
The Effect of Skill, Self Evaluation and Locus of Control on Employee Performance with Self Efficacy as a Mediation Study in PT. Angkasa Pura II SIM Airport Office

***Dina Masturina Achyar, Nasir, Said Musnadi**

Department of Management, Universitas Syiah Kuala, **Indonesia**

Abstract

This study is to analyze and measure the direct influence between skill, self evaluation, and locus of control on employee performance and the indirect effect that occur through self efficacy. The census technique is chosen as a sampling technique. The collection of data is carried out by distributing 193 questionnaires to all employees of PT. Angkasa Pura II in Sultan Iskandar Muda International Airport Branch Office (SIM Airport Office), and the data is analyzed with Structural Equation Model technique (SEM). The results prove that, from the descriptive analysis shows the performance of all variables are in good perceptions. For the direct effect analysis, the research proves that the skill, self evaluation and locus of control affect the self-efficacy of the employees, skill affects employee performance, self evaluation and locus of control do not have a significant effect on the employee performance, and self efficacy affects employee performance. For the indirect effect analysis, the self efficacy mediates the effect of skill, self evaluation, locus of control on employee performance. Therefore, most of the findings prove the propositions from the previous models, and these become the new premises to contribute to the science and practical implications. The novelty in the model lies in its combination of causality systems that are applied in the object. The limitations resides in the scope of the research, which is in further the model can be developed. Some theoretical and practical implications are mapped to complete this study.

Keywords: Skill, Self Evaluation, Locus of Control, Employee Performance, Self Efficacy.

1. Introduction

In this current global competition and the increase of innovation and technology, companies are required to be able to improve their quality, namely by having good cooperation between employees in the company. As one of the important aspects in running a company, employees are required to have good knowledge, skills and performance so as to produce good output and be able to compete with other companies, so that improving employee performance is an obligation for management. This is because when employees in a company have a high level of performance, the company's goals will be achieved.

Sultan Iskandar Muda International Airport (SIM Airport) is one of 19 branch offices of PT. Angkasa Pura II, the vision of this company is "The Best Connected Airport In Region" the meaning of that vision is that every airport under the auspices of PT. Angkasa Pura II is expected to have high connectivity throughout the country and abroad by applying modern

technology. With this vision, the company is committed to be able to provide the best service to the community, in terms of soft infrastructure and hard infrastructure carried out through a digital platform so as to be able to provide an airport digital journey experience to every layer of passengers.

One important factor in achieving company goals is employee performance, both manufacturing companies and service providers. Likewise with Sultan Iskandar Muda International Airport, as an airport with an international airport category, employees in the company are required to have various expertise. This is like the definition of performance proposed by (Zameer *et al.*, 2014) that performance is the achievement of the work of an employee or a group within a company that has the responsibility and authority of each individual in their efforts to achieve company goals .

Four elements that can affect employee performance according to (Deany, Sukartha and Wirama, 2016), namely (1) self evaluation which is a process of self-evaluation or assessment of an individual for himself that can make acceptance for the individual against him by showing the existence of recognition and appreciation and shows that the extent to which the individual is valuable, capable, and successful; (2) self efficacy is a belief that an individual has of the ability possessed in carrying out the work provided to him with successful results , this is obtained by looking at opportunities with action so as to achieve the desired results; (3) The locus of control is how do se se people in looking at the incident and whether the individual is able to control the events that will occur such kedapadnya ; (4) emotional stability is an ability possessed by an individual in understanding emotions that exist in themselves and others, and has the ability to respond objectively to a problem and event around and can control emotions. Whereas according to (Diamantidis and Chatzoglou, 2019) employee performance can be influenced by (1) individual factors, for example skill, mental and physical health , training and education, needs, work experience, work environment, and achievement; (2) organizational factors which include job and job description, facilities and infrastructure, work relations, health, work safety, and salary .

Sultan Iskandar Muda International Airport (SIM Airport), located in Aceh Province, Indonesia, can be said to be the pride of the Acehnese airport, so it is hoped that companies can always innovate to meet the needs of service users. High employee performance is expected to be able to achieve company goals. Thus the existence of skill , self evaluation , locus of control , and self-efficacy factors owned by each employee is expected to be able to improve employee performance.

Several studies related to employee performance have been conducted by (Çetin and Celik, 2017) who examined under the title "The Effect of Occupational Self Efficacy on Work Performance Through Intrinsic Work Motivation". Results of multilevel analyzes confirm the hypothesis by showing that *self-efficacy* workers and motivation intrinsik there is a significant relationship to the employee performance and intrinsic motivation serves as a partial mediator in this connection. Other studies have also been conducted by (Chen and Silverthorne, 2008) who examined under the title "Impact of Locus of Control on Job Stress, Job Performance, and Job Satisfaction". The results showed that locus of control as a tool in measuring the personality of an accountant, plays an important role in his efforts to predict stress, satisfaction levels, and performance that occur in CPA companies located in Taiwan. Individuals who have a high level of locus of control will have a tendency to have lower levels of stress at work but have higher levels of satisfaction and performance.

2. Literature Review And Hypothesis

Skill

Skill a pe of work is one important factor efforts to achieve the goal of an organization. The purpose of the skill is to facilitate the completion of a job efficiently and effectively in the absence of difficulties so as to produce a good worker's performance. Skill according to (Hoffman and Shipper, 2011) is a step or thing that is mastered obtained from training or because it is carried out continuously. Better performance can be achieved when an employee has a high skill level when compared to an employee who has a low skill level. A productive behavior that can directly implement the strategy of an organization is called strategic behavior. The strategic employee role will focus on employee productivity . The key factor for achieving success is the skill that the employee has in carrying out the task. This result in skill development should be in line with employee development. There are several differences in the development process, among others, the skills, knowledge and attitudes of employees which can further lead to consequences in the implementation of development methods (Hanafi and Ibrahim, 2018).

Self Evaluation

Achievement of the objectives both individual and company can do with an evaluation that the p roses it can determine the outcome of which has dicapaidalam activities that have been planned. Self evaluation can be said as a process in determining or giving value to something based on predetermined criteria. From the self evaluation activity , an outcome is obtained, namely the quality of a value and meaning (Awang, Ismail and Noor, 2010). According to (Robbins and Coulter, 2016) self evaluation is part of the way that is done in an effort to increase the confidence of an employee. When an employee evaluates himself, then the employee will find things that feel good, interesting and immediately improve it, so that self-confidence increases. Self evaluation is a difficult stage, this is because when someone evaluates themselves, then that person must be honest and brave in expressing their own shortcomings (Imran, Shafique and Maqbool, 2014). Employees with high self-evaluation are motivated to improve performance, this is because these employees perceive that they are worthy and in control so that they will lead them to success. Positive self evaluation can make individuals perform better because they tend to evaluate the situation optimally. Negative self evaluation selects negative aspects and hinders performance in the workplace (Qadeer and Arshad, 2014).

Locus Of Control

Definition of the locus of control according (Basak and Ghosh, 2011) is Reflection of the tendency of individuals in mem believe i that these individuals are controlling in the event that happened dihidupnya (internal) or control events in his life comes from other factors, such as external factors. (Karabay, Akyüz and Elçi, 2016) defined the locus of control as an event that occurs that can contribute to the quality of work of an individual, that is the initial response that will determine the response made next. Locus of control according to (Robbins and Judge, 2014), is a level where individuals feel confident that the fate experienced in their lives is determined by the individual's self. Important roles played by the locus of control include organizational commitment, job satisfaction , performance, trun over intention , dysfunctional

audit behavior (Chen and Silverthorne, 2008). So as to conclude the locus of control is how an individual believes that power is associated with their actions, whether it is a consequence of the actions or success achieved by the individual.

Self Efficacy

Social Cognitive Theory is part of the theory of self-efficacy that was developed by a man named Bandura. Self efficacy is an individual's belief that the individual can perform a behavior well (Çetin and Celik, 2017). Self efficacy according to (Yusuf, 2011), is the perception of an individual in taking action related to a particular situation. Self-efficacy is also related to self-confidence in its ability to carry out the expected actions . Self efficacy can be said as an assessment of an individual related to the competence or ability he has in carrying out the tasks given, so that the achievement of a goal and can produce something (Zebardast, Besharat and Hghhatgoo, 2011).

Employee Performance

The phrase in representing performance is output, efficiency, and effectiveness which is often associated with productivity. Performance is the result obtained from a job that has been carried out and achieved by a person or group of people in the same company and has its own responsibilities and authority to achieve company goals legally, is not contrary to morals and ethics, and does not violate the law (Zameer *et al.*, 2014). While performance according to (Lengkong, Lengkong and Taroreh, 2019) employee performance is the result of individual work in carrying out the work that has been assigned to him and carried out with responsibility and assessed in quality and quantity . Performance can be said to be a function of motivation and ability, so we can conclude that the performance of employees provided by human resources is the work that is owned by individuals after carrying out a work assignment given based on the responsibilities assessed in terms of quality and quantity achieved by a person employees per unit time period . Employee work assessment is the effort of a manager in evaluating the work of his subordinates.

The Relationship of Skill, Self Evaluation, Locus Of Control, And Employee Performance

Performance according to (Iqbal, Anwar and Haider, 2015) is the process of carrying out predetermined tasks, which can meet the target time and consist of input from a team, so that the achievement of company goals. It must focus on efficiency, specialization and effective feedback and good organizational relations. While performance according to (Yasa, 2017) is the result of work that is quantity and quality achieved by an individual after carrying out the tasks assigned and based on responsibility. Factors that affect performance according to (Deany, Sukartha and Wirama, 2016) are self evaluation , locus of control , emotional stability , and self efficacy . However, according to (Diamantidis and Chatzoglou, 2019) individual factors are factors that can affect performance such as skills , health, education, training, experience, work environment, achievement and organizational factors which include tasks, positions, facilities, work relationships, work safety, and salary. Skill refers to the ability of the individual to perform a kegi a tan. Skill according to (Yuniarsih and Suwatno, 2016) is an ability possessed by individuals in carrying out mental and

physical tasks. When an employee has a high level of skill , it is expected to have a high level of performance as well. Thus, the proposed hypothesis:

H1 . Employee performance, self efficacy, skill, self evaluation, employee locus of control are good.

H2 . Skill affects on employee performance.

Self evaluation becomes one of the important aspects when someone evaluates himself where when someone evaluates himself and knows the deficiencies that are owned, then someone will try to fix it. Evaluation can be said as a process of determining the results of an activity that has been achieved and some activities that have been planned in advance to achieve a goal. Employees with high self-evaluation will have the motivation to have a high level of performance also because they see themselves as decent and in control, so they can lead to success. Positive self evaluation makes individuals perform better because they tend to evaluate the situation optimally. Negative self evaluation selects negative aspects and hinders performance in the workplace (Qadeer and Arshad, 2014). Thus, the proposed hypothesis:

H3 . Self evaluation affects on employee performance .

(Lakshman and Jagdishchandra, 2011) suggests the locus of control as kencedurangan owned se se people in finding the cause of an event that occurs in a particular direction. Locus of control is what an individual does throughout his life in analyzing events that have occurred or believing that the events are coincidences, strengths, or fates that are affected from outside his control. Locus of control can be said as a concept, where individuals believe the events that occur in their lives. So it can be concluded that locus of control as an individual's perception of failure and success obtained after carrying out activities that are influenced by internal and external factors. Thus, the proposed hypothesis:

H4 . locus of control affects employee performance.

The Relationship of Skill , Self Evaluation , Locus Of Control And Self Efficacy

Self efficacy is an individual's belief about the expertise that exists in him in terms of controlling the function of self and their environment. Self efficacy can affect the way individuals think, feel, behave, and motivate the individual. In solving problems or in the process of adjusting when under stress, individual confidence is needed in the expertise that exists in him , so that it can determine the stage to be carried out and the results to be shown (Machmud, 2018). Self-efficacy is partly based on the experiences and expectations obtained related to other individuals, so that expectations can have a function of personality and perception of self-efficacy causally which can influence an individual's behavior (Cervone and Pervin, 2018). There are four factors in an effort to establish self efficacy according to (Çelik, Yeloğlu and Yıldırım, 2016) including vicarious experiences , emotional, mastery experience , verbal persuasion, and physiological conditions. Meanwhile, according to (Efendi, 2013) the factors that influence self efficacy consist of social support, motivation, belief, physical health, competence, evaluation, discipline, responsibility, intention, and gratitude. So when an individual has a self efficacy trait , the individual can determine what kind of behavior must be taken in solving a problem, how persistent effort is taken in overcoming a problem or in completing an assignment that is owned, and how long an individual can last in facing obstacles

or problems mentioned (Hermawan and Kaban, 2014). So hopefully, when individuals have high skills, self evaluation and locus of control, self efficacy will also be high. Thus, the proposed hypothesis:

H5 . Skill effect on self-efficacy .

H6 . Self-evaluations effect on self-efficacy .

H7 . Locus of control effect on self-efficacy .

H8 . Self-efficacy influence on employee performance .

Mediation Effect

Based on some of the literature that has been described, self efficacy has an important role in the mediating effect. This is because skill, self-evaluation, and locus of control become part that influences self-efficacy and employee performance. As a study by (Supartini, Sukarmanto and Maemunah, 2017) the results obtained are locus of control, self-evaluation, and self-efficacy have a positive and significant effect on employee performance, both partially and simultaneously. Other research has also been conducted by (Au, 2014). The results obtained are locus of control and self efficacy which have positive and significant effect on performance. Based on research by Chen (2008) to predict the level of performance, stress, and job satisfaction of CPA companies in Taiwan, locus of control plays an important role in it and research (Çetin and Celik, 2017) found that self efficacy has a positive effect on employee performance. Thus, the relationship between skill, self evaluation, locus of control to employee performance can be said to be mediated by self efficacy. Thus, the proposed hypothesis:

H9 . Self efficacy mediates the effect of skill on employee performance .

H10 . Self efficacy mediates the effect of self evaluation on employee performance.

H11 . Self efficacy mediates the effect of locus of control on employee performance.

3. Research Method

Population and Research Sample

The object is All employees in PT. Angkasa Pura II SIM Airport Office, and the population is 193 employees. The sample is taken with census technique so the amount is the same with population.

Measurement

In this study, employee performance is measured using 12 indicators adopted from the Key Performance Indicator (KPI) at PT. Angkasa Pura II SIM Airport Office (2018) consisting of 1) Achievement Orientation; 2) Planning, Organizing, Controlling; 3) Stakeholder Service Orientation; 4) Teamwork; 5) Health, Security & Safety; 6) Continuous Learning; 7) Leadership; 8) Developing Others; 9) Business Acumen; 10) Analytical Thinking; 11) Proactive Action; 12) Concern for Order. There are five indicators adapted from (Çelik, Yeloğlu and Yıldırım, 2016) to measure the level of self-efficacy which consists of confidence in completing a task, confidence in motivating oneself, confidence in trying, confidence in the ability to face obstacles, and confidence in completing a task. Furthermore, the skill variable is measured using seven indicators adopted by (Hoffman and Shipper, 2011) consisting of skill, ability to complete

work, accuracy, self-control, confidence, commitment, and ability to train themselves to become better.

The self evaluation variable uses five indicators adopted from (Qadeer and Arshad, 2014) namely planning, evaluating, representing the result, using the results, and evaluating self evaluation. Furthermore, the locus of control variable in this study uses five indicators cited from (Karabay, Akyüz and Elçi, 2016) viz Success is the result of hard work, an opportunity to improve self-quality, find solutions to every problem, think efficiently, think that success is worth the effort.

Research Instruments

The data is collected by distributing questionnaires to PT. Angkasa Pura II SIM Airport Office. The questionnaire is filled in directly and without the intervention of the researchers. The data obtained is then tested for validity using the *Pearson Product-Moment Coefficient of correlation* test with the help of the SPSS program. The statement on the questionnaire will be valid and have construct validity if it has a correlation value above a critical value of 5%. This requires that there is internal consistency which means the statements measure the same aspects, so that further analysis can be done. The reliability test used in this study is to assess the reliability of the questionnaire based on the Cronbach Alpha. The reliability test is carried out in order to know the extent to which the results of these measurements remain consistent. This study will be said to be reliable if the alpha value > 0.60 (Malhotra, 2011).

The data analysis technique used in this research is Structural Equation Model (SEM) with the help of Statistical Package software for the Social Science Analysis of Moment Structures (SPSS-AMOS-22). The use of SEM is due to the development of the model in this study having variables that connect exogenous and endogenous variables. The bearing variables are self efficacy, exogenous variables are skill, self evaluation, and locus of control. Furthermore, the endogenous variable in this study is employee performance. By using SEM, then we can identify the dimensions of the construct and can measure the influence or relationship between factors that have previously been identified dimensions (Ferdinand, 2014).

RESULT

Characteristic of Respondents

The results obtained by looking at the characteristics of respondents found that male respondents numbered 163 (84.56%) respondents and women 30 (15.54%) respondents. Based on marital status can be explained that respondents with marital status numbered 135 respondents and unmarried status numbered 58 respondents. Based on the age of respondents it can be explained that respondents with ages 20 to 28 years amounted to 58 respondents, ages 29 to 38 years amounted to 121 respondents, ages 39 to 49 years amounted to 8 respondents, and ages over 49 years amounted to 6 respondents. Based on the latest education, it can be explained that respondents with high school education totaled 98 respondents, Diploma education totaled 35 respondents, Bachelor education totaled 58 respondents, and Masters education totaled 2 respondents.

Respondent Perception

All respondents' answers totaling 193 people were analyzed to see the number (frequency) of the answers given. From 34 questions raised, it produces an average score (mean) for each variable and it can be interpreted based on class length as stated by (Sudjana, 2002). Perceptions of skill in this study obtained an overall average value of 4.18, means the respondent responses to skill questions are good. The perception of self evaluation obtained an overall average value of 4.10, describes the responses to questions of self evaluation are good. Perception of locus of control in this study has obtained an overall average value of 4.25, means respondent responses to locus of control questions are very good. The perception of self efficacy has obtained an overall average value of 3.99, means the responses to self-efficacy questions are good. Next, the perception of performance of employees obtained an overall average score of 4.21, describes the responses of respondents to employee performance questions are very good.

Confirmatory Factor Analysis

The results of data processing for confirmatory factor analysis (CFA) for all constructs in this study are shown in the following figure:

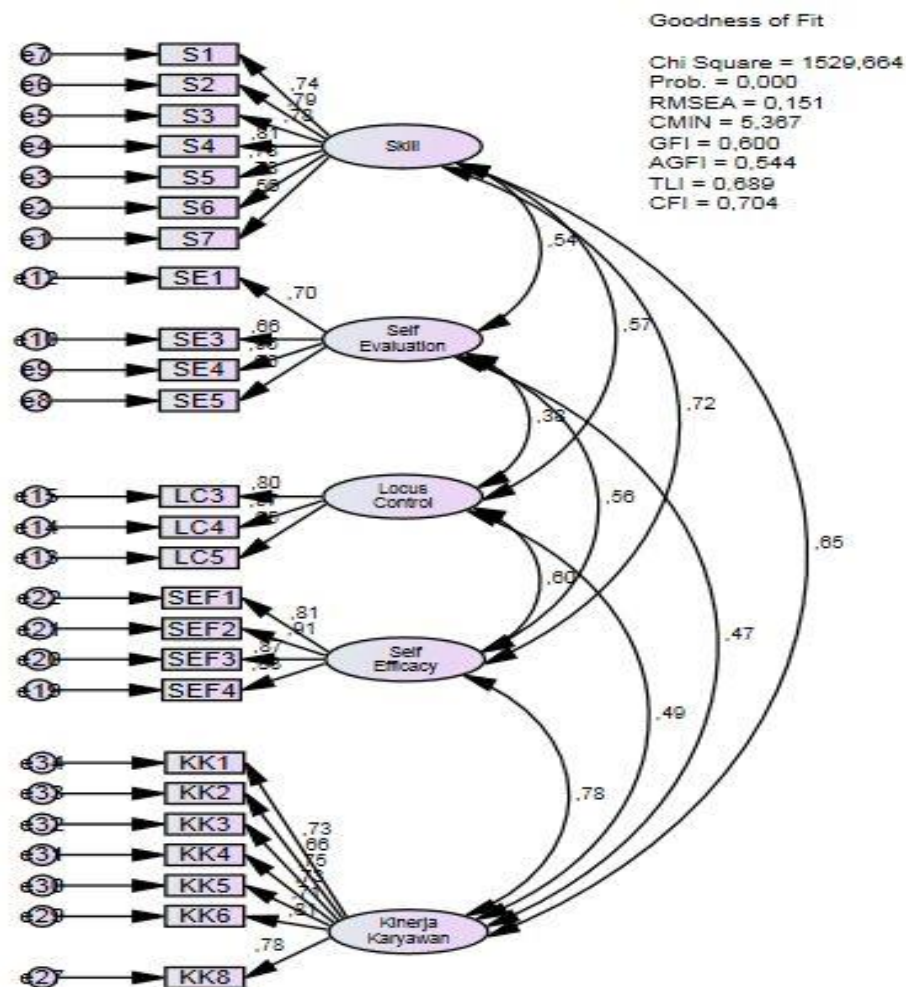


Figure 1. Constructive Confirmatory Factor Analysis

Figure 1 explains the construct confirmatory factor analysis after the removal of the indicator through the loading factor process that represents the contribution of each indicator. There are 9 indicators carried out disposal because it has a value <0.4 . The results of loading factor after removal of the indicator are as follows:

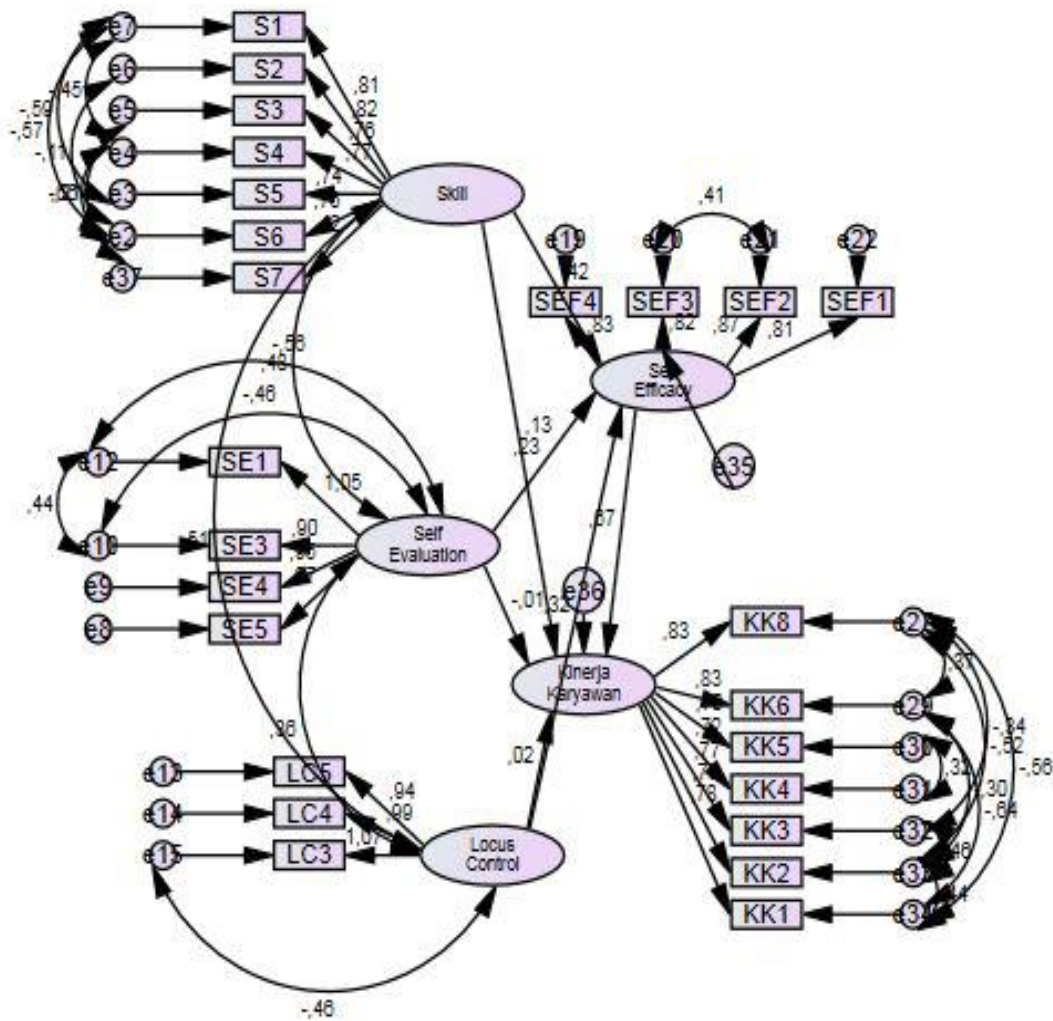
Table I. Loading Factor After Disposal of Indicators

| | | | Estimate |
|------|------|------------------|----------|
| S7 | <--- | Skill | ,565 |
| S6 | <--- | Skill | ,782 |
| S5 | <--- | Skill | ,733 |
| S4 | <--- | Skill | ,810 |
| S3 | <--- | Skill | ,776 |
| S2 | <--- | Skill | ,795 |
| S1 | <--- | Skill | ,740 |
| SE5 | <--- | Self_Evaluation | ,960 |
| SE4 | <--- | Self_Evaluation | ,945 |
| SE3 | <--- | Self_Evaluation | ,663 |
| SE1 | <--- | Self_Evaluation | ,704 |
| LC5 | <--- | Locus_Control | ,946 |
| LC4 | <--- | Locus_Control | ,973 |
| LC3 | <--- | Locus_Control | ,796 |
| SEF4 | <--- | Self_Efficacy | ,829 |
| SEF3 | <--- | Self_Efficacy | ,867 |
| SEF2 | <--- | Self_Efficacy | ,912 |
| SEF1 | <--- | Self_Efficacy | ,806 |
| KK8 | <--- | Kinerja_Karyawan | ,783 |
| KK6 | <--- | Kinerja_Karyawan | ,815 |
| KK5 | <--- | Kinerja_Karyawan | ,711 |
| KK4 | <--- | Kinerja_Karyawan | ,727 |
| KK3 | <--- | Kinerja_Karyawan | ,754 |
| KK2 | <--- | Kinerja_Karyawan | ,664 |
| KK1 | <--- | Kinerja_Karyawan | ,726 |

Evaluate the Goodness of Fit Criteria

From the results of the measurement model analysis, the value of chi-square = 529, While $\chi^2/df = 5.367$; RMSEA = 0.151; GFI = 0.600; TLI = 0.689; AGFI = 0.600; and CFI = 0.704 do not meet the criteria and the value indicates marginal fit and poor marginal. The existence of the feasibility test results which still shows marginal fit and poor marginal, where the value of the factor load has all been feasible, so a respecification analysis must be done by looking

at Modification Indices (MI). Next, the final results of the respecification analysis are presented in Figure 2 below:



Goodness of Fit

Chi Square = 206,806
 RMSEA = 0,078
 CMIN = 1,208
 GFI = 0,939
 AGFI = 0,979
 TLI = 0,943
 CFI = 0,962

Figure 2. Structural Equation Model (SEM) Test Results

The results of testing the feasibility of the *measurement model* after the *respecification analysis* by looking at *Modification Indices (MI)* are presented in Table 2 below:

Table 2. Measurement Model Result

| <i>Goodness of Fit Index</i> | <i>Cut off Value</i> | Hasil | Evaluasi Model |
|------------------------------|----------------------|--------------|-----------------------|
| Chi-Square | < 287,882 | 206,806 | Good |
| RMSEA | ≤ 0,08 | 0,076 | Good |
| GFI | ≥ 0,90 | 0,939 | Good |
| AGFI | ≥ 0,90 | 0,9709 | Good |
| CMIN/DF | ≤ 2,00 | 1,298 | Good |
| TLI | ≥ 0,90 | 0,943 | Good |
| CFI | ≥ 0,90 | 0,962 | Good |

Based on Table 2, it is known that by conducting a goodness of fit test, it can be concluded that the measurement model has met the criteria, thus the output produced by this model can be used as a study finding related to the relationship between indicators with each of the constructs.

Hypothesis test

In testing the 10 hypotheses contained in this study, it is carried out based on the Critical Ratio (CR) value found in the causality relationship obtained from SEM processing, as seen in Table 3 below:

Table 3. Standarized Regression Weight

| | | | Estimate | S.E. | C.R. | P |
|------------------|------|------------------|----------|-------|--------|-------|
| Self efficacy | <--- | Skill | 0,416 | 0,071 | 6,036 | 0,000 |
| Self efficacy | <--- | Self evaluation | 0,229 | 0,054 | 3,643 | 0,000 |
| Self efficacy | <--- | Locus of control | 0,316 | 0,058 | 4,961 | 0,000 |
| Kinerja karyawan | <--- | Skill | 0,135 | 0,063 | 2,147 | 0,041 |
| Kinerja karyawan | <--- | Self evaluation | -0,010 | 0,044 | -0,149 | 0,881 |
| Kinerja karyawan | <--- | Locus of control | 0,021 | 0,049 | 0,311 | 0,755 |
| Kinerja karyawan | <--- | Self efficacy | 0,669 | 0,076 | 6,946 | 0,000 |

Based on Table 3 it shows that the effect of skill on self efficacy is obtained a CR value of 6.036 and a significance level of 0,000. Thus it describes skill affects the increase in self efficacy. The effect of skill on self efficacy has a value of 0.416 or 41.6%. On the effect of self evaluation on self efficacy obtained a CR value of 3.643 with a significance level of 0.000. Thus it concludes that self evaluation has an influence on increasing self efficacy. The magnitude of the effect of self evaluation on self efficacy is 0.229 or 22.9%. The influence of locus of control on self efficacy obtained a CR value of 4.961 with a significance level of 0.000. Thus it shows the locus of control affects employee self efficacy. The magnitude of the effect of locus of control on self efficacy is 0.316 or 31.6%.

The effect of self efficacy on employee performance obtains a CR value of 6.946 with a significance level of 0,000. Thus it describes self efficacy affects employee performance. The magnitude of the effect of self efficacy on employee performance is 0.669 or 66.9%. The

influence of skill on employee performance obtained a CR value of 2.147 with a significance level of 0.041. Thus it reveals the skill affect on employee performance. The magnitude of the effect of skill on employee performance is 0.135 or 13.5%. The effect of self evaluation on employee performance obtains the CR value of -0.149 with a significance level of 0.881. Thus it reveals that self evaluation has no effect on improving employee performance. The effect of locus of control on employee performance obtains a CR value of 0.331 with a significance level of 0.755. Thus it shows the locus of control has no influence on employee performance.

There is an indirect effect between skill on employee performance through self-efficacy with a sobel value obtained of 4.877 and significant at $\alpha = 0.000$. Thus, self efficacy acts as a variable mediating between skill and employee performance. Thus, because self efficacy has a significant effect as a mediating variable and skill also has a significant effect on performance, the role of self efficacy in mediating the relationship between skill and employee performance is partially mediating. The indirect effect of self evaluation on performance through self efficacy, also has an effect with the sobel value obtained by 3.820 and significant at $\alpha = 0.000$. Thus, self efficacy acts as a variable mediating between self evaluation and employee performance. Thus, because self efficacy has a significant effect as a mediating variable but self evaluation has no significant effect on performance, the role of self efficacy in mediating the relationship between self evaluation and employee performance is fully mediating. Furthermore, there is an indirect effect between the locus of control on employee performance through self efficacy with a sobel value obtained of 4.632 and significant at $\alpha = 0.000$. Thus, self efficacy acts as a variable mediating between locus of control and employee performance. Thus, because of self-efficacy affects a significant role as mediating variables but locus of control has no influence significantly to the performance, the role of self-efficacy in mediating the relationship between and the locus of control, and employee performance is fully mediating.

4. Conclusion

From the results presented, several conclusions are provided. From the descriptive analysis shows the performance of all variables are in good perceptions. For the direct effect analysis, the research proves that the skill, self evaluation and locus of control effect the self-efficacy of the employees. In other words, the better the skill, self-evaluation, and locus of control, will have the positive effect on improving employee self-efficacy. Furthermore, in this study the skill variable has an affect on the performance of the employees. This proves that the higher the skill possessed, the better the employee performance. Also, self efficacy affects employee performance that describes the higher the self efficacy will have a direct effect on improving employee performance.

Different result has obtained for 2 predictor variables. The self evaluation and locus of control do not have a significant effect on the employee performance. This result means that the 2 hypotheses are not accepted. The predictors cannot predict the dependent variable, that is the employee performance. The conclusion is also provided for the indirect effect hypothesis. The Sobel test has proved the self efficacy mediates the effect of skill, self evaluation, locus of control on employee performance of PT. Angkasa Pura II SIM Airport Office. This means that the self efficacy has a rolet to mediate in this research model.

Therefore, most of the findings prove the proposition from the previous model, and can be new premises to contribute to the science and practical implications. The novelty in the model lies in its combination of causality system that is applied in the object. The limitations also can be seen in the scope of the research, that maybe in further the model can be developed. Some theoretical and practical implications are mapped to complete this study. There are predictor variables that do not have an influence on the employee performance, that are self evaluation and locus of control. So it is recommended for other researchers to use other constructs to re-test it in other object to strengthen the theories. For practical managers especially who involve in the company of PT. Angkasa Pura II SIM Airport Office, the model can be a reference for them to cope with the situation and formulate the policies and strategies in the future.

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