

THE INFLUENCE OF SELF EFFICACY, KNOWLEDGE SHARING, AND HUMAN RELATIONS ON EMPLOYEE PERFORMANCE AT PT ABDAEL NUSA IN SURABAYA

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Abstract

This study aims to analyze the effect of Self Efficacy, Knowledge Sharing, and Human Relations on employee performance at PT. Abdael Nusa in Surabaya, both partially and simultaneously. The type of research employed is quantitative research with an associative approach. The population of this study consists of all employees of PT. Abdael Nusa in Surabaya totaling 67 employees, and the entire population was used as the research sample through the census sampling technique. Data collection techniques included questionnaire distribution, documentation, and literature review. The data analysis techniques used comprised data quality testing, classical assumption testing, multiple linear regression analysis, partial testing, simultaneous testing, and coefficient of determination analysis. The results of the study indicate that Self Efficacy partially has a significant effect on employee performance, while Knowledge Sharing and Human Relations partially do not have a significant effect on employee performance. However, simultaneously, Self Efficacy, Knowledge Sharing, and Human Relations have a significant effect on employee performance at PT. Abdael Nusa in Surabaya.

Keywords: *Employee Performance, Human Relations, Knowledge Sharing, Self Efficacy*

INTRODUCTION

PT Abdael Nusa is a property development company that has been operating for more than 19 years in the premium housing development industry. The company began its business activities in the Surabaya area and later expanded its operations to Jakarta. Throughout its development, PT Abdael Nusa has also established collaborations with various other developers, demonstrating the company's flexibility and competitiveness amid increasingly intense competition in the property industry. With the experience it has accumulated, PT Abdael Nusa is required to continuously maintain and improve the quality of its employees' performance in order to sustain its reputation and expand its market in a sustainable manner.

Employee performance is a key factor in determining the operational success of a company. According to Mangkunegara (2022), performance refers to the quality and quantity of work achieved by employees in carrying out their duties in accordance with the responsibilities assigned to them. Meanwhile, Afandi, as cited in Nurkhakiki et al. (2025), adds that good performance must be achieved legally, without violating the law, and in accordance with moral and ethical values. Optimal performance not only affects individual productivity but also contributes to the achievement of organizational targets and the overall success of company projects. However, in practice, the attainment of optimal performance is strongly influenced by various factors, including psychological, social, and structural aspects within the organization.

One important factor that can influence employee performance is self efficacy, which refers to an individual's belief in their ability to manage and complete work tasks or challenges. This concept is part of the social cognitive theory developed by Albert Bandura and is defined as the extent to which a person believes they are capable of organizing and executing the actions required to achieve specific goals (Bandura, as cited in Yerini et al., 2025). Studies conducted by Yerini et al. (2025) and Nurkhakiki et al. (2024) indicate that self efficacy has a positive and significant effect on employee performance. In the context of PT Abdael Nusa, differences in employees' levels of self-confidence can be observed in their willingness to take initiative and make decisions, which ultimately affects work outcomes.

In addition, knowledge sharing is another important aspect that can support employee performance. Rohmah, as cited in Kuna et al. (2025), defines knowledge sharing as a process of exchanging knowledge between two individuals, in which one party conveys information or experience and the other assimilates it. Furthermore, Dayanti, as cited in Fauzi et al. (2025), explains that knowledge sharing is a systematic method of delivering, disseminating, and transferring knowledge to others. This process includes information exchange, media utilization, sharing initiatives, collaboration, and organizational support (Kuna et al., 2025). Research by Fauzi et al. (2025) and Kuna et al. (2025) shows that knowledge sharing has a positive effect on employee performance. However, at PT Abdael Nusa, there is still a tendency among some employees to be reluctant to share information due to internal competition or the absence of a formal system that supports knowledge-sharing practices.

Another equally important factor is human relations, which refers to harmonious interpersonal relationships in the workplace. According to Hasibuan, as cited in Dhiffo (2022), human relations are human interactions formed based on individuals' awareness and willingness to align their personal interests for the sake of collective goals. Furthermore, Zebua and Fatolosahulu (2024) state that human relations encompass interpersonal communication, empathy, teamwork, mutual respect, and satisfaction with social relationships. Positive relationships among employees, as well as between employees and supervisors, can create a pleasant working atmosphere, foster a sense of belonging, and enhance work motivation. Studies by Zebua and Fatolosahulu (2024) and Yanis and Lina (2025) indicate that human relations have a significant effect on improving employee performance. At PT Abdael Nusa, however, the dynamics of interpersonal relationships within work teams still face challenges, such as a lack of open communication and personal conflicts, which may hinder effective collaboration.

Considering the importance of these three variables in supporting employee performance, the urgency of this study lies in the need to understand how self efficacy, knowledge sharing, and human relations influence the performance of employees at PT Abdael Nusa. This research is important to enable the company to design targeted human resource development strategies and to create a work environment that sustainably supports productivity. Therefore, the findings of this study are expected to serve as a basis for decision-making in the development of organizational policies, particularly in the areas of performance management and human resource development.

LITERATURE REVIEW

Employee Performance

Performance refers to the execution of tasks carried out by individuals or groups within an organization in accordance with the authority and responsibilities that have been assigned (Yanis & Lina, 2025). According to Mangkunegara (2022), employee performance can be defined as the quality and quantity of work achieved by an employee in carrying out the tasks for which they are responsible. Performance reflects the extent to which an individual or group within a company is able to fulfill their roles and responsibilities in line with the authority granted, in order to achieve organizational objectives (Nurkhakiki et al., 2025).

Self Efficacy

The concept of self efficacy is an integral part of the social cognitive theory developed by Albert Bandura (Yerini et al., 2025). This theory emphasizes that human behavior is influenced not only by external environmental factors but also by internal cognitive processes, particularly individuals' beliefs in their own capabilities (Yerini et al., 2025). Self efficacy refers to the extent to which a person believes that they are capable of organizing and executing specific actions required to achieve desired goals (Bandura, as cited in Yerini et al., 2025). This belief is subjective in nature and plays a crucial role in determining how individuals respond to challenges, manage stress, and maintain motivation when facing various situations.

Knowledge Sharing

Knowledge sharing is defined as the process of exchanging knowledge between two individuals, in which one party conveys information or experiences they possess, while the other receives and assimilates that knowledge into their understanding (Rohmah, as cited in Kuna et al., 2025). Knowledge sharing is also described as a systematic method aimed at communicating, disseminating, and transferring knowledge from individuals or organizations to others who require it (Fauzi et al., 2025).

Human Relations

Human relations fundamentally refer to harmonious interactions among individuals, which are formed through awareness and willingness to align personal interests with collective goals (Dhiffo, as cited in Zebua & Fatolosahulu,

2024). Human relations can also be understood as a social mechanism that functions to strengthen group cohesion. In practice, human relations create a healthy space for dialogue, where differences of opinion can be respected without leading to harmful conflict. According to Zebua and Fatolosahulu (2024), interactions characterized by empathy help organizations foster work solidarity. This is particularly important in the era of collaborative work, where the achievement of shared objectives increasingly depends on team capability rather than solely on individual performance.

METHOD

This study employed a quantitative research approach using a survey method to examine the influence of self efficacy, knowledge sharing, and human relations on employee performance. Data were collected through structured questionnaires distributed to employees, with measurement items developed based on relevant theoretical and empirical literature. The collected data were analyzed using statistical techniques to ensure validity and reliability of the research instruments. Furthermore, multiple linear regression analysis was applied to test the hypotheses and to determine both partial and simultaneous effects of the independent variables on employee performance. Supporting analyses included validity tests, reliability tests, t tests, F tests, and the coefficient of determination to assess the explanatory power of the regression model. This methodological approach enabled a systematic and objective evaluation of the relationships among the studied variables.

RESULTS AND DISCUSSION

Validity Test Result

The purpose of the validity test is to ensure that each questionnaire item is truly relevant to the indicators of the variables being studied. An item is considered valid if the correlation value (r-calculated) is greater than the r-table value ($df = n - 2$) at a significance level of 0.05. The results of the validity test in this study are presented in Table 1.

Table 1. Validity Test Results

No	Variable	r-count	r-table	Result
1	Self Efficacy item 1	0,742	0,240	Valid
2	Self Efficacy item 2	0,884	0,240	Valid
3	Self Efficacy item 3	0,851	0,240	Valid
4	Knowledge Sharing item 1	0,385	0,240	Valid
5	Knowledge Sharing item 2	0,455	0,240	Valid
6	Knowledge Sharing item 3	0,527	0,240	Valid
7	Knowledge Sharing item 4	0,382	0,240	Valid
8	Knowledge Sharing item 5	0,390	0,240	Valid
9	Human Relations item 1	0,518	0,240	Valid
10	Human Relations item 2	0,445	0,240	Valid
11	Human Relations item 3	0,551	0,240	Valid
12	Human Relations item 4	0,398	0,240	Valid
13	Human Relations item 5	0,505	0,240	Valid
14	Employee Performance item 1	0,777	0,240	Valid
15	Employee Performance item 2	0,832	0,240	Valid
16	Employee Performance item 3	0,721	0,240	Valid
17	Employee Performance item 4	0,781	0,240	Valid
18	Employee Performance item 5	0,721	0,240	Valid

Based on the results of the validity test, it is found that all 18 questionnaire items have r-calculated values greater than the r-table value of 0.240. These results indicate that each item in the research instrument is able to measure the intended variable indicators accurately. Therefore, all questionnaire items are declared valid and appropriate for use as data collection instruments in this study. The validity of all items confirms that the questionnaire meets the measurement requirements and can be used to obtain accurate data related to Self Efficacy, Knowledge Sharing, Human Relations, and Employee Performance.

Reliability Test Results

The purpose of the reliability test is to determine whether the questionnaire can be trusted as a data collection instrument. An instrument is considered reliable if the Cronbach's Alpha value is greater than 0.70. The results of the reliability test in this study are presented in Table 2.

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
.892	18

Based on the reliability test results, the Cronbach's Alpha value obtained is 0.892. This value exceeds the minimum reliability threshold of 0.70, indicating that the research instrument has a very high level of internal consistency. These results demonstrate that all questionnaire items produce stable and consistent measurements when administered to respondents with similar characteristics. Therefore, the questionnaire used in this study is considered reliable and appropriate for measuring the variables of Self Efficacy, Knowledge Sharing, Human Relations, and Employee Performance.

Results of Multiple Linear Regression Analysis

Multiple linear regression is a statistical method used to examine the effect of two or more independent variables on a single dependent variable (Sujarweni, 2023). The purpose of this test is to determine the simultaneous effect of self efficacy (X_1), knowledge sharing (X_2), and human relations (X_3) on employee performance (Y) at PT Abdael Nusa in Surabaya. The results of the multiple linear regression analysis in this study are presented in Table 3.

Table 3. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.298	1.624		.799	.427
Self Efficacy	1.470	.061	.934	23.982	.000
Knowledge Sharing	.055	.038	.059	1.444	.154
Human Relations	.008	.050	.006	.165	.870

Based on the table above, the multiple linear regression equation obtained in this study is as follows:

$$Y = 1,298 + 1,470X_1 + 0,055X_2 + 0,008X_3$$

Y = Employee performance

X_1 = Self Efficacy

X_2 = Knowledge Sharing

X_3 = Human Relations

The interpretation of the multiple linear regression equation is as follows:

1. The constant value of 1.298 indicates that when self efficacy (X_1), knowledge sharing (X_2), and human relations (X_3) are at zero, employee performance has a value of 1.298. This value represents the baseline level of employee performance without the influence of the three independent variables.
2. The regression coefficient of self efficacy (X_1) is 1.470 and is positive, indicating that an increase of one unit in self efficacy will lead to an increase in employee performance of 1.470 units, assuming knowledge sharing and human relations remain constant. Conversely, a decrease of one unit in self efficacy will result in a decrease in employee performance by 1.470 units. This finding indicates a positive and direct relationship between self efficacy and employee performance.
3. The regression coefficient of knowledge sharing (X_2) is 0.055 and is positive, indicating that an increase of one unit in knowledge sharing will result in an increase in employee performance of 0.055 units, assuming self efficacy and human relations remain unchanged. Conversely, a decrease of one unit in knowledge sharing will be followed by a decrease in employee performance of 0.055 units. This result indicates a positive relationship between knowledge sharing and employee performance.
4. The regression coefficient of human relations (X_3) is 0.008 and is positive, indicating that an increase of one unit in human relations will increase employee performance by 0.008 units, assuming self efficacy and

knowledge sharing remain constant. Conversely, a decrease of one unit in human relations will reduce employee performance by 0.008 units. This finding indicates a positive relationship between human relations and employee performance.

Results of the Partial Test

The partial test (t-test) is a statistical analysis technique used to examine the effect of each independent variable individually on the dependent variable. In other words, the t-test is applied to determine whether a single independent variable, such as self efficacy, knowledge sharing, or human relations, has a significant effect on employee performance when tested separately. Based on Table 3, the decisions of the partial test results in this study are as follows:

1. The self efficacy variable has a significance value of 0.000, which is smaller than the significance level of 0.05. This result indicates that self efficacy has a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. In addition, self efficacy has a Standardized Coefficient Beta value of 23.982, which is the highest among the independent variables. This finding indicates that self efficacy is the most dominant variable influencing employee performance.
2. The knowledge sharing variable has a significance value of 0.154, which is greater than the significance level of 0.05. This result indicates that knowledge sharing does not have a significant partial effect on employee performance at PT Abdael Nusa in Surabaya.
3. The human relations variable has a significance value of 0.870, which is greater than the significance level of 0.05. This result indicates that human relations does not have a significant partial effect on employee performance at PT Abdael Nusa in Surabaya.

Results of the Simultaneous Test

The **simultaneous test (F-test)** is a statistical analysis method used to examine the joint effect of all independent variables on the dependent variable in a regression model. In this study, the F-test is applied to determine whether self efficacy, knowledge sharing, and human relations simultaneously have a significant effect on employee performance at PT Abdael Nusa in Surabaya. The results of the simultaneous test are presented as follows:

Table 4. Results of the Simultaneous Test

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	277.818	3	92.606	278.765	.000 ^b
Residual	20.929	63	.332		
Total	298.746	66			

Based on the results of the simultaneous test, the significance value obtained is 0.000, which is smaller than the significance level of 0.05. This result indicates that self efficacy, knowledge sharing, and human relations simultaneously have a significant effect on employee performance at PT Abdael Nusa in Surabaya.

Results of the Coefficient of Determination Test

In this study, the coefficient of determination (R^2) is used to measure the extent to which self efficacy, knowledge sharing, and human relations explain variations in employee performance at PT Abdael Nusa in Surabaya. Thus, the coefficient of determination provides an overview of the accuracy of the regression model, allowing the researcher to assess the strength of the model in explaining the phenomenon under investigation. The results of the coefficient of determination test are presented as follows:

Table 5. Results of the Coefficient of Determination Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964 ^a	.930	.927	.57637

Based on the results of the coefficient of determination test, the R Square value is 0.930, or equivalent to 93.0%. This indicates that self efficacy, knowledge sharing, and human relations are able to explain 93.0% of the

variation in employee performance. Meanwhile, the remaining 7.0% of the variation in employee performance is explained by other factors not included in this study. These results demonstrate that the regression model used has a very high explanatory power in explaining changes in employee performance.

DISCUSSION

The Influence of Self Efficacy on Employee Performance

Based on the results of the partial test, the Self Efficacy variable has a significance value of 0.000, which is smaller than the significance level of 0.05. These results indicate that Self Efficacy has a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. Conceptually, Self Efficacy is defined as an individual's belief in their ability to organize and execute the actions required to achieve specific work goals, even when facing pressure or challenges (Bandura in Yerini et al., 2025). Lianto in Yerini et al. (2025) explains that Self Efficacy is reflected in the level of task difficulty an individual believes they can overcome, the strength of self-confidence in dealing with pressure, and the breadth of an individual's confidence across various work situations. This definition indicates that Self Efficacy is closely related to decision-making courage, persistence, and the ability to complete tasks independently. The findings of this study are consistent with the actual conditions at PT Abdael Nusa in Surabaya, where employees with high levels of Self Efficacy tend to be more confident in carrying out their job responsibilities, more willing to take initiative, and more capable of completing tasks with varying levels of difficulty. In the property development industry, which demands precise planning, effective project coordination, and rapid decision-making, employee self confidence is a critical factor in supporting optimal performance. Employees with low Self Efficacy tend to hesitate in taking action and rely heavily on directives from supervisors, which can potentially slow down task completion.

In terms of the regression coefficient, Self Efficacy has a positive regression coefficient of 1.470. This value indicates that every increase in Self Efficacy is followed by an increase in employee performance, assuming other variables remain constant. The relatively large regression coefficient reflects that changes in Self Efficacy have a strong impact on changes in employee performance. This condition aligns with the reality at PT Abdael Nusa, where employees who are confident in their abilities tend to demonstrate better work quality, timely task completion, and a higher level of independence at work. Furthermore, the partial test results also show that Self Efficacy has a Standardized Coefficients Beta value of 23.982, which is the highest among the independent variables. This indicates that Self Efficacy is the most dominant variable influencing employee performance at PT Abdael Nusa in Surabaya. The dominance of Self Efficacy can be explained by the characteristics of work in the property development sector, which requires strong self confidence, resilience in facing pressure, and the ability to make independent decisions in various work situations

The Influence of Knowledge Sharing on Employee Performance

Based on the results of the partial test, the Knowledge Sharing variable has a significance value of 0.154, which is greater than the significance level of 0.05. These results indicate that Knowledge Sharing does not have a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. Conceptually, Knowledge Sharing is defined as the process of exchanging knowledge among individuals within an organization, in which knowledge, information, and work experience are shared to enrich understanding and enhance work capabilities (Rohmah in Kuna et al., 2025). Dayanti in Fauzi et al. (2025) explains that Knowledge Sharing includes activities related to conveying, disseminating, and transferring knowledge through various media and work interactions. This process is reflected in information exchange, the use of knowledge sharing media, individual initiative, collaboration, and organizational support (Kuna et al., 2025).

The results of this study indicate that although Knowledge Sharing plays a role in daily work activities, its influence on employee performance at PT Abdael Nusa in Surabaya has not been significant. This condition can be explained by the reality within the company, where there is still a tendency for some employees to retain work-related information individually. Internal competition, differences in educational backgrounds, and the lack of an optimal formal knowledge-sharing system have caused the information exchange process to be uneven across organizational units. As a result, the knowledge possessed by employees has not been fully utilized collectively to improve performance. In terms of the regression coefficient, Knowledge Sharing has a positive regression coefficient of 0.055. This positive value indicates that an increase in Knowledge Sharing tends to be followed by an increase in employee performance, assuming other variables remain constant. However, the relatively small magnitude of the regression coefficient indicates that the influence of Knowledge Sharing on employee performance remains weak.

This finding suggests that although knowledge sharing activities exist, their intensity and quality are not yet sufficient to generate a tangible impact on employee performance at PT Abdael Nusa

The Influence of Human Relations on Employee Performance

Based on the results of the partial test, the Human Relations variable has a significance value of 0.870, which is greater than the significance level of 0.05. These results indicate that Human Relations does not have a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. Conceptually, Human Relations is defined as harmonious interpersonal relationships among individuals within an organization, characterized by effective communication, empathy, cooperation, mutual respect, and satisfaction in social relationships (Dhiffo in Zebua & Fatolosahulu, 2024). Hasibuan in Dhiffo (2022) explains that Human Relations refers to human relationships built on individuals' awareness and willingness to align personal interests with collective organizational interests. This definition highlights the role of Human Relations in creating a conducive work atmosphere and supporting healthy social interactions.

The findings of this study indicate that Human Relations has not yet exerted a significant influence on employee performance at PT Abdael Nusa in Surabaya. This condition can be linked to the reality within the company, where interpersonal relationships in the work environment have not been fully optimized. Barriers to open communication, differences in interests among departments, and the presence of unmanaged personal conflicts still exist. These conditions result in social relationships that have not directly contributed to improving employee performance. In terms of the regression coefficient, Human Relations has a positive regression coefficient of 0.008. This positive value indicates that an increase in Human Relations tends to be followed by an increase in employee performance, assuming other variables remain constant. However, the very small magnitude of the regression coefficient indicates that the effect of Human Relations on employee performance remains very weak. This finding suggests that the quality of interpersonal relationships at PT Abdael Nusa has not yet been strong enough to produce a tangible impact on individual or collective employee performance

The Influence of Self Efficacy, Knowledge Sharing, and Human Relations on Employee Performance

Based on the results of the simultaneous test, a significance value of 0.000 was obtained, which is smaller than the significance level of 0.05. These results indicate that Self Efficacy, Knowledge Sharing, and Human Relations simultaneously have a significant effect on employee performance at PT Abdael Nusa in Surabaya. Theoretically, employee performance is influenced by a combination of individual, social, and organizational factors. Self Efficacy plays a role in shaping individuals' beliefs in their ability to complete tasks and face work-related challenges (Bandura, as cited in Yerini et al., 2025). Knowledge Sharing is related to the process of exchanging knowledge and work experiences that support effective task completion (Rohmah, as cited in Kuna et al., 2025; Dayanti, as cited in Fauzi et al., 2025). Meanwhile, Human Relations are associated with the quality of interpersonal relationships formed through communication, empathy, cooperation, and mutual respect in the workplace (Dhiffo, as cited in Zebua & Fatolosahulu, 2024). These three variables complement one another in shaping employee work behavior. The findings show that although only Self Efficacy has a significant partial effect on employee performance, when Self Efficacy, Knowledge Sharing, and Human Relations are tested simultaneously, their combined effect becomes significant. This condition indicates that employee performance at PT Abdael Nusa in Surabaya is not influenced by a single factor alone, but rather by a combination of employees' self-belief, knowledge-sharing processes, and the quality of work relationships within the organization. In practice, employees with high levels of Self Efficacy tend to demonstrate more optimal performance when supported by a work environment that facilitates knowledge exchange and maintains adequate interpersonal relationships.

From the perspective of actual conditions at PT Abdael Nusa, the nature of work in the property development sector requires employees to have confidence in decision-making, understand continuously evolving technical and non-technical information, and collaborate effectively with various parties within project teams. Although Knowledge Sharing and Human Relations do not show significant partial effects, both variables still function as supporting factors that strengthen the influence of Self Efficacy on employee performance when tested simultaneously. Based on the coefficient of determination test, an R Square value of 0.930 or 93.0% was obtained. This value indicates that Self Efficacy, Knowledge Sharing, and Human Relations jointly explain 93.0% of the variation in employee performance at PT Abdael Nusa in Surabaya. Meanwhile, the remaining 7.0% of the variation in employee performance is influenced by other factors not examined in this study. The high R Square value indicates that the regression model used has a very strong explanatory power in explaining changes in employee performance. This finding suggests that the combination of Self Efficacy, Knowledge Sharing, and Human Relations plays a

substantial role in shaping employee performance at PT Abdael Nusa. Although Knowledge Sharing and Human Relations do not have significant partial effects, both variables still contribute to strengthening the overall model when combined with Self Efficacy. Therefore, efforts to improve employee performance at PT Abdael Nusa in Surabaya should be carried out through an integrated approach that simultaneously considers individual, social, and organizational factors.

CONCLUSION

This study aims to address the research questions regarding the effects of Self Efficacy, Knowledge Sharing, and Human Relations on employee performance at PT Abdael Nusa in Surabaya, both partially and simultaneously. Based on the results of the analyses conducted, several conclusions can be drawn as follows:

1. Self Efficacy is proven to have a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. The regression coefficient of Self Efficacy indicates a positive relationship with employee performance, meaning that an increase in employees' self-confidence in completing tasks is followed by an improvement in performance. This condition is consistent with the reality at PT Abdael Nusa, where the characteristics of work in the property development sector require confidence, resilience in facing pressure, and the courage to make decisions. Employees with high levels of Self Efficacy tend to be more independent, show greater initiative, and complete their work with higher quality. Based on the test results, Self Efficacy is the most dominant variable influencing employee performance.
2. Knowledge Sharing does not show a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. Although the regression coefficient of Knowledge Sharing indicates a positive relationship with employee performance, the effect is not statistically significant. This reflects the actual condition in the company, where knowledge-sharing processes have not been optimally implemented and have not yet become a structured work habit. Internal competition, differences in employees' backgrounds, and the limited availability of formal knowledge-sharing systems have caused the benefits of Knowledge Sharing to not be directly reflected in improved employee performance.
3. Human Relations also does not have a significant partial effect on employee performance at PT Abdael Nusa in Surabaya. The regression coefficient of Human Relations shows a positive but very weak relationship with employee performance. This condition can be explained by the reality of work relationships within the company, where open communication, teamwork, and the management of interpersonal relationships have not been fully optimized. The existing social relationships have not directly driven improvements in employee performance, resulting in the limited influence of Human Relations.
4. Simultaneously, Self Efficacy, Knowledge Sharing, and Human Relations have a significant effect on employee performance at PT Abdael Nusa in Surabaya. The coefficient of determination indicates that these three variables together have a very strong ability to explain variations in employee performance, while a small proportion is influenced by factors outside the research model. This finding suggests that employee performance at PT Abdael Nusa is the result of a combination of interrelated individual, social, and organizational factors. In practice, employee performance will be more optimal when employees' self-confidence is supported by effective knowledge-sharing processes and a sufficiently conducive work relationship environment.

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