Job Performance. The magnitude of the correlation coefficient also shows that the relationship between the two variables is in the very strong category.

A positive relationship direction indicates that an increase in Self Efficacy tends to be followed by an increase in Job Performance. In other words, Generation Z employees who have stronger confidence in their abilities to deal with job tasks and demands tend to exhibit better work behavior.

These results provide empirical support for the research hypothesis that there is a relationship between Self Efficacy and Job Performance in Generation Z employees at PT X

A simple linear regression analysis was carried out to determine the ability of Self Efficacy in predicting Job Performance.

Table 8. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0,883	0,779	0,775	5,740

An R value of 0.883 indicates a strong relationship between Self Efficacy and Job Performance. Meanwhile, the R Square value of 0.779 shows that 77.9% of the variation in the Job Performance score in the model can be explained by the variation in Self Efficacy. The remaining 22.1% were related to other factors that were not included in the research model.

The large determination coefficient shows that Self Efficacy has a strong predictive power on Job Performance in the study sample.

However, the R Square value should not be interpreted as proof that 77.9% of employee performance is causally due to Self Efficacy. This value shows the proportion of variation in Job Performance that can be explained by the Self Efficacy variable in the model used.

Table 9. ANOVA Test Results

Models	Sum of Squares	df	Mean Square	F	Sig.
Regression	6503,525	1	6503,525	197,401	0,000
Residual	1844,958	56	32,946	—	—
Total	8348,483	57	—	—	—

The results of the ANOVA test showed an F value of 197.401 with a significance of 0.000. Significance values smaller than 0.05 indicate that the regression model is overall significant. Thus, Self Efficacy makes a significant contribution in predicting the variation in Job Performance in the study respondents.

Table 10. Regression Coefficient Test Results

Models	B	Std. Error	Beta	t	Sig.
Constant	8,017	4,021	—	1,994	0,051

Self Efficacy	1,449	0,103	0,883	14,050	0,000
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Based on Table 9, the regression equation $Y = 8.017 + 1.449X$ is obtained. The Self Efficacy regression coefficient of 1.449 indicates a positive relationship direction. Mathematically, each one unit increase in Self Efficacy score is related to an increase in Job Performance score by 1.449 units in the regression model. A t-value of 14.050 with a significance of 0.000 indicates that the Self Efficacy coefficient is statistically significant.

Based on the overall results, the null hypothesis is rejected and the alternative hypothesis is accepted. Thus, the study shows a positive and significant relationship between Self Efficacy and Job Performance in Generation Z employees at PT Jasaraharja Putera.

The main findings of this study show that self-efficacy has a positive and very strong relationship with the work performance of generation z employees at PT Jasaraharja Putera. This can be seen from the Pearson correlation coefficient which reaches 0.883 and has a significance level of 0.000. The regression results showed a positive regression coefficient of 1.449 and the model had statistical significance. Therefore, employees who believe more in their abilities usually show better work results.

These findings are important because a person's ability to complete key tasks also affects his or her work performance in research. The construct includes task performance behavior, contextual performance behavior, and adverse work behavior. Therefore, the positive relationship between Self Efficacy and Job Performance can be interpreted as believing in one's abilities is not only related to completing work, but also related to the ability to maintain good work behavior for the organizational environment and reduce the possibility of taking actions that are detrimental to the company (Ariyani et al., 2024; Novrianto et al., 2019; Saliha & Samia, n.d.; Syavitra & Ardianto, 2023).

In theory, the results of this study can be explained using the Social Cognitive Theory created by Bandura. Self Efficacy navigates the way a person sets goals, directs efforts, and continues to maintain behavior despite facing obstacles. Individuals who have high self-efficacy usually believe that they are able to face the challenges that arise, so they are better prepared to try and continue to maintain the business despite experiencing difficulties. People who lack confidence are more likely to doubt their own abilities and tend to reduce effort when faced with work that is considered difficult.

This mechanism is important in the situation of Generation Z employees at PT Jasaraharja Putera. Based on the initial observations that became the reference for the research, several situations were found related to work performance, namely inconsistency in completing tasks, decreased work results when faced with pressure, achievement of targets that have not been maximized in certain situations, and the need for additional guidance when the demands of work are getting higher. Research shows that this condition is closely related to Self Efficacy. Thus, the variation in work performance seen at the observation stage can be understood not only as a matter of technical ability, but also as a matter of one's confidence in one's own ability to face the demands of the job.

Employees who have higher self-efficacy are theoretically better able to maintain their business despite facing obstacles. In the context of completing tasks, this belief can help the business continue until the work is completed. In contextual performance, belief in one's own abilities can help a person stay interested and show good behavior in the work environment. Meanwhile, in the case of unproductive work behavior, a person's ability to manage work demands and pressures can reduce the likelihood of actions that are detrimental to the organization. Thus, the relationship between Self Efficacy and Job Performance can be interpreted as a relationship related to the way a person regulates his behavior, not just a statistical relationship between variables.

The results of this study are also in accordance with several previous studies mentioned in the manuscript, such as Riati, Agusra, and Luthfi (2024), Karimah and Astuty (2023), Rahmanti, Herayati, and Windasari (2026), Gunawan and Astuti (2025), and Paleva et al. (2024). These studies generally found that Self Efficacy has a positive and significant impact on a person's performance in various situations in the world of work. The consistency of the findings reinforces the possibility that Self Efficacy is one of the psychological factors related to differences in a person's level of performance.

Even so, the results of this study must be interpreted in a balanced manner. The R Square value reaches 0.779 or equivalent to 77.9%, which can be categorized as a fairly high number. This high value shows that Self Efficacy is closely related to Job Performance in the sample studied. However, even though the coefficient of determination is large, it does not mean that other factors do not affect performance. Work performance is something quite complicated and in theory can be influenced by various things, both from the factors that exist in a person and the factors of the environment in which they work. The magnitude of R Square also needs to be considered along with the characteristics of the study. The study used 58 respondents, all of whom came from the Generation Z group, in one organization and variable measurements were carried out using a self-report questionnaire. This condition allows the emergence of common method bias, which is the tendency of the relationship between variables to be stronger because both variables are measured through the same method and response source at the same measurement time. In addition, the relatively limited sample size can lead to statistical coefficients being more sensitive to the specific characteristics of the study respondents. Therefore, the relationship found can be considered strong in the context of the study sample, but the magnitude of the R Square needs to be carefully generalized to the broader Generation Z population.

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CONCLUSION

This study identified a strong positive association between self-efficacy and job performance among 58 Generation Z employees at PT X Insurance in Jakarta ($r = 0.883$, $p < 0.001$). Employees who reported higher levels of self-efficacy also tended to report better job performance, while the simple linear regression model explained 77.9% of the variance in job performance scores ($R^2 = 0.779$). These findings highlighted the relevance of self-efficacy as a psychological factor associated with employee performance within the organization. However, the correlational research design did not permit causal inferences, and the statistically significant deviation from linearity raised concerns regarding the appropriateness of the linear regression model. Therefore, the findings should be interpreted cautiously. The results also suggested that mentoring, constructive feedback, and opportunities to develop mastery through challenging tasks could be considered in employee development programs, although the effectiveness of these strategies in improving job performance requires further empirical investigation.

Future research should involve larger and more diverse samples across multiple organizations and industries to improve the generalizability of the findings. Longitudinal and experimental designs could help clarify the direction of the association between self-efficacy and job performance and determine whether interventions aimed at strengthening self-efficacy lead to measurable improvements in employee performance. Integrating self-reported questionnaires with supervisor evaluations and objective individual performance indicators could reduce potential common method bias and strengthen the validity of performance assessments. Further investigations should examine employee engagement, leadership, perceived organizational support, and job demands as potential mediating or moderating variables in the relationship between self-efficacy and job performance. Additionally, future studies should assess the internal consistency reliability of the self-efficacy instrument and investigate potential nonlinear associations through appropriate statistical models and sensitivity analyses. These approaches could provide more robust evidence regarding the relationship between self-efficacy and job performance and support the development of evidence-based human resource management strategies for Generation Z employees.

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