

THE ROLE OF SELF-CONFIDENCE IN MEDIATING THE EFFECTS OF SKILL PRACTICES AND TRAINING ON EMPLOYEES' PERFORMANCE

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Abstract: This study examines the direct effect of skill practices and training on employees' performance and the indirect effect of skill practices and training on employees' performance through self-confidence. This study was conducted at PT. Mulia Glass Float Division, Cikarang, Bekasi, West Java. This study is a quantitative study that collected data using a survey technique through a questionnaire. The data was then processed using PLS 3.3.3 software. The study population was 151 employees. Based on purposive sampling, the entire population was used as a sample. The results showed that self-confidence had a positive effect on employees' performance, skill practices had a positive impact on self-confidence, skill practices had a positive effect on employees' performance, training had a positive impact on self-confidence, and training had no effect on employees' performance, skill practices had a positive effect on employees' performance through self-confidence mediation, and training had a positive effect on employees' performance through self-confidence mediation. The expertise possessed by employees and the training provided could increase the employees' confidence that they could conduct their duties and responsibilities properly. Consecutively, it affected increasing employees' performance. This study is expected to be a reference for company management to conduct training to improve employees' skill practices continuously. It is also expected to increase employees' self-confidence and have an impact on improving employees' performance.

Keywords: Employees' Performance, Human Resources, Self-confidence, Skill Practice, Training

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The business environment is becoming more and more competitive due to advances in science and technology. Human resources that are capable, skilled, and responsive to changes are essential in the current era of global-

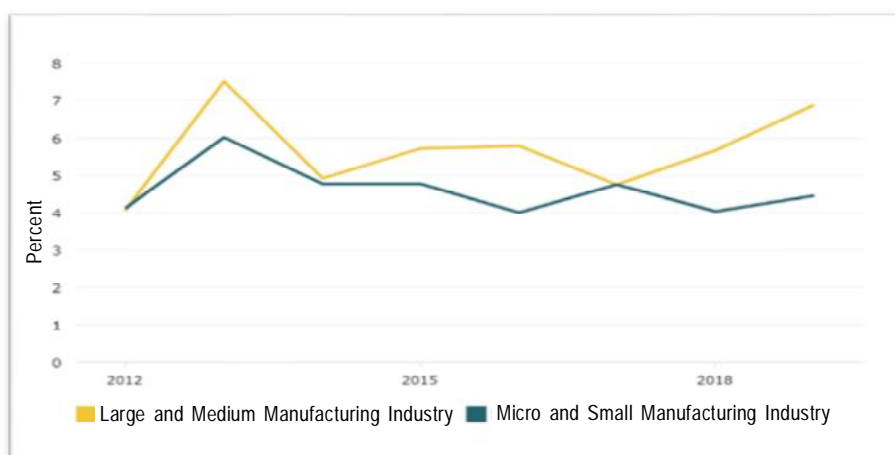
ization since business competition is becoming more competitive, dynamic, and difficult to predict (Jabani, 2015). As demonstrated in Figure 1, the Manufacturing Industry Production continued to expand although slowing down (Kusnandar, 2019). It necessitated the rapid absorption of human resources with the necessary skills for the manufacturing industry to thrive and develop. Human resource manage-

ment is a very strategic field in an organization's successful process. Human resource management means empowering or maximizing organizational members to achieve goals effectively and efficiently (Priyono and Marnis, 2016). It includes processes to ensure that the right number and types of employees will be available at the right place and time and can do the things necessary for the organization to continue to achieve its goals.

PT. Mulia Glass Float experienced unexpected business conditions due to the economic situation. In such circumstances, the company's ability to continue operating would be severely harmed. HR management had to be handled with caution in this situation. Because according to the Report Finding Engineering of PT. Mulia Glass Float in 2018-2020, actual findings were still widely found in 2018-2020, as shown in Table 1, human resource management

should be considered. It was a reflection of PT. Mulia Glass Float's performance.

Research to find solutions to problems of employee performance at PT. Mulia Glass Float needs to be done. Employees' performance was the result of work that had been achieved by a person or a group of people in an organization following their respective authorities and responsibilities to achieve organizational goals legally, not violating the law, and according to morals and ethics. Employees' performance problems were closely related to the work skills possessed by employees. Work skills are a person's ability to complete various jobs, including technical, human, and conceptual skills (Kusuma et al., 2016). Work skills can be improved through training. Training is a means to add skills, knowledge, and other abilities to achieve company goals.



Source: Central Bureau of Statistics, 2019

Figure 1. The Manufacturing Industry Growth Trend in 2012-2018

Table 1. The Report Finding Engineering of PT. Mulia Glass Float in 2018-2020

Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	Limit	Total
2018	56	45	20	32	45	26	27	53	40	25	29	29	198	288	45
2019	25	33	27	21	27	26	26	45	51	17	11	17	133	288	27
2020	24	39	19	17	32	28	30	40	31	11	15	17	131	288	32

Source: The Report Finding Engineering of PT. Mulia Glass Float, 2021

Employees' performance can be influenced by two factors: skills and training. The purpose of employees' training is to improve the amount, quality, and timeliness of employees' work. Additionally, training can enhance workers' technical, human, and conceptual skills to inspire and maintain their peak performance (Kusuma et al., 2016). Training is a systematic effort by the company to improve all employees' knowledge, skills, and attitudes through the learning process so that employees are optimal in carrying out their functions and duties (Kurniawan et al., 2016). It suggests that training can enhance employees' work performance. Work skills are the knowledge, competence, and abilities a person must have to complete the work that has been assigned. These skills can be acquired through the completion of training programs and work experience. (Endayani et al., 2015). The higher the skills, abilities, and expertise of employees, it encourages employees to be optimal in carrying out their functions

and duties. Based on this, work skills can improve employees' performance.

Although it is supported by previous research, there are some discrepancies in previous research findings about the effect of skills and training on employees' performance. According to Latief et al. (2019), if work is done based on skills, good employee performance is not impossible to achieve. Employees' performance is directly related to skill flexibility; the higher the flexibility of HR skills, the more probable the employees would show higher performance (Diamantidis and Chatzoglou, 2019). However, Lengkong et al. (2019) found different results. They found that work skills did not affect employees' performance. Kusuma et al. (2016), Guan and Frenkel (2019), and Mihardjo et al. (2021) found that training had no direct effect on employees' performance. Meanwhile, Safitri (2019) found that training affected employees' performance.

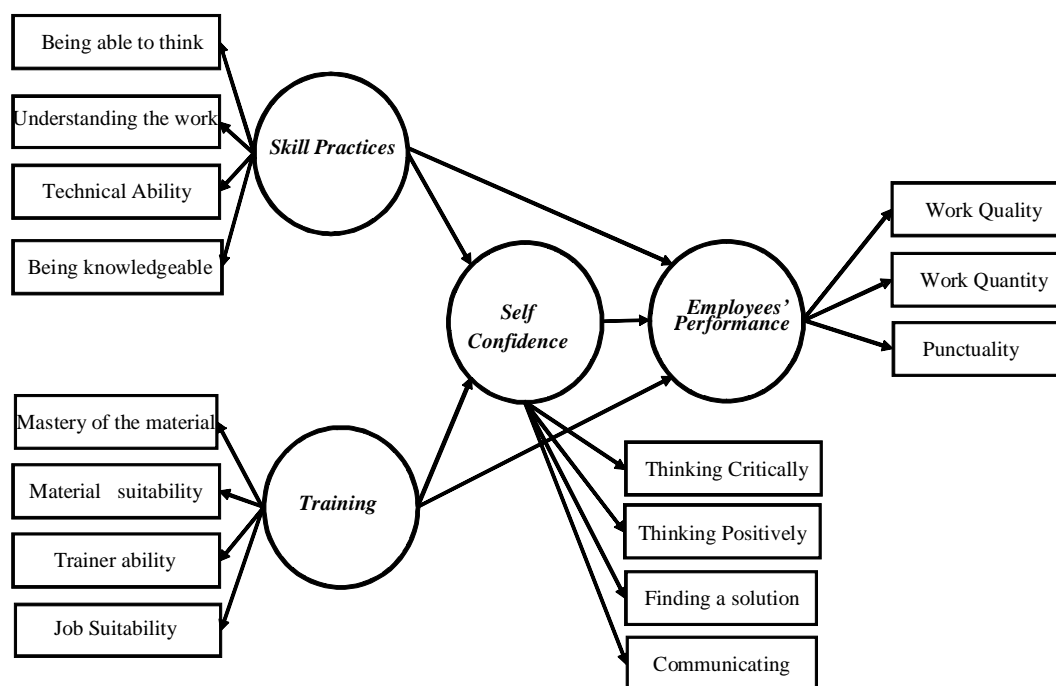


Figure 2. The Research Model Being able to think

Previous studies' results differed, prompting researchers to include more variables to acquire consistent conclusions on the effect of work skills and training on employees' performance. Self-confidence is used as a mediating variable by the researcher. A positive self-confidence attitude of an individual, who believes that he has the competence or skill to generate a positive assessment of himself that can increase performance, is referred to as self-confidence. Individuals' self-confidence is their belief in their ability to perform tasks.

Teenagers who feel good about themselves and are confident in themselves can develop their potential to be future change agents and contribute their ideas and thoughts to fulfill the demand of the day (Haryanti et al., 2020). Self-confidence plays a role in how we act and make decisions to improve our performance (Ary et al., 2019). Employees' performance will grow due to their increased confidence in their ability to perform their jobs effectively, thanks to their skills and training.

Based on the preceding explanation, this study investigates the direct effect of skill practices and training on employees' performance and the indirect effect of skill practices and training on employees through self-confidence. The research model is summarized in Figure 2. The novelty of this study is to use self-confidence as a mediating variable on the effect of work skills and training on employees' performance. It is intended that problem-solving techniques may be discovered by doing this study to increase employees' performance at PT. Mulia Glass Float, allowing the Manufacturing Industry Production, specifically PT. Mulia Glass Float, to continue to expand and flourish. The results of this study are expected to be a consideration for company management, especially PT. Mulia Glass Float for taking steps and decisions to improve employees' capabilities to obtain employees who are capable, skilled, skilled, and responsive to change.

HYPOTHESIS DEVELOPMENT

The Effect of Self-Confidence on Employees' Performance

Self-confidence is the belief in all of one's strengths, which gives one the feeling that one is

capable of reaching a variety of goals in life (Hakim, 2005). The confidence possessed by employees encourages them to do their work according to their duties and responsibilities, and it will positively influence their performance results.

H₁: Self-confidence had a positive effect on employees' performance.

The Effect of Skill Practices on Self Confidence

Hazwan et al. (2020) state that new graduates' work orientation and self-confidence could be formed through job retention programs and skills improvement because a person will learn about himself through direct interaction and social comparison. The increased competence that was developed could increase the confidence of employees to perform their duties and responsibilities well so that their performance would improve.

H₂: Skill practices had a positive effect on self-confidence.

The Effect of Skill Practices on Employees' Performance

Employees with good skills would be able to complete their work following the duties and responsibilities so that the resulting performance would be good. It indicated that the skills possessed by employees could improve employees' performance.

H₃: Skill practices had a positive effect on employees' performance.

The Effect of Training on Self Confidence

The more often the training was conducted, the higher the self-confidence formed. Training for employees was a process that taught specific knowledge and skills so that employees would be more skilled and able to perform their duties and responsibilities satisfactorily. Job training programs would help companies to achieve organizational goals (Endayani et al., 2015).

H₄: Training had a positive effect on self-confidence.

The Effect of Training on Employees' Performance

Training can enhance workers' technical, human, and conceptual skills to inspire and maintain

their peak performance (Kusuma et al., 2016). Training is a systematic effort by the company to improve all employees' knowledge, skills, and attitudes through the learning process so that employees are optimal in carrying out their functions and duties (Kurniawan et al., 2016). It suggests that training can enhance employees' work performance.

H₅: Training had a positive effect on employees' performance.

Self-confidence in Mediating the Training and Skill Practices on Employees' Performance

Individuals' self-confidence is their belief in their ability to perform tasks. Employees' performance will grow due to their increased confidence in their ability to perform their jobs effectively, thanks to their skills and training. The skills and training possessed by employees could increase their confidence in performing their duties and responsibilities well. Employees' high self-confidence to complete their duties and responsibilities well impacted their good performance results.

H₆: Self-confidence mediates the effect of training on employees' performance.

H₇: Self-confidence mediates the effect of skill practices on employees' performance.

METHOD

This study was conducted at PT. Mulia Glass Float Division, Cikarang, Bekasi, West Java. PT. The Mulia Glass Float Division was used as the setting of the study because, in 2018-2020, there were still many actual findings that showed that employees' performance was not optimal. The study was conducted for five months, from September 2021 to January 2022. This study is a quantitative study that collected data using a survey technique through a questionnaire. The data was then processed using PLS 3.3.3 software. The population in this study were employees of the Engineering section of PT. Mulia Glass Float totals 151 employees. The sample selection in this study used purposive sampling with the criteria that employees were permanent employees, namely the entire population, namely 151 employees. Purposive sampling is used to obtain a representative sample using appropriate assessment.

The independent variables used in this study included Skill Practice (SP) and Training (TR), the dependent variable is Employees' Performance (EP), and the mediating variable is Self-Confidence (SC). The operational definition of the variables can be seen in Table 2.

Table 2. The Operational Definition of the Variables

Variables	Indicators	Scales	Item
Training (Kusuma et al., 2016)	1. Measuring work performance	Interval 1 – 10	1
	2. Opportunities for promotion		2
	3. Increasing knowledge		3
	4. Improving skills		4
Skill practices (Endayani et al., 2015)	1. Thinking abilities	Interval 1 – 10	1
	2. Understanding work well		2
	3. Possessing technical skills		3
	4. Possessing vast knowledge		4
Self-confidence (Rohmat and Lestari, 2019)	1. Critical and systematic skills	Interval 1 – 10	1
	2. Positive thinking abilities		2
	3. Problem-solving skills		3
	4. Good communication skills		4
Employees' performance (Sulistiani, 2016)	1. Work quantity	Interval 1 – 10	1
	2. Work Quality		2
	3. Punctuality		3

RESULTS

The validity test was performed on 151 respondents with the criteria for testing the results of seeing the outer loading value of each indicator of each research variable. Validity could be met if the value of the outer loading on the indicator had a value above 0.7. The results of the validity test are presented in Figure 3. The validity test results showed that the outer loading value of all research indicators had a value > 0.7 except TR4 (0.700). All of these indicators could still be used in the study.

The reliability test was performed on 151 research respondents using several approaches:

Cronbach's alpha, composite reliability, rho_A, and Average Variance Extracted (AVE). Reliability was met if the value of Cronbach's Alpha or Composite Reliability and rho_A was > 0.7 or AVE was > 0.5 . The results of the reliability test are presented in Table 4. Based on Table 2, it was found that all statement instruments of all research variables had Cronbach's alpha values, composite reliability, and rho_A of > 0.7 and AVE values > 0.5 . It showed that all instruments were declared reliable and could be used for data collection to measure this study's variables.

Table 3. The Characteristics of Respondents

Gender	Total	%	Pendidikan	Total	%	Usia	Total	%
Male	146	97%	SLTA	89	59%	51 – 60	15	10%
Female	5	3%	D3	25	17%	41 – 50	85	56%
			S1	35	23%	31 – 40	27	18%
			S2	2	1%	21 – 30	24	16%
Total	151	100%	Total	151	100%	Total	151	100%

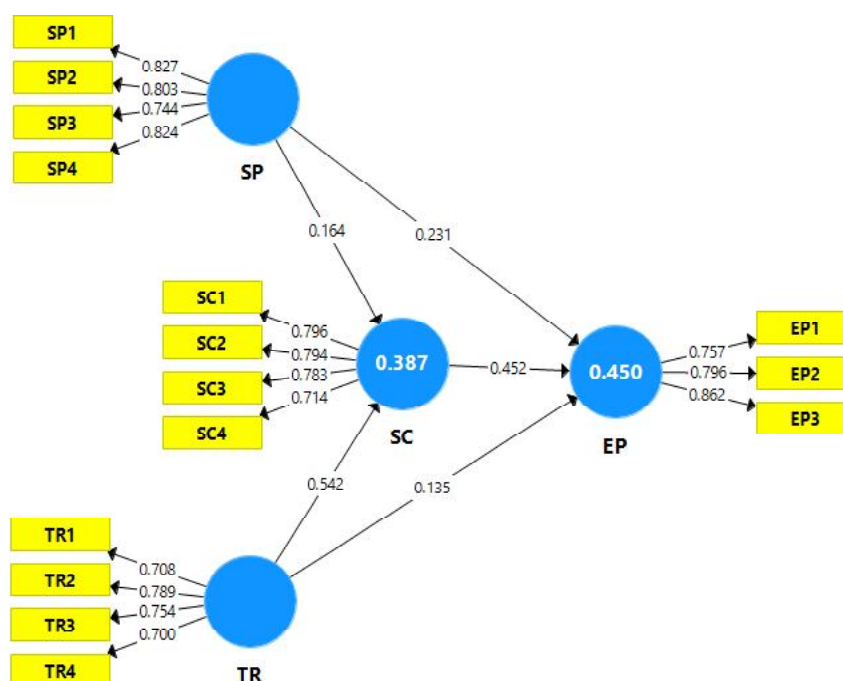


Figure 3. Outer Loading Result

Table 4. Reliability Test Result

Variable	Cronbach's Alpha	rho_A	Composite Reliability	AVE
SP	0.815	0.835	0.877	0.640
TR	0.721	0.720	0.827	0.546
SC	0.774	0.776	0.855	0.597
EP	0.728	0.726	0.847	0.649

The second test was model testing. It was conducted using the value of F Square. The model would be feasible if the value of F Square were > 0.02 . Based on the results of the F Square test in Table 5, it was found that the effect of skill practices (SP) on self-confidence (SC), skill practices (SP) on employees' performance (EP), training (TR) on self-confidence (SC), training (TR) on employees' performance (EP), and self-confidence (SC) on employees' performance (EP) had a value of F Square > 0.02 . It showed that all models were considered to meet the appropriate criteria in this study.

Table 5. F Square Test Result

Variable	SP	TR	SC	EP
SP			0.038	0.080
TR			0.410	0.020
SC				0.228
EP				

Table 6. Path Coefficient Test Result

The Effect of the Variables	Original Sample	Sample Mean (M)	Standard Deviation	T Statistics (O/STDEV)	P Values	Conclusion
SC \rightarrow EP	0.452	0.445	0.080	5.654	0.000	Accepted
SP \rightarrow SC	0.164	0.165	0.069	2.383	0.018	Accepted
SP \rightarrow EP	0.231	0.233	0.057	4.032	0.000	Accepted
TR \rightarrow SC	0.542	0.546	0.060	9.078	0.000	Accepted
TR \rightarrow EP	0.135	0.141	0.083	1.630	0.104	Rejected
X1 \rightarrow M \rightarrow Y	0.074	0.073	0.034	2.170	0.030	Accepted
X2 \rightarrow M \rightarrow Y	0.245	0.244	0.055	4.424	0.000	Accepted

The last test was hypothesis testing to determine the effect of each variable directly or indirectly. Hypothesis testing was done by t-test to compare the probability value (sig t) to the research test level ($\alpha = 0.05$). The hypothesis was accepted if the value of sig t was < 0.05 . The results of hypothesis testing with path coefficients can be seen in Table 6. Based on the p values, it was found that self-confidence (SC) had a positive effect on employees' performance (EP), skill practices (SP) had

a positive effect on self-confidence (SC), skill practices (SP) had a positive effect on employees' performance (EP), training (TR) had a positive effect on self-confidence (SC), training (TR) had no effect on employees' performance (EP), skill practices (SP) through self-confidence (SC) had a positive effect on employees' performance (EP), and training (TR) through self-confidence (SC) had a positive effect on employees' performance (EP).

DISCUSSION

The measurement of employees' performance was necessary because the results of measuring employees' performance affected the management decisions and policies regarding achieving the company's vision and mission. The results of measuring employees' performance also provided information on the company's achievements or achievements in performing the company's strategy. If the results of the employees' performance measurement experienced problems in completing the established strategy, the company could improve various sides of the company's performance. This study examined the variables that affected employees' performance with the following results.

The Effect of Self-Confidence on Employees' Performance

The higher the level of employees' confidence was in performing their duties and responsibilities, the higher their performance would be. According to the theory of Hakim (2005), self-confidence is the belief in all of one's strengths, which gives one the feeling that one is capable of reaching a variety of goals in life. A situation that provides an opportunity to compete is needed to grow self-confidence because a person learns about himself through direct interaction and social comparison. Some people need to be motivated to increase their self-confidence. The confidence possessed by employees encourages them to do their work according to their duties and responsibilities, and it will positively influence their performance results. It was in line with the findings from Kusuma et al. (2016), Kamila et al. (2020), and Herdiyanti et al. (2021) that self-confidence had a positive effect on employees' performance.

The Effect of Skill Practices on Self Confidence

The skills possessed by employees could increase their confidence in performing their duties and responsibilities. The higher the skill, the higher the confidence level would be. It was in line with the findings from Hazwan et al. (2020), which states that the level of work orientation and self-confidence of new graduates could be formed through job re-

tention programs and skills improvement because a person will learn about himself through direct interaction and social comparison. The increased competence that was developed could increase the confidence of employees to perform their duties and responsibilities well so that their performance would improve.

The Effect of Skill Practices on Employees' Performance

The skills possessed by employees could improve employees performance. The higher the skill possessed, the higher the resulting performance would be. Employees with good skills would be able to complete their work following the duties and responsibilities so that the resulting performance would be good. It was in line with the findings from Kandou et al. (2016), Otto et al. (2016), and Latief et al. (2019), which found that skills had a positive effect on employees' performance.

The Effect of Training on Self Confidence

The training provided to employees could increase employees' confidence. The more often the training was conducted, the higher the self-confidence formed. Training for employees was a process that taught specific knowledge and skills so that employees would be more skilled and able to perform their duties and responsibilities well. Job training programs would help companies to achieve organizational goals (Endayani et al., 2015).

The Effect of Training on Employees' Performance

The training could not affect performance directly. It was in line with the findings from Pakpahan et al. (2014), Rosmadi dan Tachyan (2018), and Putri and Ratnasari (2019), which found that training did not affect employees' performance. The purpose of the training was to improve the performance of the employees. However, there were times when the program results did not work as expected. It means that there were problems in training that had to be studied for their causes so that they could be overcome and, in the future, they would be able to conduct much better training with the expected

results. The problems in training could be because they always used the same trainer even though there was no change in performance results, the training provided by the trainer was difficult for employees to understand and did not make employees interested, and the training program was not following the needs of employees. It was important for companies to provide training that suited the needs of employees. In addition, the training needed to be performed in an attractive style and given by the right trainer so that the employees would be interested and enthusiastic in participating. Therefore, it was expected to be able to achieve the desired results from the training, namely increasing employee performance.

Self-confidence in Mediating the Skill Practices on Employees' Performance

Self-confidence mediates the positive effect of skill practices on employees' performance. These results indicated that the skills possessed by employees could increase their confidence in performing their duties and responsibilities well—employees' high self-confidence to complete their duties and responsibilities well impacted their good performance results. Therefore, the higher the employees' skills were, the higher their confidence, which affected their increasing performance.

Self-confidence in Mediating the Training on Employees' Performance

Self-confidence mediates the positive effect of training on employees' performance. Training as an integrated process used to ensure that employees work to achieve organizational goals plays a vital role in employees' performance. Training provides employees with particular knowledge and skills to be more skilled and able to perform their duties and responsibilities well. It will increase employees' confidence in performing their duties and responsibilities. Employees felt that they could help the company in achieving its goals. It had an impact on improving employees' performance. Thus, the more often the training was provided to employees, the higher their confidence, which affected increasing performance.

CONCLUSIONS

Due to the economic situation, the glass factory PT. Mulia Glass Float was suffering unpredictable business conditions. In this situation, attentive HR management was required so that HR had better performance and could assist the company in dealing with the issue and achieving its objectives. Employees' performance measurement was critical since the results affected decision-making and management policies connected to the company's vision and mission.

This study examined the variables that could affect the performance of PT. Mulia Glass Float employees, namely skill practice, training, and self-confidence. There were seven results found in this study. First, self-confidence had a positive effect on employees' performance. The self-confidence of employees could improve employees' performance. Second, skill practices had a positive impact on self-confidence. Employees' expertise could foster their confidence to properly perform their duties and responsibilities. Third, skill practices had a positive effect on employees' performance. The expertise possessed by the employees enabled employees to complete their duties and responsibilities well so that their performance improved. Fourth, training had a positive effect on self-confidence. The training provided to employees gave them additional capabilities that supported them in performing their duties. It gave the employees more confidence to carry out their duties well. Fifth, training did not directly affect employees' performance. Sixth, skill practices positively affected employees' performance by mediating self-confidence. Employees' expertise could increase their confidence that they could perform their duties well, which affected increasing performance. Seventh, training affected employees' performance by mediating self-confidence. Training did not directly affect performance but could increase their confidence to complete tasks. Thus, it affected increasing performance.

IMPLICATIONS

This study is expected to be a reference for company management to conduct training to improve employees' skill practices continuously. It is also

expected to increase employees' self-confidence and have an impact on improving employees' performance. The company's training must follow the employees' needs, perform in an attractive style, and be given by the right trainer. These efforts are expected to be able to improve employees' performance.

RECOMMENDATIONS

This study only examined three variables that affected employees' performance. Further researchers need to research employees' performance using more diverse independent variables. It is done to obtain an employee performance model that is more beneficial for the company to improve employees' performance and achieve company goals.

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