

## Smart Training Referral as a Means of Increasing the Self-Efficacy of Employees Implementing the Member-Get-Member Program at PT Swapro International

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### Abstract

This research originates from the need for an outsourcing company to involve its employees in a member-get-member program, a recruitment strategy that relies on active employee participation. However, not all employees who participate in this program feel confident in carrying out their roles. Therefore, this study aims to examine the effectiveness of Smart Referral Training in improving employee self-efficacy. Using a quantitative, quasi-experimental design, this research compared employees' self-efficacy levels before and after the training using pre-test and post-test measures. The study was conducted among employees of PT Swapro International who participated in the member-get-member program, serving as the research population. The sample comprised the entire population, totaling 8 participants. Employee self-efficacy was measured using the Self-Efficacy Scale developed by Novrianto et al. (2019). The results of the paired-sample *t*-test showed a significant increase in the average self-efficacy score from 27.50 (pretest) to 41.75 (post-test). This improvement not only demonstrates the effectiveness of the training but also confirms that individuals can grow when provided with appropriate learning experiences, social support, and opportunities to believe in their own abilities. This research offers practical contributions to organizations by designing psychologically based interventions to enhance employee participation while also strengthening the literature on the application of self-efficacy theory in the context of social network-based recruitment.

### Abstrak

Penelitian ini berawal dari kebutuhan perusahaan *outsourcing* untuk melibatkan karyawannya dalam program *member-get-member*, yaitu strategi rekrutmen yang mengandalkan partisipasi aktif karyawan. Namun, tidak semua karyawan yang mengikuti program ini merasa percaya diri dalam menjalankan perannya. Oleh karena itu, penelitian ini bertujuan untuk menguji efektivitas Smart Referral Training dalam meningkatkan efikasi diri karyawan. Penelitian ini menggunakan desain quasi-eksperimental kuantitatif dan membandingkan tingkat efikasi diri karyawan sebelum dan sesudah pelatihan dengan menggunakan pengukuran pre-test dan post-test. Penelitian dilakukan terhadap karyawan PT Swapro International yang mengikuti program member-get-member sebagai populasi penelitian. Sampel penelitian adalah seluruh populasi yang berjumlah 8 orang. Efikasi diri karyawan diukur dengan menggunakan Self-Efficacy Scale yang dikembangkan oleh Novrianto dkk. (2019). Hasil uji-*t* berpasangan menunjukkan adanya peningkatan yang signifikan pada rata-rata skor efikasi diri dari 27,50 (*pretest*) menjadi 41,75 (*posttest*). Peningkatan ini tidak hanya menunjukkan efektivitas pelatihan, tetapi juga menegaskan bahwa individu dapat berkembang ketika diberikan pengalaman belajar yang tepat, dukungan sosial, dan kesempatan untuk percaya pada kemampuan mereka sendiri. Penelitian ini menawarkan kontribusi praktis bagi organisasi dengan merancang intervensi berbasis psikologis untuk meningkatkan partisipasi karyawan, juga memper-

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kuat literatur tentang penerapan teori efikasi diri dalam konteks rekrutmen berbasis jejaring sosial.

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## **INTRODUCTION**

Outsourcing companies emphasize effective recruitment services to ensure that the workforce meets the competencies and needs of partner companies or clients. One of the acceleration programs used in recruitment to improve quality and speed up sourcing is the member-get-member program. This is a system that optimizes active employees' involvement in recommending candidates through their connections and networks. However, the actual situation shows a contradictory phenomenon, whereby the member-get-member program has not been optimally implemented. PT Swapro International is a labor outsourcing company that was established in 2008. It is a subsidiary of the Swatama Group, which initially focused on fulfilling internal employee needs. Thanks to its work ethic and commitment to effective manpower planning, PT Swapro International has become a leading company in the labor outsourcing industry, offering comprehensive services. As a labor outsourcing company, PT Swapro International offers a range of services, including recruitment, psychological testing, employee maintenance, headhunting, and other employment services.

One approach in PT Swapro Internasional's recruitment process is the member-get-member program. This program focuses on a scheme that involves active employees to provide recommendations and referrals of candidates to the recruitment team. If the employee referral is successful, the member-get-member program is a flagship program of PT Swapro International for active employees. If employees complete the program, they will receive a reward in the form of a performance assessment and cash, redeemable at the end of each month. The performance assessment is provided as a single key performance indicator token for each referral or recommendation that is successfully hired and joins the company. The second reward is cash that can be exchanged at the end of each month and will be processed together with the monthly salary. The member-get-member program has been implemented from January 2025 to the present, and its results will be evaluated.

The researchers conducted an initial observation or pilot study by interviewing employees who implemented the member-get-member program and the head of PT Swapro International in June 2025 to obtain preliminary information on the problems faced at PT Swapro International, specifically in the member-get-member program. Based on information from the head of PT Swapro International, the implementers of this activity are employees outside the HR division, who tend to be inactive and unsure about persuading others to recruit and recommend prospective employees. Although this activity offers rewards in the form of Key Performance Indicator credits and cash for employees who have successfully recommended prospective employees, the program has not run smoothly. After confirming with employees implementing the member-get-member program at PT Swapro International, researchers found that they lacked the confidence to recommend candidates. Employees are unsure about implementing the program because they feel they lack the basic skills to be recruiters. This phenomenon is contradictory to the field's needs. The agents of the member-get-

member program, who are expected to be able to recommend their connections, are unable to do so due to a lack of confidence.

Industrial and organizational psychology analyzes this problem as stemming from low employee self-efficacy. According to Bandura (1978), self-efficacy is an individual's belief in their ability to perform tasks to achieve specific goals. Employees with low self-efficacy will tend to be uncertain and choose not to implement the member-get-member program. Employees with low self-efficacy will feel less confident about the candidates they refer to the company. These employees will assume that their recommendations do not meet the company's desired qualifications. Conversely, employees with high self-efficacy will be more confident and motivated to recommend candidates actively. Syifa and Maharani (2022) found that employee self-efficacy positively impacts employee performance and job satisfaction and encourages initiative in performing work tasks.

The phenomenon observed at PT Swapro International aligns with Gennaro's (2015) research, which finds that employee self-efficacy encourages individuals to perform their jobs more optimally. Costa (2021) explains that as many as 21.5% of employees lack strong self-efficacy at work, which affects their professionalism and social relationships. Hayyu et al. (2022) explained that research conducted on employees at a private company in Surabaya found that 73.8% of respondents had low self-efficacy. Employees with low self-efficacy were influenced by job characteristics, organizational support systems, and the types of skills required in the industry. Hayyu et al. (2022) emphasized that employees with poor job skills tend to have low self-efficacy.

Wahyudi and Suryatni (2025) also explained that high self-efficacy significantly influences a person's ability to influence others to develop. Friebel (2022) concluded that experiments based on the Employee Referral Program (ERP) intervention showed that the success of social network-based recruitment methods depends on employees' perceptions, beliefs, and their ability to recommend candidates. The self-confidence of these employees often influences the Employee Referral Program (ERP). This means that when employees have high self-efficacy in social and professional contexts, they are more likely to recommend potential candidates and play an active role in supporting the organization's recruitment process.

Self-efficacy is a sense of self-confidence that individuals possess (Bandura, 1978). Self-efficacy is an individual's belief in their ability to persist in difficult or stressful situations (Graham, 2022). Every individual, regardless of condition, possesses self-efficacy, both generally and in specific contexts such as learning, work, and other activities (Novrianto et al., 2019). A person's self-efficacy tends to fluctuate as a representative of their response to the phenomena they face (Mohebi et al., 2018). High and low levels of self-efficacy also occur in the world of work. Employee self-efficacy directly affects their performance in the company (Wahyudi & Suryatni, 2025). explain that employee self-efficacy also influences employee performance in every job description and task carried out. As happened at PT Swapro International, employees who lacked strong self-efficacy to implement the member-get-member program tended to perform suboptimally when carrying it out, especially when it was the company's program.

According to Novrianto et al. (2019), employee self-efficacy is an individual's confidence in performing various activities. Self-efficacy is measured unidimensionally by assessing broad self-confidence using ten instrument items that reflect a person's self-efficacy. In other words, if PT Swapro International employees show a negative response to the instrument, it can be assumed that their self-efficacy is low. Employees with self-efficacy must consistently have the confidence to solve complex problems through hard work. However, the pilot study results show that employees do not recommend candidates in the member-get-member program because they find it challenging to

identify suitable candidates. In addition, Novrianto et al. (2019) explain that employees with self-efficacy have ways to overcome problems and obstacles that hinder their work.

Individuals with good self-efficacy do not easily give up on their goals. When encountering obstacles in achieving their goals, individuals with high self-efficacy are innovative, generate diverse ideas, and do not easily give up (Novrianto et al., 2019). However, this situation contradicts the author's information from the head of PT Swapro International, who stated that the implementers of the member-get-member program admitted they were not very confident in the recommendations given. This situation aligns with statements from employees who implement the member-get-member program, who explained they lacked the confidence to recommend employees. They chose not to implement this program without first exploring innovations and other ways to further optimize it. This phenomenon provides a strong scientific basis for concluding that the self-efficacy of employees implementing the member-get-member program at PT Swapro International is low.

The lack of basic knowledge in recruitment, which prevents a good analysis of the qualifications required by the company, is a fundamental factor. This situation is in line with Bandura (1978) statement that self-efficacy has a cognitive aspect, namely the belief in one's ability to think and analyze, a motivational aspect, namely the inner drive to act, an affective aspect, which is the management of emotions in facing challenges, and a selection aspect, which is the ability to choose the right situation or strategy to achieve success. Individuals with low self-efficacy are unsure of their actions, lack persistence in seeking out candidates, and are unable to use experience as a learning opportunity. Behavioral indicators among individuals with low self-efficacy include indecisiveness, avoidance, and a lack of confidence in carrying out tasks (Novrianto et al., 2019). Someone with low self-efficacy tends to lack the confidence to motivate themselves and influence others in achieving company goals (Reinaldi Satria Wahyudi & Suryatni, 2025).

According to Fajar and Aviani (2022), a person's self-efficacy can increase with several supporting factors, namely mastery experience, in which success in carrying out tasks increases self-confidence, and, conversely, continuous failure decreases it. The second factor is vicarious experience with role models, in which the success of others builds self-confidence to achieve the same success. Next is verbal persuasion, in which encouragement or support can increase a person's self-efficacy. Encouragement can take the form of training, verbal motivation, and mentoring. The last factor is physiological/affective states, in which a person's emotional and psychological condition affects self-efficacy.

To address this need, this study developed an intervention program in the form of a smart training referral, specifically designed to increase employees' self-efficacy in implementing member-get-member. This program combines an understanding of the referral mechanism, simulations of successful experiences, case studies of colleagues' successes, and motivational strategies through verbal persuasion from trainers and management. In addition, this training covers emotion management and the strengthening of positive attitudes when facing recruitment challenges. Research by Nurjanah et al. (2023) indicates that systematic training and coaching will increase self-efficacy. Furthermore, training in basic theory will give individuals the confidence to perform their duties within an organization (Wahyuni & Kholiq, 2024). Well-conducted training will increase employee self-efficacy, and training and career development have a significant impact on employee performance and motivation (Darmawan & Anggelina, 2022).

Smart training referral was developed based on basic principles of learning and the optimization of self-efficacy, emphasizing training in the dimensions of self-efficacy derived from mastery experiences, vicarious experiences, social persuasion, and positive emotional arousal. Smart training

referral, as a psychologically based intervention, was developed on the principle of self-efficacy in social learning. Thus, smart training referral can facilitate participants' simulated actualization, case studies, and persuasive communication, which have been designed to build employee confidence and mental readiness. Smart training referral has advantages over other conventional, one-way training methods, because it focuses on an experiential learning approach that provides participants with opportunities to learn through actual experiences through role-play sessions during training. Second, smart training referrals provide personalized feedback that increases participants' self-confidence through reflection and the trainer's responses. Third, smart training referral focuses not only on knowledge transfer but also on employees' psychological development to foster a positive mindset and a sense of competence in tackling recruitment tasks. Therefore, smart training referrals are considered more effective at increasing self-efficacy than traditional training, which emphasizes only technical skills.

Based on this background, the researcher hopes that implementing smart training referrals will overcome the challenges that have hindered the execution of member-get-member programs. This study aims not only to identify the phenomena and obstacles to implementing the member-get-member program at PT Swapro International, but also to examine how self-efficacy-based interventions can optimize the program. Theoretically, this study contributes to the development of the industrial and organizational psychology literature, particularly by applying self-efficacy theory to social network-based recruitment strategies. In practice, this study is expected to provide strategic recommendations for PT Swapro International to improve the effectiveness of the member-get-member program through measurable, applicable psychological interventions. With strengthened self-efficacy, it is expected that employees with low self-confidence will experience significant changes in their implementation of the member-get-member program.

## **METHODS**

This study uses a quantitative research method with a quasi-experimental, one-group pretest-posttest design. This design was used because the research sample group was a pre-selected group that already existed, making randomization impossible. The quasi-experimental method was used in this study to identify changes in the conditions of a phenomenon following the intervention, without randomizing participants (Wijaya, 2021). The experimental method was used because it can reflect the validity of the intervention given to the research variables (Hadinata & Azzahrah, 2021). The experimental method can accurately reflect and describe the results of an intervention administered to a group (Echwanudin & Kurniadi, 2019). Quasi-experiments offer the advantage of assessing the significance of changes resulting from the intervention, even without complete randomization (Wijaya, 2021). In addition, the research method used in this study aims to test the quality of the intervention in the form of smart training referrals.

The experimental design used is a pre-conditional and post-conditional non-equivalent group design. This design will collect quantitative data using a self-efficacy scale measurement to determine the initial condition before participating in the smart training referral and the condition after participating in the activity. The pre-conditional and post-conditional experimental methods emphasize measurements taken before and after the intervention (Akbar, 2019). Meanwhile, measurements are carried out using the one-group pre-test and post-test method, with the initial condition (pre-conditional) and the final condition after the intervention (post-conditional) measured based on employees' self-efficacy levels. Measurements were taken of employees' actual conditions before and after the intervention, serving as an empirical comparison to assess the effectiveness of

smart training referrals in increasing employees' self-efficacy when implementing the member-get-member program.

The population in this study was employees of PT Swapro International, regional 8 (East Java, Bali, and Nusa Tenggara). The population and sample in this study were PT Swapro International employees who ran the member-get-member program, with a total of 8 participants ( $N = 8$ ). Because the population was relatively small and homogeneous, a total sampling approach was used, with all members of the population included as research participants ( $N = 8$ ). The sample determination in this study was based on the research design used, namely a quasi-experimental approach with a pretest and posttest one-group design. The entire population was used as the sample because the group being studied was small and met the characteristics of a sample in this study. This decision was made to maintain the contextual appropriateness and homogeneity of participants' experiences (Creswell et al., 2021). In this study, the entire population served as the research sample. The selection of the total sample was considered sufficient to describe the measurement of psychological behavior changes resulting from the intervention provided (Yuwanto, 2019).

The intervention used in this study was smart training referral. Smart training referral was developed based on the principles of social learning theory and the optimization of self-efficacy improvement, emphasizing training in the dimensions of self-efficacy derived from mastery experiences, vicarious experiences, social persuasion, and positive emotional arousal. Smart training referral, as a psychologically based intervention, was developed based on the principles of social learning self-efficacy. Thus, smart training referrals can facilitate participants' simulated actualization, case studies, and persuasive communication, all designed to build employee confidence and mental readiness. This program is an innovative managerial design aimed at increasing employees' self-efficacy in implementing the member-get-member program. This program is intended for PT Swapro International employees who implement the member-get-member program. These employees come from various divisions outside of human resources. Employees will be given a series of activities focused on skills training in the recruitment process, persuasive communication, and networking. The implementation of these activities is an applied solution to the problem of low self-efficacy among member-get-member participants. Based on an analysis of the factors that influence self-efficacy, smart referral training is an empirical approach to increasing employee self-efficacy in implementing the member-get-member program.

Smart referral training is a series of training activities conducted based on observations of problems experienced by PT Swapro International employees in running the member-get-member program. These activities consist of several trainings, including: (1) sourcing skills training; (2) persuasive communication training; and (3) networking skills training. The implementation of these activities is an applied solution to the problem of low self-efficacy among participants in the member-get-member program. Based on an analysis of factors that influence self-efficacy, smart referral training is an empirical approach to increasing employees' self-efficacy when implementing the member-get-member program through the provided materials. (Sitzmann et al., 2011) explain that their meta-analysis concluded that 113 studies showed that specific training integrating role-play, peer feedback, and social motivation stimulation significantly increased self-efficacy. Experiential learning, role-play, and social persuasion research shape employees' self-efficacy in performing their job tasks (Saks & Burke, 2018). Employee Referral Program training based on role-play, peer feedback, and experiential learning showed an average effect size ( $r$ ) of 0.45, which is categorized as moderate to strong (Sitzmann et al., 2011). Based on this data, the intervention's reliability informed

the design of a smart training referral intervention focused on specific learning, role-play, peer feedback, and experiential learning.

Measurements in this intervention used a self-efficacy scale proposed by Novrianto et al. (2019). This scale was used because it had been adapted into Indonesian and had undergone validity and reliability testing. The construct test of the scale developed by Novrianto et al. (2019) yielded a *t*-value greater than 1.96, indicating that the items are positively skewed and validly represent self-efficacy. The reliability of this measuring instrument was assessed using a Cronbach's alpha coefficient of .871, indicating high internal consistency. Content validity has also been confirmed through the assessment of three industrial and organizational psychologists, who evaluated the suitability of the items to the theoretical construct of self-efficacy.

This scale has a measurement dimension that is appropriate for conditions in Indonesia. The self-efficacy scale consists of 10 questions that assess a person's self-efficacy. The self-efficacy scale used in this study is a Likert scale with five answers (1 = *strongly disagree* to 5 = *strongly agree*). On this scale, self-efficacy is measured by behavioral indicators consistent with unidimensional self-efficacy. The unidimensional self-efficacy dimension is a general description of the behavior of individuals who have self-confidence (Schwarzer & Jerusalem, 1995). Novrianto et al. (2019) also explain that self-efficacy can be measured effectively using a general self-efficacy scale adapted for Indonesia and psychometrically evaluated.

This study consists of three main stages: the pretest, the implementation of smart training referral, and the posttest. This study was conducted over three days with the following details of activities.

Table 1.  
Implementation Schedule Smart Training Referral

<b>Activities</b>	<b>Implementation</b>
Pretest	First Day
Delivery of Material: "Smart Training Referral."	Day Two
Posttest	Day Three

In the pre-test stage, participants were asked to complete a self-efficacy scale to obtain initial data on their level of self-confidence before the training. Next, all participants participated in a two-day smart training referral program that included simulation activities, communication exercises, and experiential learning. After the training was completed, a post-test was conducted to measure changes in self-efficacy levels following participation in the smart training referral. The measurement data were analyzed using a paired-samples *t*-test in SPSS version 26.0 to determine whether self-efficacy scores differed significantly before and after training. In addition, a descriptive analysis of the mean and standard deviation was also conducted to illustrate the trend of change in each participant.

**RESULTS**

Tests of Normality							
Self Efficacy		Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
		Statistic	df	Sig.	Statistic	df	Sig.
Self Efficacy	Pre Test	.210	8	.200*	.936	8	.574
	Post Test	.361	8	.003	.826	8	.054

\*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Figure 1.  
Normality Test Results for Research Data

The results of the three-day smart training referral intervention, which consisted of a pre-test on the first day, training on the second day, and a post-test on the last day, showed significant changes. Analysis of the research data shows a change in employees' self-efficacy in implementing the member-get-member program, as measured by the general self-efficacy scale completed by the subjects before and after participating in the intervention. These results can be used as a basis for concluding that employee self-efficacy has increased. The results of the measurements assessing changes in self-efficacy among smart referral training participants were significant. This evaluation was based on calculating pretest and posttest scores using the self-efficacy scale, synthesized in SPSS Statistics. Participants' self-efficacy was measured using pre- and post-test scores. Before analyzing the data to determine the difference in employee self-efficacy before and after training, the researcher conducted a normality test using the Shapiro-Wilk test to ensure the data were normally distributed.

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Pre Test	27.50	8	2.330	.824
	Post Test	41.75	8	.886	.313

Figure 2.  
Paired Samples Statistical Test Results Chart

Based on the Shapiro-Wilk normality test, the significance values for the pretest and posttest data are shown in the figure above. The pretest significance value is .74, and the post-test significance value is .054, indicating that both data sets are normally distributed. This assumption is based on the fact that if the Shapiro-Wilk normality test *p*-value is greater than .05, then the data are normally distributed. Thus, the data can be used to test for an increase in self-efficacy.

The effectiveness of smart training referral on participants' self-efficacy was tested using a paired-samples *t*-test in SPSS Statistics. The paired-samples *t*-test is used to compare interval or ratio data and determine whether two data sets differ. In this case, the data referred to are the pretest and posttest self-efficacy scale measurements. Based on the figure above, the mean pretest score is 27.50, and the mean posttest score is 41.75. This data shows an increase in value after participating in the smart training referral activity. The pretest mean value before participating in the smart training referral was 27.50, and the posttest mean value after participating in the smart training referral increased to 41.75. Thus, it can be concluded that employee self-efficacy increased significantly after participating in the smart training referral.

In addition to reflecting an increase in general self-efficacy, this study's results also show the specifics of the increase in self-efficacy, based on the question items that serve as indicators of employee self-efficacy behavior. The measurement was carried out based on the measurement results for each item. Based on this data, it can be concluded that the self-efficacy of employees implementing the member-get-member program at PT Swapro International increased by 100%. This data can be seen in the mean value for each item, which has increased. This increase can be reflected in the pre-test and post-test values. The increase in employee self-efficacy was observed across all self-efficacy items. The researchers then analyzed the changes in each item, focusing on those that showed the largest increase. Based on the calculations in this study, it can be concluded that the item with the largest change interval is item 6. Meanwhile, the highest item value is for item 8, indicating that self-efficacy on item 8 is the highest among the items possessed by PT Swapro International employees.

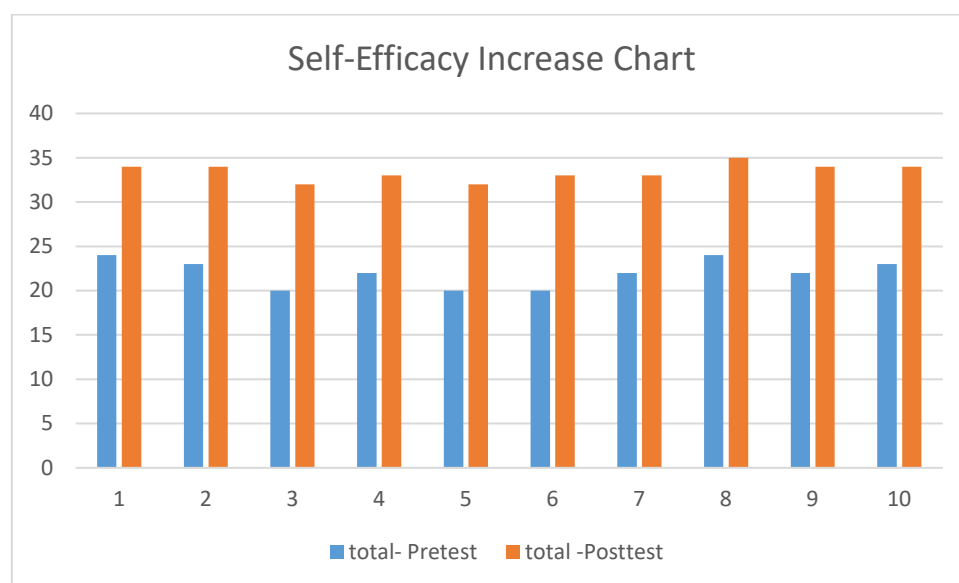


Figure 3.  
Self-Efficacy Increase Chart

It can be concluded that calculations based on changes in self-efficacy for each item showed increases across all items. The most significant change occurred in item 6, namely “I can solve various problems if I am serious about doing so” (Novrianto et al., 2019). Thus, the confidence of PT Swapro International employees to complete various tasks in large numbers has increased significantly. This reflects that employees will have the confidence to carry out their main duties in each division and to simultaneously participate in the member-get-member program by providing referrals that match the company's qualifications. Meanwhile, the self-efficacy item with the highest cumulative total score is item 8. The item is “When faced with a problem, I have many ideas to solve it.” This means that employees have the highest confidence in their ability to solve problems using various methods.

## DISCUSSION

Based on the research data, it can be concluded that smart training referrals significantly increase employees' self-efficacy when implementing the member-get-member program. Understanding the job description gives employees confidence to carry out their duties. As explained by Fitriyah et al. (2023), a person's cognitive understanding and mastery in a particular field can directly increase self-efficacy. Understanding basic concepts and specifications is related to self-efficacy; in other words,

the more detailed the understanding, the stronger the relationship with increased self-efficacy (Fitriyah et al., 2023). Alami and Budiani (2024) found that employees who understand their duties and functions at work tend to have high self-efficacy. Conversely, people who do not understand their duties and responsibilities tend to have low self-efficacy. The findings from this study confirm the aforementioned research, namely that the pre-test mean score of 27.50 increased to 41.75 in the post-test, indicating that skills-based training increases employee self-efficacy.

Another phenomenon observed in this study is that effective smart training referral increases a person's self-efficacy. Bohlayer and Gielnik (2023) explain that effective training implementation will increase employees' self-efficacy. The study explains that training on experience will affect self-efficacy and influence "action-oriented" behavior and employee performance in the company. Wahyuni and Kholiq (2024) also explain that mastery experience, a person's success in carrying out tasks, influences a person's self-efficacy. Smart training referral provides employees with training so they can achieve their first success in referring candidates through the role-play feature. Thus, employees will gain mastery experience, which will motivate them to succeed in referring candidates again.

The next factor is the vicarious experience of role models. When others succeed, it encourages employees to build their self-confidence and achieve the same success (Nafia & Al Fatah, 2022). Employees participating in the training received material on motivation and role models from other member-get-member program implementers who had already successfully implemented the program. Verbal Persuasion, encouragement, or support is another factor that can increase a person's self-efficacy. Encouragement can take the form of training, verbal motivation, and mentoring. Physiological/Affective States, a person's emotional and psychological condition affects the level of self-efficacy (Wahyuni & Kholiq, 2024). In this study, the Experience Role Model was implemented by presenting concrete examples of friends who had successfully implemented the smart training referral program. The trainer also provided opportunities for role-playing to help participants gain a deeper understanding of the material, thereby creating a Mastery Experience and encouraging them to repeat the training after its implementation.

Implicitly, the smart training referral activity increases employee self-efficacy through materials designed to improve employees' sourcing, networking, and persuasive communication skills as they implement the member-get-member program. Improved skills directly increase self-efficacy by providing new, systematic, and structured experiences (Ardakani et al., 2019). Improved skills will foster self-confidence to undertake new activities (Reinaldi Satria Wahyudi & Suryatni, 2025). In other words, the smart referral training that has been carried out will encourage someone to engage in sourcing, networking, and persuasive communication, thereby increasing the likelihood of success in running the member-get-member program. This success becomes an experience for employees called mastery experiences. According to Alami and Budiani (2024), mastery experiences are the main factor in increasing an individual's self-efficacy. Bandura (1978) also explains that experiences of success (mastery experiences) are the primary source of increased self-efficacy.

The role-play feature in smart training referrals also increases employee self-efficacy. Role play becomes vicarious learning for employees who participate in training (Mohebi et al., 2018). Participants learn by observing other colleagues who have successfully implemented specific techniques. Support from trainers and coworkers during training also serves as social persuasion, strengthening participants' confidence in their ability to implement the member-get-member program (Na-Nan & Sanamthong, 2020). Meanwhile, increased motivation and a positive mindset during training help participants manage their physiological states, thereby strengthening their self-

confidence. In accordance with Bandura's (1978) learning theory, an increase in self-efficacy can also be influenced by the modeling process, as participants observe recruitment behaviors conveyed by trainers or performed by recruiters and apply them during role-play (Dei Mensah et al., 2025). Role-playing increases an individual's self-efficacy because it involves modeling and is associated with mastery experiences (Reinaldi Satria Wahyudi & Suryatni, 2025).

Investment in training materials is recognized by employees as a source of learning, with the potential to improve workplace performance by developing new competencies. New competencies directly increase employee self-efficacy (de Sousa Mata et al., 2021). The results of research by de Sousa Mata et al. (2021) and Graham (2022) indicate that the major challenge for companies regarding low employee self-efficacy can be significantly addressed through measurable training effectiveness. This means that training policies must place greater emphasis on selecting training participants and aligning individual and organizational expectations to increase the likelihood of developing self-efficacy. The use of training as an intervention to increase self-efficacy must be planned optimally and tailored to the needs and constraints employees face. This means that if employees need communication training, appropriate material must be used (Darmawan & Angelina, 2022). According to research by Goulart et al. (2022), communication training increases self-efficacy. The results of this review identify studies that discuss effective strategies for training communication skills, describe the content, the latest communication teaching methods, and the assessments used in these programs. This training has been proven to be relevant in improving employee performance and self-efficacy (Darmawan & Angelina, 2022).

Novrianto et al. (2019) explain that self-efficacy can be measured using 10 items that reflect individual self-efficacy. In this study, participants in the smart training referral group showed an increase in self-efficacy, as indicated by the evaluation on the general self-efficacy scale. Based on the research data, employees have shown increased self-efficacy across several items. In addition, behavioral indicators showed an increase in self-efficacy through creative referral activities and in employees' ability to improvise when encountering rejection from potential candidates. They communicated well and persuaded participants using persuasion techniques. This aligns with the notion that employee self-efficacy is reflected in their confidence in acting and making decisions in difficult conditions, as well as in their belief in their ability to solve problems (Novrianto et al., 2019). Other changes were also demonstrated through the use of social media and communication for sourcing candidates. The implementers of the member-get-member program optimized platforms such as WhatsApp, email, Facebook, Instagram, and so on. This fact aligns with the self-efficacy items developed by Novrianto et al. (2019), namely "When faced with a problem, I have many ideas to overcome it" and "When in a difficult situation, I can think of ways to get out of it."

Based on the self-efficacy change values, each item increased. The most significant change interval value occurred in item 6, namely "I can solve various problems if I am serious about doing so" (Novrianto et al., 2019). Thus, the confidence of PT Swapro International employees to complete various tasks in large numbers has increased significantly. This reflects that employees will have the confidence to carry out their main tasks in each division and to run the member-get-member program simultaneously by providing referrals that meet the company's qualifications. Meanwhile, the self-efficacy item with the highest cumulative total score is item number 8. The item is "When faced with a problem, I have many ideas to solve it." This means that employees have the highest confidence in their ability to solve problems using various methods.

This study shows that smart training referrals have a significant effect on the self-efficacy of the study's subjects. However, the study needs to be improved to be generalized to a larger population.

Future researchers are expected to apply this to a wider research sample and conduct sustainable research by continuing follow-up tests to measure and evaluate the study's results on a regular basis. This will provide information on the long-term effects of smart training referrals. Overall, this study shows the importance of training employees to increase self-efficacy and strengthen their confidence in carrying out tasks through targeted, specific learning experiences. a. Smart training referrals have proven to be an effective, applicable, and relevant training alternative in improving the psychological competence of employees in the digital era.

## **CONCLUSION**

This study suggests that the smart training referral program plays a significant role in increasing employees' self-efficacy when implementing member-get-member programs in outsourcing companies. Through smart training referral interventions that emphasize specific training and learning, encourage employee activity, provide direct experience through role-play features, and maximize social support, it has been proven to increase employee self-efficacy in contributing to social network-based recruitment programs, or member-get-member programs. Further research is recommended to increase the number of participants to make the results more representative and to conduct periodic follow-up tests on subjects. An in-depth exploration of mediating or moderating variables that may affect training effectiveness, such as organizational support and intrinsic motivation, should also be conducted. Furthermore, the development of smart training referral modules can be enhanced with a digital approach, enabling their broader application in companies with virtual work systems.

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