The Influence of Self Efficacy and Locus of Control on Employee Performance at PT. Dirgantara Indonesia

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ABSTRACT

This research starts from the discovery of problems in employee performance at PT. Dirgantara Indonesia caused by self efficacy and locus of control. This study aims to determine the effect of self efficacy and locus of control on employee performance of PT Dirgantara Indonesia employees. The research method used is descriptive and verificative method. The sampling technique used was non probability sampling with a sample size of 47 respondents. Data collection was carried out by means of observation, literature study and distributing questionnaires. The data analysis method used is multiple linear regression analysis, multiple correlation analysis and coefficient of determination analysis. The results of this study indicate that there is a positive and significant influence between self efficacy and locus of control on the performance of human resources employees of PT Dirgantara Indonesia. The magnitude of the influence of self efficacy and locus of control on employee performance of PT Dirgantara Indonesia employees simultaneously is 47%. While partially the effect of self efficacy on employee performance is 31.7%, and the effect of locus of control on employee performance is 18.5%. So it can be concluded that the self efficacy variable makes the most dominant contribution to the performance of human resources employees at PT Dirgantara Indonesia.

Keywords: Self Efficacy, Locus of Control, Employee Perfromance

INTRODUCTION

In this current global competition and the increasing innovation and technology, companies are required to be able to improve their quality, namely by having good cooperation between employees within the company. Indonesia as a country with an increasingly advanced economy requires companies to have optimal employee performance in order to achieve the company's vision and mission.

Starting with Indonesia's advanced economic context with an average income of middle to upper class, making human resources a major asset for the company's progress. The quality of employee performance is not only measured by productivity but also the quality of work produced, which directly affects the achievement of company targets and goals. Companies, including state-owned

enterprises such as PT Dirgantara Indonesia, must be able to maintain their existence in a competitive global market.

PT Dirgantara Indonesia's employee performance results in 2023 indicate fluctuations and declines in performance achievement. This reflects the challenges in employee performance quality management that the company must overcome.

Based on an interview with the Head of the Human Resources Division of PT Dirgantara Indonesia, it provides an overview of the factors that influence employee performance, such as self efficacy and locus of control. The data from the interview shows that employees may face challenges in understanding their tasks and lack of initiative in completing work without direct orders, which can affect the quality of their performance.

Given the importance of employee performance, agencies must be able to increase and improve employee performance. In this case, to find out the consideration of factors that can affect employee performance which fluctuates and tends to decrease, the researchers refer to the research results of several studies conducted by Darmawan et., al (2022) which say that self efficacy affects employee performance.

Self efficacy is the confidence a person has in facing upcoming tasks, which are unclear, and cannot be predicted, but there is a positive expectation that they will be able to complete well (Helmi et al., 2019: 45). If someone has a high sense of self-efficacy, then that person can motivate themselves strongly and achieve their goals very clearly, be emotionally stable in any situation, and have the ability to perform well according to their goals. This is supported by Sapariyah researchers (2020:2), self efficacy will encourage someone to work more enthusiastically to achieve optimal results in their performance.

Another aspect that affects employee performance besides self efficacy is locus of control where an individual is distinguished by their degree and belief in controlling the events that occur in their lives. Companies need employees who are willing to work hard for the benefit of the organization and are willing to be fully involved to work hard for the benefit of the company and are willing to be fully involved in efforts to achieve the company's goals and survival. This is in accordance with research conducted by Husin et.,al (2023) saying that locus of control affects employee performance. Having a high locus of control can help a person to feel more empowered, face challenges better, and achieve success in various aspects of life.

Company efforts to improve employee performance through understanding and increasing employee self-efficacy and locus of control are very important.

Self Efficacy

Self efficacy relates to the belief that one has the ability to perform the expected action. Self Efficacy is different from aspirations (ideals), because ideals describe something ideal that should (can be achieved). While self-efficacy describes the assessment of self-ability.

The experts examine the meaning of self efficacy, namely as follows: According to Ary, I. R., & Sriarthi A. A. A (2019) states that: "Self Efficacy is one aspect of self-knowledge or self knowledge that has an influence on human daily life." This opinion is in line with what was stated by Hasanah et.,al (2019:522) that: "Self efficacy as a person's evaluation of his ability or competence to perform a task, achieve goals and ovecome obstacles." Based on the opinions of several experts above, researchers can conclude that self-efficacy is the belief that a person has in the ability that exists in him in terms of carrying out certain tasks and overcoming obstacles to achieve the desired goals. Self efficacy is related to a person's belief in himself in taking the right action under certain conditions.

Self efficacy in this study used three indicators according to Bandura (2021:296) which consist

of magnitude, strength, and generality.

Magnitude

Magnitude is related to task difficulty. On easy and simple tasks, a person's self-efficacy will be high, while on complicated tasks that require high competence, sel-efficacy will be low.

Stregth

This dimension emphasizes more on the level of strength or stability of a person's beliefs. Self efficacy shows that the actions taken will produce results that meet one's expectations.

Generality

Generality related to the breadth of behavioral areas in which the individual feels confident of his or her abilities whether limited to a particular activity and situation or to a varied set of activities and situations.

Locus of Control

Locus of control describes how far a person views the relationship between the actions taken (action) and the consequences or result. According to Robbins & Judge (2018:293) states that " Locus of control is the degree to which individuals believe they are in control of what happens to themself". Opinion according to Sari (2018) states that: "Locus of control is how a person views that behavior on himself as a form of relating to other people or the environment, and also as a belief in the source that determines his behavior"

Based on several definitions that have been stated, it can be concluded that Locus of control is the extent to which the level of belief possessed by a person in controlling the source of the causes of events that occur in his life, both success and failure.

Locus of Control in this study used two indicators according to Robbins & Judge (2018:293) which consist of internal locus of control and external locus of control. The internal Locus of Control refers to a person's ability to control him/her self well in interpreting the successes and failures him/her experienced. The external Locus of Control depicts to a person's ability to be controlled by external factors in interpreting the successes and failures him/her experienced.

Employee Performance

The success of the company is largely determined by the he performance of its employees, the better the level of employee performance, the better the company's performance. Dessler (2018: 329) states that : "Employee performance is a person's willingness to carry out activities or work in accordance with their responsibilities". Another opinion according to Afandi (2018: 13) states that: "Performance is a function of motivation and ability. To complete a task or job, a person must have a certain degree of willingness and level of ability. A person's willingness and skills are not effective enough to do something without a clear understanding of what to do and how to do it".

Based on several definitions that have been stated, it can be concluded that employee performance is the work achieved by a person within a certain period of time based on predetermined work standards in an effort to achieve company goals. Employee Performance in this study used six indicators according to Dessler (2019:329) which consist of work quality, productivity, knowledge about the job, reliability, availability, and responsibility.
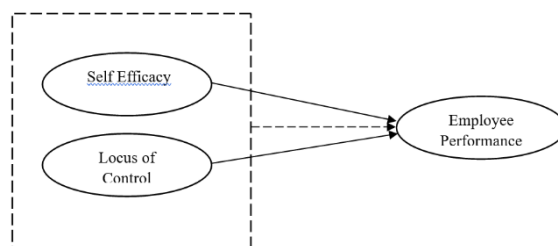
Figure 1. Research Framewok

Hypotesis:

Self Efficacy affects PT. Dirgantara Indonesia's employees performance partially.
Locus of Control affects PT. Dirgantara Indonesia's employees performance partially.
Self Efficacy and Locus of Control affect PT. Dirgantara Indonesia employees performance simultaneously and partially.

METHOD

This research method used is descriptive and verification method with quantitive approach. The researchers conducted the study in PT. Dirgantara Indonesia. The population of this study were all employees of the human resources division at PT. Dirgantara Indonesia consisting 47 employees. Because the population number was small, the entire population was placed as a sample using non probability sampling. Data collection was carried out by observation, literature research and distributing questionnaires. The data analysis method used is multiple linear regression analysis, multiple correlation analysis and coefficient of determination analysis.

The data analysis technique used in this research is SPSS 26 (Statistical Package for the Social Sciences) is a statistical data processing software or used for statistical analysis, SPSS is able to accomodate managing data.

RESULTS

Descriptive Analysis

In connection with this research, the acton taken was distributing questionnaires via Google Form to 47 respondens from PT. Dirgantara Indonesia. The following is a description of the data from respondents by gender:

Table 1. Respondents Gender Data

Gender	Frequency	Percentage
Male	35	74%
Female	12	26%
Total	**47**	**100%**

Source: Managed Data (2024)

According to table 1 on gender data, it shows that PT. Dırgantara Indonesia male's employees represent 74% while the gender of female represent 26%. So it can be seen that PT. Dirgantara Indonesia employees are dominated by males; 74% of the total population.

Table 2. Respondent's Gender Data

Age	Frequency	Percentage
20-30	15	32%
31-40	22	47%
41-50	7	15%
>50	3	6%
Total	**47**	**100%**

Source: Managed data (2024)

Based on the data obtained employees of the human resources divison of PT. Dirgantara Indonesia, the majority are 31-40 years old with a percentage of 47%. According from this data, most of the employees of the human resource division of PT. Dirgantara Indonesia are in the productive period, which is directly proportional to the high level of productivity to provide good performance and have a positive impact on the company.

Table 3. Last Education Data

Last Education	Frequency	Percentage
DIPLOMA/D3	11	23%
S1	30	64%
S2	6	13%
Total	**47**	**100%**

Source: Managed Data (2024)

Based on the table above, the majority are S1 level with a percentage of 64%. By taking a certain level of education, a worker will have certain knowledge. People with basic abilities, if they get the right training opportunities and motivation, will be more capable and trained to carry out their tasks well.

Table 4. Work Period Data

Work Period	Frequency	Percentage
>5 Year	14	30%
6-10 Year	20	43%
11-15 Year	9	19%
>16 Year	4	8%
Total	**47%**	**100%**

Source : Managed Data (2024)

Reliability and Validity Evaluation

The validity test is carried out to determine whether the measuring instrument that has been designed in the form of a questionnaire can actually carry out its function. To see whether a measuring instrument is valid or not, a statistical approach is used, namely through the correlation coefficient value of the statement item score with the total score of the statement item. If the correlation coefficient is greater than or equal to 0.30, the statement is declared valid.

Self Efficacy Validity Test

Table 5. Results of Calculation of Validity Test of Self Efficacy Variables

Indeks Validitas (rhitung)	Nilai Kritis (r tabel)	Description
0,850	0,300	Valid
0,812	0,300	Valid
0,733	0,300	Valid
0,797	0,300	Valid
0,745	0,300	Valid

Source : Managed Data (2024)

Self efficacy has a correlation coefficient value exceeding the r_{table} value of 0.30. This shows that all items of the self efficacy questionnaire statement are declared valid and suitable for use as research measuring instruments.

Locus of Control Validity Test

It can be seen that all statement items regarding locus of control have a correlation coefficient value exceeding the rtable value of 0.30. This shows that all items of the locus of control questionnaire are declared valid and suitable for use as research measuring instruments.

Table 6. Results of Calculation of Validity Test of Locus of Control Variables

Indeks Validitas (r hitung)	Nilai Kritis (r kritis)	Description
0,719	0,300	Valid
0,706	0,300	Valid
0,761	0,300	Valid
0,739	0,300	Valid
0,721	0,300	Valid
0,782	0,300	Valid
0,786	0,300	Valid
0,828	0,300	Valid
0,780	0,300	Valid

Source : Managed Data (2024)

Employee Performance Validity Test

Table 7. Results of Calculation of Validity Test of Employee Performance Variables

Indeks Validitas (r hitung)	Nilai Kritis (r kritis)	Description
0,822	0,300	Valid
0,763	0,300	Valid
0,750	0,300	Valid
0,765	0,300	Valid
0,770	0,300	Valid
0,756	0,300	Valid
0,716	0,300	Valid
0,706	0,300	Valid
0,764	0,300	Valid
0,738	0,300	Valid
0,703	0,300	Valid
0,868	0,300	Valid
0,822	0,300	Valid

Source : Managed Data (2024)

All statement items regarding employee performance have a correlation coefficient value exceeding the rt_{able} value of 0.30. This shows that all statement items of the employee performance

questionnaire are declared valid and suitable for use as research measuring instruments.

The reliability test is carried out to determine whether the measuring instrument designed in the form of a questionnaire is reliable, to see whether a measuring instrument is reliable a statistical approach is used, namely through the reliability coefficient and if the reliability coefficient is greater than 0.70 then the overall statement is declared reliable.

Based on the processing results using the split half method from Spearman-Brown, the reliability test results for each variable questionnaire are as follows:

Table 8. Results of Calculation of Validity Test of Employee Performance Variables

Variabel	Indeks Reliabilitas (rhitung)	Nilai Kritis (r tabel)	Description
Self Efficacy	0,794	0,700	Reliabel
Locus of Control	0,888	0,700	Reliabel
Employee Performance	0,942	0,700	Reliabel

Source : Managed Data (2024)

Based on table 4.8 above, it can be concluded that the reliability test can be known if rcount> rtable then the instrument will be reliable, otherwise if rcount < rtable then the instrument is said to be unreliable. Based on the results in the table above, it can be seen that the reliability value for the self efficacy variable is 0.794, for the locus of control variable is 0.888 and for the employee performance variable is 0.942, so all variables used in this study are reliable.

Verificative Analysis

Verification analysis aims to determine self efficacy and locus of control on employee performance and also to determine how the influence caused by the independent variable on the dependent variable. In this section, the results of verification analysis will be described including multiple linear regression analysis, multiple correlation analysis, simultaneous determination coefficient analysis and partial determination coefficient analysis.

Multiple linear regression analysis in this study to determine the effect of self efficacy and locus of control on employee performance.

Coefficiensᵃ								
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
Model	B	Std. Eror	Beta			Zero-order	Partial	Part
1 (Constant)	5.694	3.706		1.536	.131			
Self Efficacy	.470	.128	. 449	3.668	.001	.635	.453	.369
Locus of Control	.299	.113	.325	2.651	.011	.581	.345	.267
a. Departement Variable : Employee Performance								

Source : Managed Data (2024)

Figure 2. Multiple Linear Regression Analysis Results

Multiple correlation analysis is used to determine the strength of the relationship between the independent variable and the dependent variable. How strong is the relationship that occurs between

self efficacy and locus of control on employee performance. The following is a picture of multiple correlation analysis can be seen in the below:

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688[a]	.474	.454	5.289
a. Predictors: (Constant), Locus of Control, Self Efficacy				
b. Dependent Variable: Employee Performance				

Source : Managed Data (2024)

Figure 3. Multiple Correlation Analysis Results

Furthermore, the coefficient of determination will be calculated to determine how the effect of self efficacy and locus of control simultaneously on employee performance at PT Dirgantara Indonesia (Persero). The coefficient of determination is obtained through SPSS 26 processing results as presented in the below:

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.688[a]	.474	.454	5.289
a. Predictors: (Constant), Locus of Control, Self Efficacy				
b. Dependent Variable: Employee Performance				

Source : Managed Data (2024)

Figure 4. Simultaneous Determination Coefficient Analysis Results

The partial coefficient of determination is calculated to determine how each independent variable (self efficacy and locus of control) partially affects employee performance at PT Dirgantara Indonesia (Persero). The partial determination coefficient value is obtained through the result of multiplying the standardized coefficient with zero order correlation as presented in the below:

Coefficiens[a]								
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
Model	B	Std. Eror	Beta			Zero-order	Partial	Part
1 (constant)	5.694	3.706		1.536	.131			
Self Efficacy	.470	.128	. 449	3.668	.001	.635	.453	.369
Locus of Control	.299	.113	.325	2.651	.011	.581	.345	.267
a. Departement Variable : Employee Performance								

Source : Managed Data (2024)

Figure 5. Partial Determination Coefficient Analysis Results

DISCUSSION

The Effect of Self Efficacy on Employee Performance

Self efficacy is related to self-belief in having the ability to perform the expected actions and produce something. If an employee has a low level of self efficacy, it will cause the employee to give up easily because he does not have confidence in his ability to do the work given. Therefore, employees who have a high level of self efficacy will also increase the level of performance of employees.

Based on the results of multiple linear regression analysis, it is obtained that the regression coefficient of self efficacy has a positive sign of 0.470 which indicates that if self efficacy increases, employee performance will increase and vice versa. Based on the results of the partial determination

coefficient analysis, self efficacy contributed 31.7% and partially influenced the employee performance of PT Dirgantara Indonesia.

The Effect of Locus of Control on Employee Performance

Locus of Control describes how far a person views the relationship between actions taken and consequences / results. Locus of control is an individual measure of the events that occur to him whether or not he is able to control them.

Based on the results of multiple linear regression analysis, the regression coefficient of locus of control is positive at 0.299, which means that when locus of control increases, the employee performance of PT Dirgantara Indonesia will increase, and vice versa. Based on the results of the partial determination coefficient, locus of control contributed 18.5% and partially influenced the employee performance of PT Dirgantara Indonesia.

The Effect of Self Efficacy and Locus of Control on Employee Performance

Based on calculations that have been carried out by researchers, it can be seen that self efficacy and locus of control have a strong relationship with employee performance at PT Dirgantara Indonesia. This can be seen from the results of data processing which shows that the results of multiple correlation calculations of 0.688 are at the "strong" correlation level because they are in the interval 0.60-0.799. In addition, simultaneous testing shows that the variables of self efficacy and locus of control have an influence on employee performance by 47%. And for partial testing, self efficacy has an effect of 31.7% and locus of control has an effect of 18.5% on the employee performance of PT Dirgantara Indonesia.

CONCLUSION

Based on the results of the research that has been conducted, namely regarding the effect of self efficacy and locus of control on employee performance and its impact on the performance of employees of PT Dirgantara Indonesia (Persero), the following conclusions can be drawn at the end of this study:

Employee performance at PT Dirgantara Indonesia is closely linked to various factors. Two of the main factors are self efficacy and locus of control. these factors play an important role in shaping employee performance at PT Dirgantara Indonesia. The extent to which individuals believe in their own ability to complete tasks and greatly impacts employee performance. Similarly, individuals believe that they have control over their own lives, known as locus of control, has been identified as a determinant of employee performance. Both self efficacy and locus of control were found to have an influence on employee performance of PT Dirgantara Indonesia.

The effect of self efficacy and locus of control on employee performance at PT Dirgantara Indonesia (Persero) simultaneously is 47%. The self efficacy variable partially has a greater influence on employee performance, which is 31.7% compared to the influence of the locus of control variable on employee performance of 18.5%. And the remaining 53% is influenced by variables not examined in this study.

Recommendations

Companies can develop training and self-development programs that aim to increase individuals' confidence in their own ability to complete job tasks. This could include technical training, mentoring, and recognition of individual achievements to build confidence.

It is important to facilitate an empowering work environment, where employees feel they

have control and responsibility for their work outcomes. Management can consider providing more autonomy in decision-making, involving employees in the planning process, and providing constructive feedback.

Given that there are still 53% of other variables that affect employee performance that have not been studied, it is recommended to conduct further research to identify these factors. This can help companies optimize human resource management strategies and improve performance holistically.

Acknowledgements or Notes

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