DETERMINATION OF EMPLOYEE PERFORMANCE WITH ADAPTABILITY, EXTRAVERSION PERSONALITY, AND SELF-EFFICACY

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ABSTRACT

Changes in the increasingly complex and competitive business environment require companies to be more responsive to survive and continue to grow. In supporting these changes, personal changes must be related to adaptability, extraversion personality, self-efficacy, and employee performance. As an employee, adaptability is needed to survive in industrial competition. Being able to adapt means responding to changes quickly and being responsible for a job. Having an extrovert personality can also create social interaction. Moreover, having confidence in one's abilities plays an important role in determining the goals. In addition, the abilities possessed by the employees can be correlated with the performance that they want to be achieved.

This research was conducted in Gelora Plaza Medan City and Deli Serdang Regency, North Sumatra. The type of this research was explanatory and aimed to analyze the effect and correlation between variables. This research was conducted by distributing questionnaires as an instrument to collect data. The population and sample of this research involved 37 employees from Gelora Plaza Medan and 35 employees from Gelora Plaza Deli Serdang, with a total of 72 employees. This research used the saturation sampling technique to collect data by using all population members as a sample. The regression analysis results through partial and simultaneous tests prove that adaptability, extraversion personality, and self-efficacy have a significant and positive effect on employee performance. The coefficient results of determination proved that employee performance can be explained by adaptability, extraversion personality and self-efficacy of 57.6%.

Keywords: adaptability, extraversion personality, self-efficacy, employee performance.

Perubahan lingkungan bisnis yang semakin kompleks dan kompetitif, menuntut perusahaan untuk bersikap lebih responsif agar sanggup bertahan dan terus berkembang. Untuk mendukung perubahan tersebut, maka diperlukan perubahan individu yang terkait dengan kemampuan adaptasi, kepribadian ektraversi, efikasi diri dan kinerja karyawan. Sebagai seorang karyawan, kemampuan adaptasi diperlukan agar bertahan dalam persaingan industri. Mampu beradaptasi berarti mampu merespons perubahan dengan cepat dan bertanggung jawab terhadap pekerjaan. Memiliki pribadi yang ekstrover juga dapat menciptakan semangat kerja yang tinggi untuk berinteraksi secara sosial. Selain itu,

memiliki keyakinan pada kemampuan diri sendiri beperan penting dalam bertindak untuk menentukan tujuan yang ingin dicapai. Tentunya kemampuan yang dimiliki karyawan dapat dikorelasikan pada kinerja yang akan dicapai.

Penelitian ini dilaksanakan di Gelora Plaza Kota Medan dan Kabupaten Deli Serdang Sumatera Utara. Jenis penelitian ini adalah eksplanatory yang bertujuan untuk menganalisis pengaruh dan hubungan antar variabel. Penelitian ini juga dilakukan dengan penyebaran kuesioner sebagai instrumen untuk mengumpulkan data. Populasi dan sampel penelitian melibatkan 37 karyawan dari Gelora Plaza Medan dan 35 karyawan dari Gelora Plaza Deli Serdang, dengan total 72 karyawan. Teknik pengambilan sampling jenuh sebagai metode untuk mengumpulkan data yang menggunakan semua anggota populasi sebagai sampel. Hasil analisis regresi melalui uji parsial dan uji simultan menunjukkan bahwa kemampuan adaptasi, kepribadian ektraversi dan efikasi berpengaruh signifikan dan positif terhadap kinerja karyawan. Hasil koefisien Determinasi membuktikan bahwa kinerja karyawan mampu dijelaskan oleh kemampuan adaptasi, kepribadian ektraversi dan efikasi diri sebesar 57,6%.

INTRODUCTION

Changes in technology, globalization, and knowledge make business people implement new strategies to survive in a competitive business environment by emphasizing competitive strategy in terms of innovating. Innovation, which involves new ideas for improving performance, is important for long-term survival of the organization. To achieve the goals that have been set, the organization must have superior and quality human resources. Human resources can impact employees' skills, competencies, behaviors, and knowledge. In other words, human resources play an important role in achieving employee performance and organizational goals. Employee performance is always used as an indicator to determine the company's success in some cases. Organizations will assess the attributes that are needed to compete. One of them is considering human resources based on their adaptability, extraversion personality, and self-efficacy because the adaptability and consistency in responding to their environment will impact each employee's performance.

Gelora Plaza is a trading company that sells various household goods, food, beverages, apparel, and other goods. Based on the observation, the researchers found that the employees still had difficulty implementing adaptability, which was still not perfect. As a result of these difficulties, the researchers found that Gelora Plaza employees were not optimal in providing sources of information to the customers. The employees were still unable to adjust their behavior to the type of character possessed by various consumers who came to Gelora Plaza to do shopping. As well as the consumers who come and go to Gelora Plaza, there are some employees have not provided or offered products to the consumers, the employees are still unable to align the nature or character possessed by the consumers with the character of employees, so in this case, there are often misunderstandings such as information about the layout products needed by consumers. The employees also rarely communicate and ask about the needs and wants of consumers who come to the Gelora Plaza. It is very influential on the performance possessed by employees because the adaptability possessed by employees is still not optimal.

In addition to adaptation problems, there are also extraversion personality problems

that need to be analyzed. In general, we know that every employee in a company has a different personality and it can impact employee performance. It is because people in a company have different points of view. Gelora Plaza leaders can improve welfare, pay attention to behavior and personality, motivate employees and pay attention to the quality of employees' abilities to overcome these challenges. The company's problems related to performance, such as decreased employee work results, the achievement of employee work targets that are not balanced, and work standards that have not been maximized, are also obstacles to create company excellence and success. Employees who have not fully adapted to their work, and have skills that are not in accordance with work needs, show a phenomenon related to adaptability and personality.

Self-efficacy can also be one of the factors that can affect employee performance at the Gelora Plaza company. Each employee has a different self-efficacy. The employees who have high self-efficacy will have a sense of optimism at work to complete their job well, and then it will have a positive influence on employee performance. Based on a survey at Gelora Plaza, there are phenomena related to self-efficacy. Some employees were lack of confidence in their abilities to do work. The employees had less confidence to ask directly about the needs and wants of consumers, and some employees did not share information with employees. If the self-efficacy abilities of employees are good, such as employees who are confident in their work in their abilities, it will affect the performance of Gelora Plaza employees. Based on the background of this research, the researchers are interested in examining employee performance based on adaptability, extraversion personality, and self-efficacy with the research object at Gelora Plaza Medan and Gelora Plaza Deli Serdang.

LITERATURE REVIEW
Definition of Adaptability
Adaptability is an advantage possessed by an adaptive person or individual who will anticipate problems and develop alternative solutions for various possibilities in assessing and responding to a changing environment (Boylan and Turner, 2017). The concept of adaptability has significant attention in the research literature. In addition, adaptability refers to the characteristics of building an environment to the atmosphere in the workplace (Pinder, et al., 2017).

The Indicators of Adaptability
According to Smith and Webster (2018), the indicators to measure adaptability are as follows:
a. Frequency of adaptive experiences in the past. The basis for developing expertise and past performance is the best predictor of future performance. If the individual has the experience of adapting to a particular situation or condition, the individual must succeed in the future situation requiring the same adaptation.
b. Interest in adaptive situations. It is measuring interest in working in situations that demand to adapt well. It shows potential use for predicting performance in the future by changing mindsets in certain conditions.
c. The specific task of self-efficacy to adapt. A person's assessment that the individual has skills and abilities to complete the task by reporting performance effectiveness with an

assessment based on the appropriate ways of adaptation.

Definition of Extraversion Personality

According to the American Psychological Association (2021), personality is defined as individual variation in different thinking, feeling, and behavior patterns. The word "extraversion" comes from two Latin words: "extra" which means "beyond (from)" and "versio" which means "understanding or interpretation." Thus, the meaning of extraversion comes from outside one's understanding/interpretation. Meanwhile, Laode (2013) defines extraversion as a type of individual or community attitude that prioritizes the dominant thinking function accompanied by sensory experience as a supporting function and institutions as an unconscious and undeveloped function.

In addition, an extraversion personality is a key to social skills and impulsivity, a joking person, passion, thinking fast, optimism, and has other features that distinguish people who respect connection (Feist and Feist, 2014). Furthermore, an extraversion personality is the personality of an employee who prioritizes the outside world of the employee (Manno, 2020). Humans with extraversion personality traits are personalities who tend to open themselves up to outside life, which is more active and think less, and people who like to be in crowds or conditions where there are many people rather than in a quiet place. According to Alwisol (2018), extraversion personality is the overall pattern of existing and potential behavior determined by heredity and environment. The functional interaction of the four primary sectors that regulate behavior, namely the cognitive sector (intelligence), the conative sector (character), the affective sector (temperament), and the somatic sector (body), generates and develops these behavioral patterns (the constitution).

The Indicators of Extraversion Personality

This research refers to the indicators to measure extraversion personality which are proposed by Manno (2020), namely: 1) Activity, 2) Sociability, 3) Risk-taking, 4) Impulsiveness, 5) Expressiveness, 6) Practically.

Definition of Self-Efficacy

Self-efficacy is one's psychological condition that can be improved through the encouragement given by the leader to increase employee involvement in a company (Zeeshan, et al., 2021). According to Luszczynska, et al (2013), self-efficacy is a form of self-assessment that affects actions, feelings, and thoughts. Self-efficacy will affect his desire (Saeid and Eslaminejad, 2016). When a person believes in doing a business, it will affect the amount of one's motivation.

The Indicators of Self-Efficacy

The indicators used in this research based on the features proposed by Bandura (2012) are as follows: 1) Level (task difficulty), 2) Generality (general condition), and 3) Strength are all indications of self-efficacy (strength level).

Definition of Employee Performance

Employee performance is defined as the capacity of employees to carry out their obligations and responsibilities. According to Bose (2018), employee performance is also

related to results, achievements, efforts, and group behavior related to company goals which are controlled by employees. Moreover, Maamari and Saheb (2018) define employee performance as activities that are formally recognized as part of the job and contribute to organizational goals.

The Indicators of Employee Performance

The employee performance indicators in this research were proposed by Cesilia, Tewal, and Tulung (2017), namely: 1) quality, 2) quantity, 3) timeliness, 4) effectiveness, 5) independence, and 6) commitment (obligations to work).

Conceptual Framework

The relationship among the conceptual framework, the independent variables, and the dependent variable, namely adaptability, extraversion personality, self-efficacy, and employee performance used in this study can be seen in Figure 1:
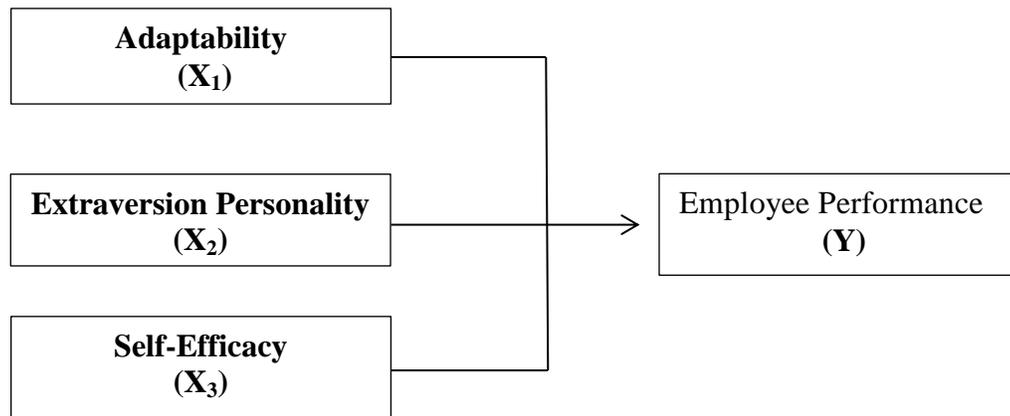
Figure 1. Conceptual Framework

H_1: Adaptability has a positive and significant effect on the performance of Gelora Plaza employees.

H_2: Extraversion Personality has a positive and significant effect on the performance of Gelora Plaza employees.

H_3: Self-efficacy has a positive and significant effect on the performance of Gelora Plaza employees.

H_4: Adaptability, Extraversion Personality and Self-Efficacy have a positive and significant effect on the performance of Gelora Plaza employees.

RESEARCH METHOD
Research Design

The research design aims to assist in implementing the research to run smoothly. Therefore, the researchers conducted quantitative research. Quantitative data is information in the form of numbers that can be processed or evaluated using mathematical or statistical

calculation procedures. Quantitative research can be expressed as a research approach based on a positivist philosophy, used to analyze a particular population or sample, collect data using research tools, analyze quantitative/statistical data, and analyze data to test the hypotheses that have been arranged. The questionnaire is a typical research instrument in a quantitative approach (questionnaire).

Location and Time of Research
       This research was conducted at Gelora Plaza which is located at Sisingamangaraja Street No. 35, RT. 02, Sitirejo III, Medan Amplas District, Medan City, North Sumatra, Postal Code: 20217. This research was also conducted at Karya Jaya Ujung Street, Namorambe District, Deli Serdang Regency, Postal Code: 20356.

Population and Sample
       This research involved 37 employees from Gelora Plaza Medan and 35 employees from Gelora Plaza Deli Serdang, with a total of 72 employees. Saturation sampling was used to collect data. Saturation sampling is a sampling method that uses all population members as a sample. Since the total number of Gelora Plaza staff is 72 (less than 100), all Gelora Plaza Medan and Gelora Plaza Deli Serdang employees were used as research subjects.

FINDINGS AND DISCUSSIONS
Research Findings
       The validity test of this study has significant criteria > 0.5, which was conducted on 30 employees of Maju Bersama Brigadier General Katamso Branch, outside the research sample. Ghozali (2018) states that the validity test is used to measure whether a questionnaire deserves to be declared valid or not. Valid data does not differentiate between data reported by the researchers and data that actually occurs in the object of research. The result of the validity test of this study are presented in Table 1:

Tabel 1. The Result of Validity Test

Indicator	Total Correlation	Criteria Sig	Category
X1.1	,848	0,5	Valid
X1.2	,870	0,5	Valid
X1.3	,877	0,5	Valid
X2.1	,895	0,5	Valid
X2.2	,910	0,5	Valid
X2.3	,935	0,5	Valid
X2.4	,786	0,5	Valid
X2.5	,932	0,5	Valid
X2.6	,905	0,5	Valid
X3.1	,924	0,5	Valid
X3.2	,763	0,5	Valid
X3.3	,799	0,5	Valid

Indicator	Total Correlation	Criteria Sig	Category
Y.1	,560	0,5	Valid
Y.2	,814	0,5	Valid
Y.3	,656	0,5	Valid
Y.4	,706	0,5	Valid
Y.5	,712	0,5	Valid
Y.6	,832	0,5	Valid

Information: *Criteria Sig < 0.5
Source: Research Result, 2022.

Reliability test was conducted to determine whether the results are consistent when the same measuring instrument is used. An indicator in the questionnaire is acceptable if the alpha coefficient has a value > 0.6. The results of the reliability test in this study can be seen in Table 2.:

Table 2. The Result of Reliability Test

Variable	Croanbach Alpha (CA)	Category
Adaptability	,852	Reliable
Extraversion Personality	,814	Reliable
Self-efficacy	,837	Reliable
Employee Performance	,779	Reliable

Information: *Criteria CA > 0.6.
Source: Research Result, 2022

Table 1 and Table 2 show that all statement items are valid and reliable. The next test uses the classical assumption test with normality. The normality test of this study is shown in Figure 1:
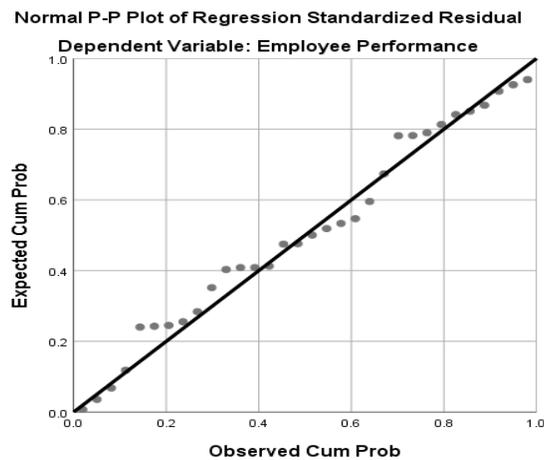
Figure 2. P-Plot Graph Normality Test

Figure 2 The P-Plot graph shows the normally distributed regression model data. It is clear from the residual points of the regression model that spread following the normal line, strengthening the results from the p-plot graph. Thus, the Kolmogorov-Smirnov test is carried out in Table 3:

Table 3. The Result of the Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		72
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	1.69899409
Most Extreme Differences	Absolute	.048
	Positive	.040
	Negative	-.048
Test Statistic		.048
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.
b. Calculated from data.
Infromation: *p> 0.05.
Source: Research Result, 2022.

The result of normality test in Table 3 use the One-Sample Kolmogorov-Smirnov with a significance value of 0.200 and a significance level of 0.05, so it can be stated that the normality test in this study was normally distributed. The results of further research can be analyzed using the multicollinearity test, which is presented in Table 4:

Table 4. The Result of the Multicollinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance	VIF
1 (Constant)	2.078	2.405			
Adapatbility	.546	.169	.273	.876	1.142
Extraversion Personality	.437	.089	.468	.681	1.468
Self-efficacy	.397	.163	.245	.617	1.620

a. Dependent Variable: Employee Performance
Information: *p< 0.05.
Source: Research Result, 2022.

Table 4 reveals that the adaptability has VIF value < 10 (1.142 < 10) and tolerance value > 0.1 (0.876 > 0.1), extraversion personality has VIF value < 10 (1.468 < 10) and

tolerance value > 0.1 (0.681 > 0.1), self-efficacy has VIF value < 10 (1.620 < 10) and tolerance value > 0.1 (0.617 > 0.1), so it can be stated that the data in this study do not have multicollinearity. The next classic assumption test with heteroscedasticity test in this study is shown in Figure 3:
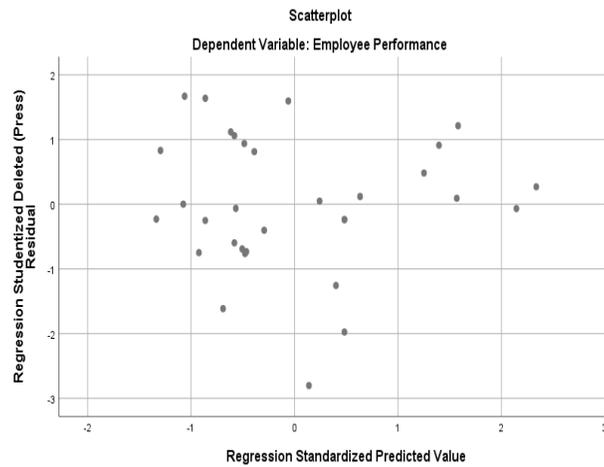
Figure 3. Scatterplot Graph
Source: Research Result, 2022.

In referring to Figure 3, the data from this study spread above and below the 0 (zero) number on the Y axis, and do not form a certain pattern, which means that the data in this study do not have symptoms of heteroscedasticity. The results of the research analysis by testing multiple linear regression can be seen in Table 5:

Table 5. The Result of Multiple Linear Regression

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.078	2.405		.864	.391
	Adaptability	.546	.169	.273	3.235	.002
	Extraversion Personality	.437	.089	.468	4.887	.000
	Self-efficacy	.397	.163	.245	2.437	.017

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Self-Efficacy, Adaptability, Extraversion Pesonality
Information: *p< 0.05
Source: Research Result, 2022

Based on the values in Table 5, the following multiple linear regression equation is as follows: $Y= 2,078+0,546X_1+0,437X_2+0,397X_3$. The B value for adaptability (B_1) is 0,546, extraversion personality (B_2) is 0,437 and self-efficacy (B3) is 0,397. The multiple linear regression equation description shows that adaptability, extraversion personality, and self-

efficacy have the direction of the coefficient with a positive sign on employee performance.

The hypothesis test in this study uses a t-test (partial) to analyze the effect of adaptability, extraversion personality, and self-efficacy on employee performance. Determination of the value of t-table can be used the following equation: df = n-k-1 = 72-3-1 = 68. After calculating by using this equation, the t-table value is 1.6675. The results of the t-test (partial) in this study are shown in Table 6:

Table 6. The Result of t test (Partial)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.078	2.405		.864	.391
	Adaptability	.546	.169	.273	3.235	.002
	Extraversion Personality	.437	.089	.468	4.887	.000
	Self-efficacy	.397	.163	.245	2.437	.017

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Self-Efficacy, Adaptability, Extraversion Personality
Information: *p< 0.05
Source: Research Result, 2022

Table 6 shows that the t-count value is 3.235 > t-table 1.6675, which means adaptability positively affects employee performance. Moreover, the significant value is 0.002 <0.05, indicating that adaptability significantly affects employee performance. The regression test results with t-count value of 4.887 > t table 1.6675 prove that extraversion personality positively affects employee performance. The significant value is 0.000 <0.05 indicating that the extraversion personality significantly affects employee performance. Furthermore, the analysis results with t value of 2.437 > t table 1.6675 means that self-efficacy (X_3) positively affects employee performance. A significant value of 0.017 <0.05 explains that self-efficacy (X_3) significantly affects employee performance.

The F test was conducted to test the adaptability, extraversion personality, and self-efficacy simultaneously have a significant correlation or not toward employee performance. Determination of the value of F-table can be used the following equation: df = k; n − k = 3; 72- 3 = 3; 69. After calculating using this equation, F-table = (3; 69), the value of Ftable is 2.74. The results of the F test in this study can be seen in Table 7:

Table 7. The Result of F Test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	278.553	3	92.851	30.807	.000[b]
	Residual	204.947	68	3.014		
	Total	483.500	71			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Self-Efficacy, Adaptability, Extraversion Personality
Information: *p< 0.05
Source: Research Result, 2022.

Table 7 shows the F-count value of 30.807> F-table 2.74 with a significance value of 0.000 <0.05. These results indicate that adaptability, extraversion personality, and self-efficacy simultaneously have a positive and significant effect on employee performance.

The coefficient of determination was carried out to analyze the contribution of the influence of adaptability, extraversion personality, and self-efficacy toward employee performance. The results of the determination coefficient test can be seen in Table 8:

Table 8. The Result of Determination Coefficient Test

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.576	.557	1.736

a. Predictors: (Constant), Self-Efficacy, Adaptability, Extraversion Personality
b. Dependent Variable: Employee Performance
Information: *p< 0.05
Source : Research Result, 2022.

The value of R Square from the analysis of the determination coefficient of 0.576 means that employee performance can be explained by adaptability, extraversion personality, and self-efficacy of 57.6%.

Discussions

The regression analysis results obtained the t count value of 3.2.35 > t table 1.6675 and significant value of 0.002 < 0.05, which explains that adaptability has a significant and positive effect on employee performance. Based on the regression analysis results, value of t-count 4.887 > t table 1.6675. The significant value is 0.000 <0.05, which means that the extraversion personality has a significant and positive effect on employee performance. Furthermore, the results of the regression analysis obtained t-count value of 2.437 > t table 1.6675 and a significant value of 0.017 <0.05, which indicates that the self-efficacy variable has a positive effect on employee performance

Simultaneous test results obtained F-count value of 30.807> F-table 2.74 with a

significance value of 0.000 <0.05. These results prove that adaptability, extraversion personality, and self-efficacy have a significant and positive effect on employee performance. The value of R Square from the analysis of the determination coefficient is 0.576. It shows that employee performance can be explained by adaptability, extraversion personality, and self-efficacy of 57.6%. The results of this study are in line with research conducted by Halawa (2022), which states that adaptability has a positive and partially significant effect on employee performance.

This study shows the analysis results that the extraversion personality has a positive and significant effect on employee performance. This result is also in accordance with previous research conducted by Mariska, M., et al. (2022) which explain that extraversion partially affects employee performance. Sembiring (2022) also proves that directly self-efficacy has a significant effect on employee performance through job satisfaction.. This explanation is certainly in line with the results of this present study that self-efficacy has a positive and significant effect on employee performance

CONCLUSIONS
1. Adaptability has a significant and positive effect on the performance of Gelora Plaza employees.
2. Extraversion Personality has a significant and positive effect on the performance of Gelora Plaza employees.
3. Self-efficacy has a significant and positive effect on the performance of Gelora Plaza employees.
4. Adaptability, Extraversion Personality, and Self-Efficacy have a significant and positive effect on the performance of Gelora Plaza employees.

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