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## The Influence of Self-Efficacy Creativity and Employee Engagement on Employee Performance and Its Implications on The Performance of PT Angkasa Pura II Branch Office at Sultan Iskandar Muda Airport in Aceh

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### Abstract

This study examines the influence of self-efficacy creativity and employee engagement on employee performance and their implications for the performance of PT Angkasa Pura II, Branch Office At Sultan Iskandar Muda Airport in Aceh (Angkasa Pura II Aceh). This research used a total population of 212 employees. The survey used a saturated sample or census procedure. Data was tested using AMOS software thru the Structural Modelling technique (SEM). The results conclude that in the Angkasa Pura II Aceh, Self-Efficacy Creativity, Engagement, Employee Performance, and Organizational Performance have gone well; Self-Efficacy Creativity affects Employee Performance; Engagement affects Employee Performance; Self-Efficacy Creativity affects Organizational Performance; Engagement affects Organizational Performance; Employee Performance affects Organizational Performance; Self-Efficacy Creativity can affect organizational performance thru Employee Performance; and Engagement can affect Organizational Performance thru employee performance. The findings also prove that employee performance in the model functions as a partial mediator, both for modeling self-efficacy creativity affecting organizational performance and for modeling engagement affecting organizational performance. So these findings state that the model for improving Angkasa Pura II Aceh's performance is a function of increasing self-efficacy creativity, and strengthening engagement, which can have an impact on improving the performance of its employees.

**Keywords:** Self-Efficacy Creativity, Employee Engagement, Employee Performance, Organizational Performance.

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### 1. Introduction

PT Angkasa Pura II is a subsidiary of Aviation Tourism Indonesia which is engaged in the business of airport services and airport-linked services in western Indonesia. The establishment of Angkasa Pura II aims to carry out management and operation in the field of airport services and airport-linked services by maximizing the empowerment of energy sources owned and implementing good industrial governance applications. This is expected to be able to create products and services that are of high quality and highly competitive to increase industrial value and public confidence. Angkasa Pura II's progress has shown progress and rapid business

growth in the airport services business through the accumulation of various infrastructure facilities and an increase in the quality of service at the airports it manages.

The company's Main Performance Value criteria are filled with several things, namely Shared KPI which weighs 50% of the assessment (EBITDA, Cash From Operation, Service Level as in terms of Airside Readiness and Level of Service, Airport Development Completion, Non-Aeronautical Income, and % Millennial In Top Talent); Common KPI which weighs 30% of the assessment (Core in terms of Optimizing PBB Payments; Supporting in terms of Cash Collection Improvement, Airport Lean Operation Scheme, and Control of Electrical Energy and Water; and Related in terms of Utilization of Idle Space in the Airside area to become a Ground Handling Workshop ) and Specific KPIs that weight 20% of the assessment.

There are two forms of realization from January to December 2021 which must be fulfilled with a score of 100%, namely Impairment (a condition where the company does not find all of its receivables for the obligations of business partners and work partners in carrying out the company's operational activities in the 2021 period, especially from PT Garuda Indonesia received by the government for the process of delaying debt payment obligations) and Without Impairment (the opposite situation from Impairment). In both cases without or with impairment, there is a phenomenon where predetermined targets are not achieved, thereby reducing the company's ability to achieve Unit Performance Value throughout the 2021 period.

For an organization, performance is the result of collaborative activities between members or organizational components to realize organizational goals. Performance is a collaborative activity to achieve goals whose management is usually referred to as management otherwise the organization is a group of people who are officially united in collaboration to achieve goals that have been set. Performance is the process of evaluating or evaluating work performance in an organization. On the other hand, for (Shepherd & Mathews, 2000), performance is a reflection of the achievement of implementing an activity or program, or policy in realizing the goals, objectives, mission, and vision of the organization. Note what you want to achieve contained in the strategic planning of an organization. Universally, performance is an achievement achieved by an organization within a certain period.

initial survey regarding respondents' perceptions of organizational performance using the Balanced Scorecard, several indicators still need to be improved because the scores achieved are still not good. Judging from the dimensions of growth and learning perspectives based on further observations, the provision of opportunities to provide suggestions is not always well received by leaders. Various inputs must still be following the direction of the leadership so that it creates a perspective that their input is not accepted, even though the various inputs must still comply with the rules set by the government which is run by the company. Furthermore, from the internal business process perspective dimension, after observing the fact that the majority of employees do not feel satisfied after working for the company. Various arguments were obtained regarding this, starting with the workload that was too heavy to be realized, the business target was very high, the salary discrepancy compared to the duration of work and the amount of work that had to be completed, to the mutation agenda that was often sudden, and promotions that only certain circles can get it. Then in terms of the dimensions of customer

satisfaction, the results of observations show that not all employees are at the level of reliability at work, where there are still various complaints made by visitors for the services provided.

In achieving the targets expected by every organization, the performance provided by employees is expected to be maximal in achieving it. This has become the hope of every organization for its employees to realize the vision and mission set. Employee performance in terms of both good and bad is the extent to which employees can complete the tasks, authority, and responsibilities assigned to them to achieve the goals of the organization.

The findings of the initial survey related to respondents' perceptions, three indicators still need to be accelerated, namely regarding the level of good cooperation, harmonious communication between employees, and developing skills in working and helping colleagues in every difficulty encountered.

Employees are people who inspire, promote, discuss, and implement these ideas to achieve organizational goals. The meaning of creativity is the driving force for innovation and the success of an organization forces the organization to create work areas that support creative thinking (Zhang & Bartol, 2010). Self-Efficacy Creativity is a variable that can raise and generate self-confidence in employees to always behave creatively. In a study, it was found that if employees' self-efficacy is high, they are more likely to create creative ideas (Mittal & Dhar, 2015). initial survey related to respondents' perceptions of self-efficacy creativity employees, two indicators still need to be improved, namely confidence in one's ability to solve problems creatively and being able to survive facing obstacles and obstacles.

In global economic growth, all industries are required to be able to compete with their competitors to achieve success. To realize this, the industry must improve its internal affairs which are a fundamental aspect of achieving the various goals that have been set. One of these significant aspects is the employee's attachment to the industry in which he works. Employee engagement is a situation that is created where employees feel they have a good relationship with their work area so that they work enthusiastically and voluntarily share their best contributions. One form of support for employee engagement with the company is by establishing a status that can promise the survival of employees (Andrew and Sofian, 2013). The findings of the initial survey related to respondents' perceptions of employee engagement, three indicators still need to be improved, namely, the company is very concerned about the relationship that exists between superiors and subordinates, has clear policies, and opens open communication between departments, and provides various pieces of training to support capacity building.

## **2. Literature**

### **Organizational Performance**

The Balance Score Card (BSC) is a system used to measure comprehensive performance by measuring the financial and non-financial performance of an organization (Nuryaman & Saudi, 2018). Furthermore, (Setiawan & Avrilivanni, 2020) says that the Balanced Scorecard is a method for measuring organizational performance by assessing financial and non-financial performance that has been integrated with the principles of good corporate governance.

Organizational performance in this study uses the Balanced Score Card according to (Nuryaman & Saudi, 2018), which is measured by several dimensions and indicators. The dimensions of the growth and learning perspective are employee capabilities, information system capabilities, and employee motivation and empowerment. The dimensions of internal business process perspectives are facilities and infrastructure, internal processes, and job satisfaction. The dimensions of the customer satisfaction perspective are physical form, reliability, responsiveness, assurance, and empathy. The dimensions of the financial perspective are budget realization and budget efficiency.

### **Employee performance**

Employee performance is related to the achievements obtained by employees after carrying out a job within a certain period (PERMENPAN RB, No. 38 of 2017). Employee performance in this study was measured through indicators, namely integrity, cooperation, communication, result orientation, service quality, development, change management, and decision-making. In this article, employee engagement will often be referred to simply as engagement.

### **Self-Efficacy Creativity**

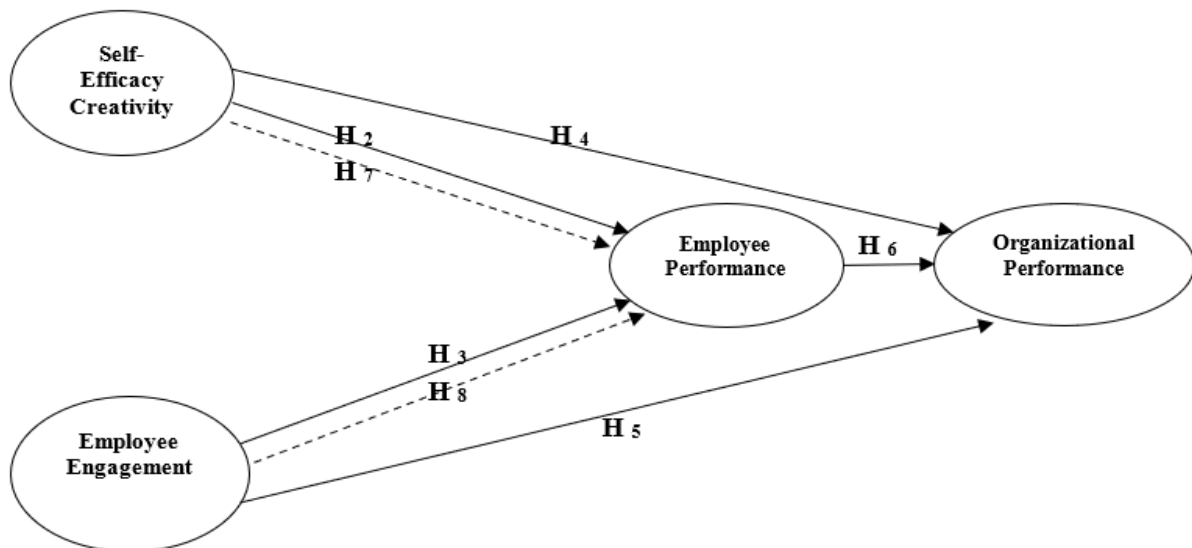
Self-efficacy creativity is a belief in people's skills in producing creative results forming creative skills that can be tried because of one's expertise and environment. Self-efficacy creativity in this research (Tierney & Farmer, 2002) is measured by creating new inspiration, creatively uncovering problems, increasing ideas, believing that you can complete tasks, being able to endure obstacles and obstacles, and being able to complete the tasks assigned correctly.

### **Employee Engagement**

Employee engagement is a seriousness in which people who actively participate in their work identify themselves psychologically towards their work and realize that their work performance is very meaningful for their self-esteem (Pandey & David, 2013). According to (Pandey & David, 2013), the indicators used in this study are development opportunities, balance at work, the relationship between superiors and subordinates, the availability of resources that support work, appreciation and recognition, clear policies, and open communication. , fair wage or compensation policies, availability of supporting job training in increasing skills, job clarity, and pride in the company

### **Model and Hypotheses**

Based on the literature, the authors formulated a model and hypothesis as follows.



**Figure 1. Influence Between Variables**

H1: Self-Efficacy Creativity, Engagement, Employee Performance, and Organizational Performance have gone well.

H2: Self-Efficacy Creativity affects Employee Performance

H3: Engagement affects Employee Performance

H4: Self-Efficacy Creativity affects Organizational Performance

H5: Engagement affects Organizational Performance

H6: Employee Performance affects Organizational Performance

H7: Self-Efficacy Creativity affects organizational performance mediated by employee performance

H8: Engagement affects Organizational Performance mediated by employee performance

### Novelty

Research related to Self-Efficacy, Engagement, and Employee Performance has been conducted before by (Ghufran, Majid, & Sofyan, 2022), but this research has differences from this research. (Ghufran et al., 2022), in their research, used independent variables in the form of self-efficacy, work engagement, and job rotation. However, in this study used self-efficacy creativity and engagement. This research updates self-efficacy as an independent variable in research conducted by (Ghufran et al., 2022) into self-efficacy creativity in this research. The next difference is in the engagement variable. Research conducted by (Ghufran et al., 2022) uses it as an independent variable, but this research acts as a mediator.

Another difference that this research has with previous research conducted by (Ghufran et al., 2022), is the object of research. The research he conducted was at one of the BUMN companies, namely PIM Aceh while this research was at PT Angkasa Pura II, Branch Office At Sultan Iskandar Muda Airport, Aceh (Angkasa Pura II Aceh).

### 3. Method

This survey was conducted at Angkasa Pura II Aceh with the object being Self-Efficacy Creativity (X 1 ), and Employee Engagement (X 2 ). Employee Performance as variable Y and

Variable Z namely Organizational Performance. This study used a population of 212 employees with a saturated sample technique.

**Table 1. Number of Employees up to 2021 Period**

No.	Work unit	Number of Employees
1.	Executive General Manager	1
	a. Safety, Risk, & Quality Control	8
	b. Procurement & Legal	4
2.	Airport Operations & Services	2
	a. Airport Airside Operation	11
	b. Terminal & Landslide Service	10
	c. Airport Rescue & Fire Fighting	60
	d. Airport security	49
3.	Airport Maintenance	2
	a. Electronic Facility & IT	10
	b. Electrical, Mechanic & Equipment Facility & IT System	17
	c. Infrastructure	11
4.	Finance & Human Resources	2
	a. Financial Management	5
	b. Financial Control	5
	c. Human Resources & General Affairs	6
	d. Community Development	3
5.	Commercials	6
<b>Amount</b>		<b>212</b>

Source: Human Resources of Angkasa Pura II Aceh (2021)

#### 4. Result

##### H1: Descriptive Hypothesis Test

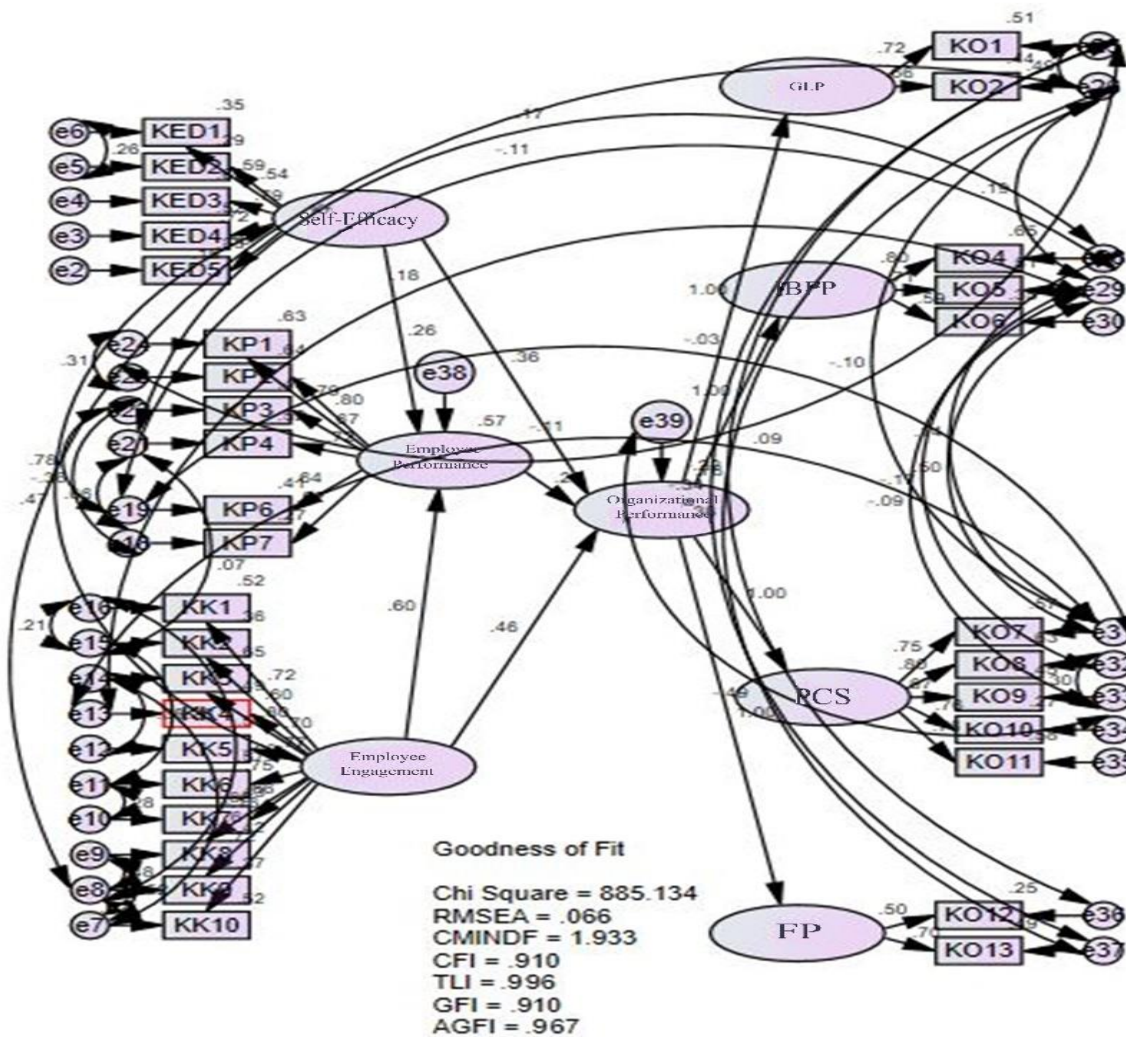
Descriptive testing was conducted using a one-sample test. The a cut-off value was 3.41.

**Table 2. Testing One Sample Test**

	Test Value = 3.41					
	Q	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Self-Efficacy Creativity	-4.454	210	.000	-.33515	-.4560	-.2123
Employee Engagement	-2.914	210	.003	-.14372	-.2410	-.0424
Employee performance	-.812	210	.010	-.15203	-.1740	.0710
Organizational Performance	-3.214	210	.005	-.13072	-.2210	-.0344

Table 2 shows that the significance level with an alpha of 5% is all below the number 0.05 so it concludes that all the variables in this study have gone well. Thus rejecting H0 and accepting H1.

**Direct Effect Hypothesis Test (H2 to H6)**



**Figure 2. Structural Test**

The structural test above provides the results as follows.

**Table 3. Regression Weight**

Influence Between Variables	Estimates		SE	CR	P
	std.	Unstd			
Self-Efficacy Creativity on Employee Performance	.264	.235	.076	3.076	.002
Employee Engagement on Employee Performance	.599	.459	.083	5.495	***
Self-Efficacy Creativity on Organizational Performance	.362	.384	.071	5.432	***
Employee Engagement on Organizational Performance	.458	.418	.067	6.250	***
Employee Performance on Organizational Performance	.208	.248	.093	2.673	.008

## **H2: Role of Self-Efficacy Creativity in influencing Employee Performance**

Testing the self-efficacy creativity effect on employee performance provides the coefficient 0.264; meaning if self-efficacy creativity increases by 1 unit, employee performance will increase by 0.264 units. This fulfills the requirements for acceptance of H2, namely a CR 3.076 > 1.96 and the  $p < 0.05$ .

This opinion is supported by the results of research conducted by (Li et al., 2022) through his research showing that business management, self-efficacy, sustainable development management, and human interaction technology affect employee performance (Ardiansyah, Musnadi, & Syafruddin, 2020) in their research proved that organizational learning, self-efficacy, and management knowledge affect Land dispute handling skill and the performance of employees of the Aceh Land Agency. Land dispute handling skill affects employee performance. Land dispute handling skills partially mediate the organizational learning, self-efficacy, and management knowledge effect on employee performance.

(Rinaldy, Nasir, & Faisal, 2020) in their research stated that work engagement, self-efficacy, and work involvement affect Innovative Behavior and the performance of Dinas Bina Marga Aceh employees. Innovative Behavior has a positive and significant effect on employee performance. Innovative Behavior partially mediates the work engagement, self-efficacy, and work involvement effect on employee performance.

## **H3: Role of Engagement in influencing Employee Performance**

Testing the engagement effect on employee performance provides the coefficient 0.599; meaning if engagement increases by 1 unit, then the employee performance variable will increase by 0.599. So that H3 is accepted because the CR is 5.495 > 1.96 and the  $p < 0.05$ .

(Budiyanto, Adam, & Mahdani, 2022) in their research proved that psychological capital affects soldier performance, but Leader-Member Exchange does not affect soldier performance. Psychological capital and Leader-Member Exchange affect the commitment and attachment of soldiers. Commitment partially mediates the psychological capital and Leader-Member Exchange effect on soldier performance, but soldier attachment fully mediates the Psychological Capital and Leader-Member Exchange effect on soldier performance.

(Fadhillah, Nizam, & Kesuma, 2022) in their research proved that Information Sharing and Leader-Member Exchange have a positive and significant effect on engagement, creativity, and employee performance. Engagement and creativity have a positive and significant effect on employee performance. Engagement and creativity partially mediate the Information Sharing and Leader-Member Exchange effect on employee performance.

## **H4: Role of Self-Efficacy Creativity in influencing Organizational Performance**

Testing the self-efficacy creativity effect on performance produces the coefficient 0.362; meaning if self-efficacy creativity increases by 1 unit, organizational performance will also increase by 0.362 units. This situation makes H4 acceptable because the CR is 5.432 > 1.96 and the  $p < 0.05$ .



The framework of thinking about the existence of a bond between the two variables is strengthened by the results of empirical studies that have been attempted by (Lakoy, 2015) conducted a study that aims to identify the communication, group collaboration, and creativity effect on the performance of the Aryaduta Manado Hotel. The analytical tool used is multiple linear regression. Research results prove that communication, teamwork, and creativity simultaneously have a significant influence on organizational performance.

(Ghufran et al., 2022) in his research concluded that between creativity, innovation, and leadership style there is a significant positive bond and influence on organizational performance. This means someone who has creativity and innovation in himself so that he will have good performance in his work, especially in the organization.

#### **H5: Role of Engagement in influencing Organizational Performance**

Testing the engagement effect on organizational performance provides the coefficient 0.458; meaning if engagement increases by 1-unit, organizational performance will also increase by 0.458. The two values obtained fulfill the conditions for accepting H5, namely a CR is  $6.250 > 1.96$  and the  $p < 0.05$ .

The results of an empirical study regarding the relationship between engagement and employee performance also show that there is a unidirectional relationship between the two variables. As with the findings of (Fong & Snape, 2015) in their study of 302 employees of telecommunications service companies in Hong Kong, it was revealed that engagement significantly improves behavior, work attitudes, employee performance, and company performance. (Guerrero, Chênevert, Vandenberghe, Tremblay, & Ayed, 2018) on the work of service companies in Eastern Canada also concluded that engagement affects employee performance in carrying out their duties and contributions to the company. Other empirical findings as disclosed by (Kundu, Kumar, & Gahlawat, 2019) using empirical data from 800 employees of banking companies in India also concluded that engagement can significantly improve employee and company performance.

#### **H6: Role of Employee Performance in influencing Organizational Performance**

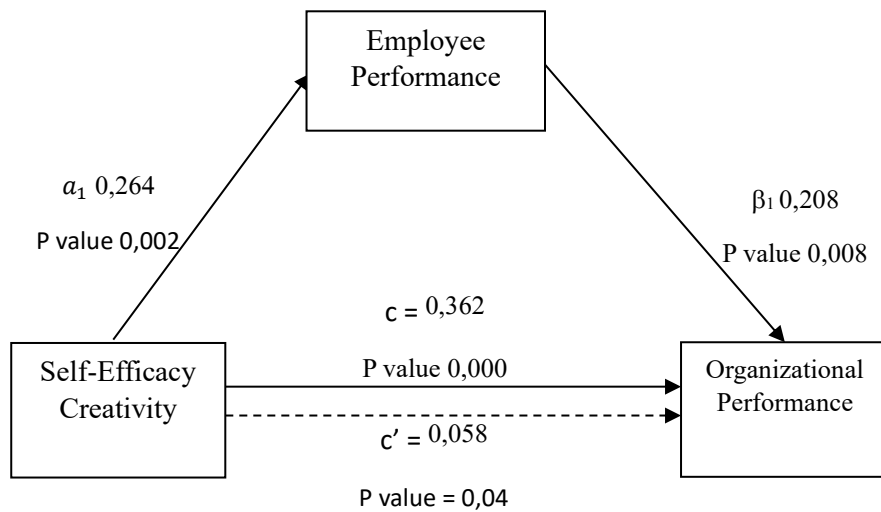
Testing the employee performance effect on organizational performance provides the coefficient 0.208; meaning if employee performance increases by 1 unit, then the organizational performance variable will also increase by 0.208 units. The two values obtained fulfill the conditions for accepting H6, namely a CR value of  $2.673 > 1.96$  and the  $p < 0.05$ .

(Marzuki, Nasir, & Sofyan, 2020) in their research concluded that organizational education, positional conflict, and organizational culture affect employee performance and organizational performance, Employee performance affects organizational performance, and Employee performance partially mediates the organizational education, positional conflict, and organizational culture effect on organizational performance.

(Markhadam, Adam, & Mahdani, 2022) in their research proved that Commitment, OCB, and attitudes influence employee performance, employee performance affects the organizational performance, and Organizational Commitment, OCB, and Attitudes affect organizational performance through employee performance.

**Indirect Hypothesis Test (H7 and H8)**

**H7: of Self-Efficacy Creativity in influencing Organizational Performance Through Employee Performance**



**Figure 3. Self-Efficacy Creativity effect on Organizational Performance Through Employee Performance**

Figure 3 above is the H7 model with the Employee Performance variable as the mediator. The result of calculating the z is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

Z = 2.019

The display of the Sobel calculator below is following the indirect effect test of H7.

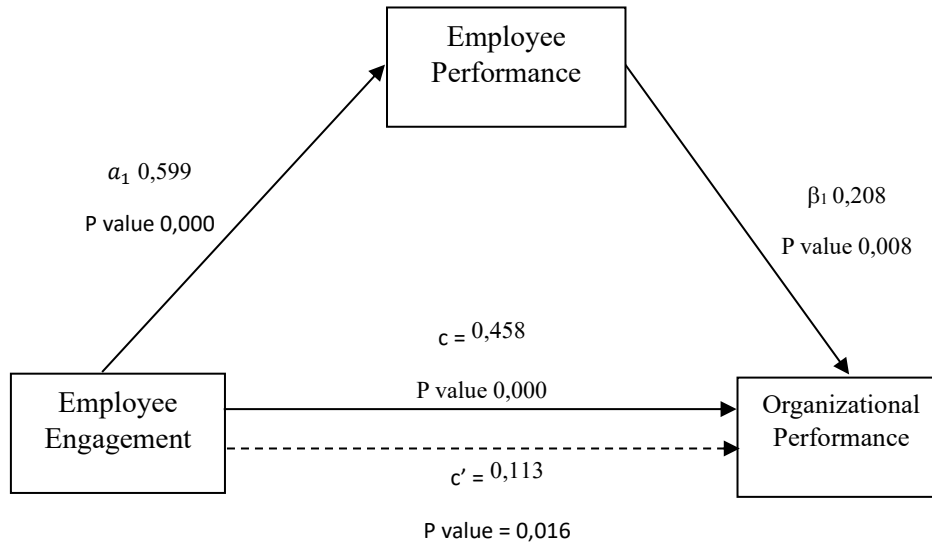
Input:		Test statistic:	Std. Error:	p-value:
a	0.235	Sobel test: 2.01941793	0.0288598	0.0434438
b	0.248	Aroian test: 1.96145059	0.0297127	0.04982648
s <sub>a</sub>	0.076	Goodman test: 2.08284839	0.02798091	0.03726505
s <sub>b</sub>	0.093	Reset all	Calculate	

**Figure 4. Sobel test of H7**

From the results of the Sobel calculator above, it is found that the z is 2.019 with p<5%. These reveal there is an indirect effect of self-efficacy creativity on organizational performance which is mediated by employee performance. The results also prove that employee performance functions as a partial mediator in this H7 model. Partial means engagement can significantly influence the self-efficacy creativity effect on organizational performance, but without

employee performance as a mediator, the self-efficacy creativity also can affect the organizational performance directly.

**H8: Role of Engagement in Influencing Organizational Performance Through Employee Performance**



**Figure 5. Engagement effect on Organizational Performance Through Employee Performance**

Figure 5 above is the H11 model with the Employee Performance variable as the mediator. The result of calculating the z is:

$$Z = \frac{a_1 b_1}{\sqrt{(b_1^2 SE_{a_1}^2) + (a_1^2 SE_{b_1}^2)}}$$

Z = 2.401

The display of the Sobel calculator below is following the indirect effect test of H8.

Input:	Test statistic:	Std. Error:	p-value:
a 0.459	Sobel test: 2.40198889	0.04739073	0.0163062
b 0.248	Aroian test: 2.37074692	0.04801525	0.01775218
s <sub>a</sub> 0.083	Goodman test: 2.43449945	0.04675787	0.0149124
s <sub>b</sub> 0.093	Reset all	Calculate	

**Figure 6. Sobel test of H8**

From the results of the Sobel calculator, it was found that the z is 2.401 > 1.96 with p<5%. These reveal there is an indirect effect of engagement on organizational performance which is mediated by employee performance. The results also prove that employee performance functions as a partial mediator in this H8 model. Partial means engagement can significantly influence the engagement effect on organizational performance, but without employee

performance as a mediator, the engagement also can affect the organizational performance directly.

### 5. Conclusion

The results conclude that in the Angkasa Pura II Aceh, Self-Efficacy Creativity, Engagement, Employee Performance, and Organizational Performance have gone well; Self-Efficacy Creativity affects Employee Performance; Engagement affects Employee Performance; Self-Efficacy Creativity affects Organizational Performance; Engagement affects Organizational Performance; Employee Performance affects Organizational Performance; Self-Efficacy Creativity can affect organizational performance thru Employee Performance; and Engagement can affect Organizational Performance thru employee performance. The findings also prove that employee performance in the model functions as a partial mediator, both for modeling self-efficacy creativity affecting organizational performance and for modeling engagement affecting organizational performance. So these findings state that the model for improving Angkasa Pura II Aceh's performance is a function of increasing self-efficacy creativity, and strengthening engagement, which can have an impact on improving the performance of its employees. These findings can be used as a reference for modeling other studies related to existing variables. This theoretical proof is also very useful academically in explaining the concept of performance. These findings can also become a practical basis for revising the strategy for Angkasa Pura II Aceh to improve its performance.

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