

The Influence of Interpersonal Communication and Self-Efficacy on Performance with Growth Mindset as a Moderation

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ABSTRACT

Companies face Lots challenges and needs employees who have good performance, ability interpersonal communication, and efficacy self. Beside Therefore, it also requires employees who have growth mindset so that help company for move to direction progress. Study This aim for know influence interpersonal communication and efficacy self to performance, as well know impact moderation growth mindset to interpersonal communication, efficacy self and performance. Methods used in research This is Structural Equation Modelling with help Smart PLS Software. Method Hair used for determine amount sample, and 152 respondents produced. Study This addressed to employees who work in the city and district of Tangerang. Research result show that interpersonal communication and efficacy self-influential in a way direct to performance, as well moderation growth mindset influential significant among interpersonal communication and efficacy self to performance. Implications from study This If company want to increase performance, then priority strategy is with prioritize growth mindset.

INTRODUCTION

Related *human capital*, ability source Power humans in Indonesia still left behind from other countries in Southeast Asia. *Human capital* This related tightly with performance. Based on research, the number of people with *skills* still high in Indonesia Far compared to with other countries. Indonesia only generating 15 thousand insiders period 2-3 years-time. Indonesia is ranked 65th just below Vietnam which is ranked 64th out of 130 countries. Indonesia also lost Far with Malaysia ranked 33rd, Singapore ranked 11th, the Philippines ranked 50th, Brunei ranked 56th and Thailand ranked 40th (Kemendagri, 2019).

Research result previously by some researcher show that interpersonal communication and efficacy self in a way together influential to performance (Ramadanis et al., 2023). Other researchers say that There is influence efficacy self and interpersonal communication towards performance (Zakaria, 2021). According to (Tri et al., 2021), efficacy and influential

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interpersonal communication significant to performance. Difference study This with study previously is exists variable *Growth Mindset* used as moderator. Not yet There is study previously researched about influence interpersonal communication and efficacy self to performance that uses a growth mindset as moderator. And also, research previously only research relatedness between interpersonal communication, efficacy self and performance on the scope respondents in One organization or place same work, different with study This uses data from originating respondents from various organization or place different work in environment Tangerang city and district.

As already explained in paragraph previously, researcher use group respondent employees working in the environment city or Tangerang district. Researcher realize importance interpersonal communication and efficacy self to improvement performance. And no forget it, it's necessary add inner growth mindset attitude Work. According to Dr. Carol S. Dweck, a psychologist at Stanford University, there is two pattern think humans, that is *growth mindset* and *fixed mindset*. Second term This first introduced in his book entitled *Mindset: The New Psychology of Success*. In the book that, Dweck explained that *growth mindset* is one key for individual for grabbed success (Adinda, 2021).

Objective study This is for prove actually How influence interpersonal communication and efficacy self to performance through *growth mindset* as moderator. Research result This expected Can give recommendation to companies who want increase performance his employees. With Thus, research This expected can give recommendation to companies who want increase performance through interpersonal communication and efficacy self through *growth mindset*.

The grand theory that was created base in study This is theory “Perspective Psychological”. Theory This is synthesis from various view related science with psychology behavior and psychology cognitive. Luthans (1985:23) via the study about behavior organization, said that guide for learn internal behavior organization is with use approach *stimulus-response*. This model Then Luthans developed it into S – O – B – C (*Stimulus – Organism – Behavior – Consequences*) with the same assumption with the S – O – R model.

Based on theory perspective psychology that adheres to the later SOR model developed by Luthans into SOBC, then interpersonal communication and efficacy Work can be positioned as a stimulus (S) for formation performance as *response* (R/B) which is based on developing motives and attitudes in place work/organization (O) individual employees/workers. Beside the, aspect *growth mindset* tightly connection with perspective psychological, where good *growth mindset* naturally generated from condition good psychology too.

Object study This is employee private as many as 152 people. As for who became phenomenon study is performance, then will be measured by variables interpersonal communication and efficacy self as well as moderated by variables *growth mindset*. Study This use approach quantitative. Method quantitative This using research data form numbers and analysis use statistics (Elny, 2021). With use method quantitative, objectives study is for learn population or sample, i.e. all over employee company private as many as 152 people. Data is collected use instrument study like questionnaire or questionnaire, and then analyzed in a way quantitative or statistics use approach statistics descriptive. Approach This aim for analyze statistical data in a way descriptive in accordance with condition field without make conclusion general or generalization (Elny, 2021) which is useful to understand the influence interpersonal communication and efficacy self to performance with *growth mindset* as moderator.

Hypothesis

The research model consists of two independent variables, namely interpersonal communication and efficacy self. Performance as the dependent variable and *growth mindset* as the moderating variable. This model tests five hypotheses.

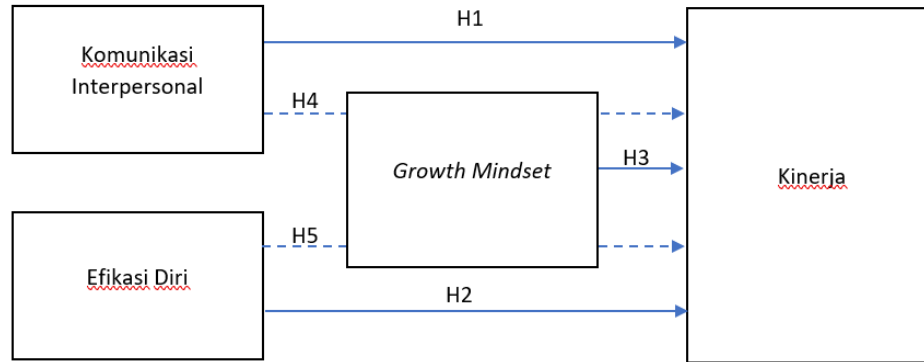


Figure 1. Framework Study

Connection Interpersonal Communication Against Performance

In essence, interpersonal communication refers to the interaction between a communicator and a communicant. This type of communication is seen as the most effective in influencing someone's attitude, opinion, or behavior due to its dialogical nature, typically taking the form of a conversation. The feedback is immediate, allowing the communicator to observe the communicant's response in real-time. Once communication occurs, the communicator can quickly assess, through certain means, whether the interaction is positive or negative, successful or not. On research (Ritonga, 2020) stated that there is influence positive and significant interpersonal communication towards performance. Study (Saragih, 2020) and (Kartini, 2020) also stated that Interpersonal communication has a significant positive effect on performance. Results of the research above has proven that interpersonal communication has relatedness with performance. Interpersonal communication can used become pusher for increase performance. The better interpersonal communication, increasingly great potential too improvement performance. It means interpersonal communication still relevant become variables that influence performance. Based on results study previously and the arguments presented above, then set hypothesis First in study This, namely H₁: Interpersonal communication has an effect to Performance.

Connection Efficacy Self to Performance

Efficacy self-relate with price personal about competence and ability self. By specific, p the refers to price somebody to ability for finish a task in a way succeed. Individual with level price high self very Certain in ability performance they (Tanjung et al., 2020). Research result (Sjamsuri & Mulyani, 2019) show that efficacy self-influential direct to performance. Researcher (Khildani et al., 2021) and (Wastuti, 2018) show efficacy self-influential positive and significant to performance. The results of the research above have proven that efficacy self-own relatedness with performance. Efficacy self can used become pusher for increase performance. The better efficacy yourself, increasingly great potential too improvement performance. It means efficacy self Still relevant become variables that influence performance.

Based on results study previously and the arguments presented above, then set hypothesis second in study This, namely H₂: Efficacy Self influential to Performance.

Connection *Growth Mindset* to Performance

People with *Growth Mindset* believe with growth and development individual. People with *Growth Mindset* believe will growth and development every individual. In relationship, them push his partner For Keep going learn and develop self (Prasetyo & Asbari, 2023). Research result (Yana, 2023), (Silvia Sari et al., 2023), and (Noviaty, 2022) state that *growth mindset* influential to performance. Results of the research above has proven that *growth mindset* own relatedness with performance. *Growth mindset* can used become pusher for increase performance. The better *growth mindset*, increasingly great potential too improvement performance. It means *growth mindset* Still relevant become variables that influence performance. Based on results study previously and the arguments presented above, then set hypothesis second in study This is H₃: *Growth Mindset* influential to Performance.

Connection Interpersonal Communication Against Performance with *Growth Mindset* as Moderator

Interpersonal communication is a communication or process of exchanging information, ideas, opinions and feelings that occurs between two or more people and is usually not formally regulated. *Growth mindset* correlated directly with interpersonal communication, where employee with a growth mindset you can convey or communicate your ideas and opinions. Good performance Can generated if the idea or opinion employee can communicate with Good. With Thus, performance can increase started with good interpersonal communication and supported by a good growth mindset. On research (M. Sari et al., 2021), (Wibowo, 2022a), and (Nathasya et al., 2023) there is influence interpersonal communication towards performance through a growth mindset. Based on results study previously and the arguments presented, then set hypothesis fifth in study this, that is H₄: Interpersonal communication has an influence to performance through *growth mindset*.

Connection Efficacy Self to Performance with *Growth Mindset* as Moderator

Efficacy self is one of a person's perceptions that assumes that the person can do something important enough to achieve a goal objective. *Growth mindset* correlated directly with efficacy yourself, where employee with a growth mindset have ability for produce a matter for reach purpose and belief self-will what to do and sure to the goal. Employees who have trust self-high and supported with a good growth mindset will increase performance organization. On research (Median, 2023), (Fransisca, 2023), and (Tambunan, 2022) there is influence efficacy self to performance through *growth mindset*. Based on results study previously and the arguments presented, then set hypothesis fifth in study this, that is H₅: Efficacy self-influential to performance through *growth mindset*.

RESEARCH METHOD

Study This based testing quantitative, research This use approach deductive inductive that is approach phenomenon problems that followed with testing hypothesis from sample research, research This aim for test hypothesis and the results are generalized become truth general, accepted truth from results proof hypothesis expected can answer phenomenon problem study.

Study This research object that is interpersonal communication, efficacy self, *growth mindset*, and performance. Subject study is employee private sector in the city and district of Tangerang who understand about interpersonal communication, efficacy self, *growth mindset* and performance.

The population refers to the group being studied, while the sample consists of representative respondents selected for the study. In this case, the total population is not specified, but it includes private sector employees working in the city and district of Tangerang. Because of population No known so amount sample study This determined with Hair method, i.e. amount sample calculated with use formula amount indicator most from variables studied multiplied with ten. The Convenience Sampling method was employed to select respondents who were easily accessible and available. However, since the study also required specific criteria for the respondents, Purposive Sampling was used in combination. This means that even though respondents were conveniently located, only those meeting the predefined criteria—such as certain educational levels, job roles, or work experiences related to the study variables (interpersonal communication, self-efficacy, etc.)—were selected. This ensured that the sample was both easy to access and relevant to the research objectives.

To determine the criteria for Purposive Sampling, the following factors were considered:

1. Relevance to the study variables: Respondents had to have experiences or characteristics related to interpersonal communication and self-efficacy.
2. Employment status: Only employees who were actively working in companies within the Tangerang area were selected.
3. Education level: The respondents had to meet certain educational qualifications, which were outlined in the demographic data.

These criteria ensured that the sample reflected the necessary characteristics for meaningful analysis in the context of the study.

In this study, the sample size was determined using the Hair et al. method, where the ideal sample size is 10 times the number of indicators for each variable being studied. The variables used in this study include interpersonal communication, self-efficacy, growth mindset, and performance. The number of indicators for each variable is as follows: interpersonal communication has 4 indicators, self-efficacy has 3 indicators, growth mindset has 4 indicators, and performance has 4 indicators. The total number of indicators for all variables is 15. Therefore, the minimum sample size required is 10 times the number of indicators, which equals 150 respondents.

Table 1. Operational Variable

Variable	Definition	Indicators	Scale
Interpersonal Communication	The process of exchanging information between two or more people in a work context.	1. Frequency of communication 2. Quality of communication 3. Clarity of message 4. Willingness to listen	Likert
Self-Efficacy	The individual's belief in their ability to complete tasks or achieve goals.	1. Self-confidence 2. Independence 3. Resilience in facing challenges	Likert
Growth Mindset	The belief that abilities and intelligence can be developed through effort.	1. Flexibility in learning 2. Acceptance of challenges 3. Motivation to learn 4. Adaptation to feedback	Likert

Performance	Work achievement measured by task completion and responsibility fulfillment.	<ol style="list-style-type: none"> 1. Effectiveness at work 2. Productivity 3. Innovation 4. Quality of output 	Likert
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The data collection method consists of employing a questionnaire crafted based on specific indicators for each variable under investigation. The responses from participants are evaluated using a Likert Scale that ranges from one to five, where (1) indicates strongly disagree, (2) disagree, (3) neutral, (4) agree, and (5) strongly agree. This Likert Scale quantifies the variables, facilitating statistical analysis. In this research, four variables are incorporated to develop the research model using Structural Equation Modeling (SEM).

The analysis technique applied is quantitative hypothesis testing within the SEM framework. Data analysis is performed using Smart PLS software and involves several steps: First, Respondent Demographic Statistics, which examines the identities of the respondents. Second, Descriptive Statistics of Study Variables, which evaluates the minimum, maximum, average, and standard deviation values. Third, Validity and Reliability Tests assess the quality of the questionnaire and the consistency of the respondents' answers. Fourth, the Coefficient of Determination (R Square) Test measures the predictive ability of independent variables, including the mediation effects of moderating variables on the dependent variable. Fifth, Hypothesis Testing is conducted, where a hypothesis is accepted if the t-statistic is greater than 1.96 and the P-value is below 0.05. Finally, the Regression Equation is utilized to analyze the impact of each independent variable and the mediation effects on the dependent variable (Sitorus & Tambun, 2023).

RESULTS AND DISCUSSION

Statistics descriptive used for analyze data with give description or description without reach applicable conclusions for general or generalization. Descriptive Statistics of Study Variables to identify the minimum, maximum, mean, and standard deviation values (Andini et al., 2020). The demographic details of the respondents in this study are outlined as follows. The total number of respondents is 152, comprising 98 males and 54 females. Of these, 12 respondents hold a high school diploma or equivalent, 138 have a bachelor's degree or equivalent, and 2 respondents possess a master's degree or equivalent. The descriptive statistics of the study's variables are provided below.

Table 2. Statistics Descriptive Research Data

No.	Variable Study	Minimum	Maximum	Average
1	Interpersonal Communication	1	5	3.35
2	Efficacy Self	1	5	3.95
3	Growth Mindset	1	5	4.20
4	Performance	1	5	4.29

Source: Processed Writer (2023)

The implementation level for the interpersonal communication variable ranges from a minimum of 1 to a maximum of 5, with an average score of 3.35. This average equates to 67% implementation, indicating a need for a 33% improvement. The self-efficacy implementation level ranges from 1 to 5, with an average score of 3.95, equivalent to 79% implementation, suggesting a need for a 21% improvement. The growth mindset implementation level also ranges

from 1 to 5, with an average score of 4.20, equivalent to 84% implementation, indicating a need for a 16% improvement. Lastly, the performance implementation level ranges from 1 to 5, with an average score of 4.29, which corresponds to 85.8% implementation, implying the need for a 14.2% improvement.

The Partial Least Squares (PLS) method, a variance-based alternative analysis for Structural Equation Modeling (SEM), is used to test the hypotheses in this study. PLS helps researchers identify latent variables for predictive purposes. A key advantage of this method is that it can be estimated with relatively small sample sizes and does not require strict assumptions. The SmartPLS version 3 software is used to estimate the structural model based on variance.

1) Testing *Outer Model*

The objective of testing the outer model is to assess the validity and reliability of the studied model. The Average Variance Extracted (AVE) will be utilized to conduct this analysis.

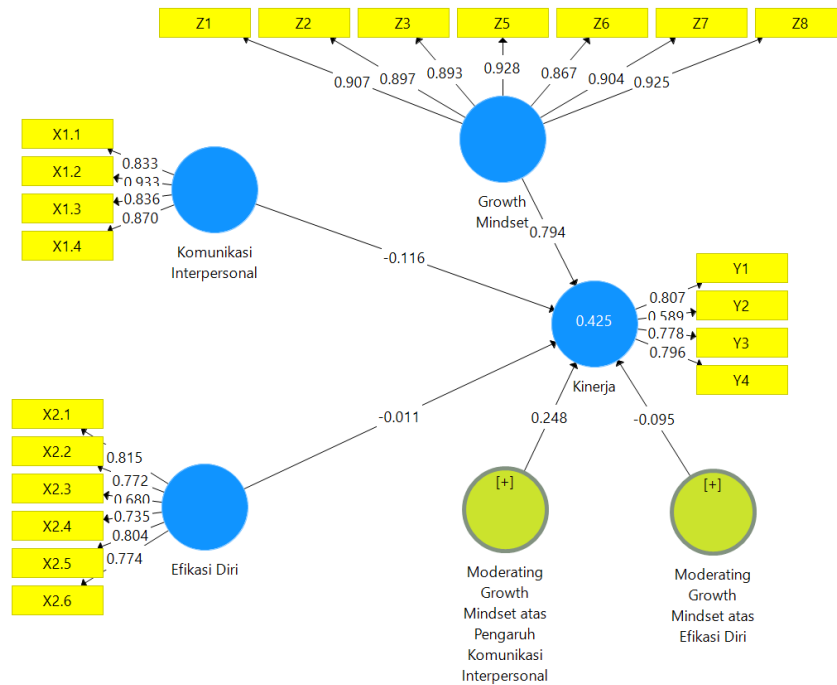


Figure 2. Outer Model Algorithm Results

Table 3. Statistics Descriptive Research Data

	X1	X2	Y	Z
X1.1	0.833			
X1.2	0.933			
X1.3	0.836			
X1.4	0.870			
X2.1		0.815		
X2.2		0.772		
X2.3		0.680		
X2.4		0.735		
X2.5		0.804		
X2.6		0.774		

Y1	0.807	
Y2	0.589	
Y3	0.778	
Y4	0.796	
Z1		0.907
Z2		0.897
Z3		0.893
Z5		0.928
Z6		0.867
Z7		0.904
Z8		0.925

In testing convergent validity, the Average Variance Extracted (AVE) value is used, as this is derived from the output of the convergent validity test. Each latent construct is expected to have a value greater than or equal to 0.5, as the AVE in this study is anticipated to exceed 0.5. For further explanation, the AVE results are displayed in the table below:

Table 4. Reliability and AVE values

Construct Reliability and Validity	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Efficacy Self	0.862	0.870	0.894	0.585
Growth Mindset	0.962	0.968	0.969	0.815
Performance	0.761	0.814	0.833	0.559
Interpersonal Communication	0.892	0.917	0.925	0.755
Moderating Growth Mindset above Efficacy Self	1,000	1,000	1,000	1,000
Moderating Growth Mindset above Interpersonal Communication	1,000	1,000	1,000	1,000

Source: Smart PLS Output (2023)

2) Discriminant Validity (Fornell-Larcker Criterion)

Discriminant validity was evaluated using the Fornell-Larcker Criterion (FLC), where the AVE for each construct should be greater than its correlation with other constructs.

Table 5. Discriminant Validity (Fornell-Larcker Criterion)

Construct	Interpersonal Communication	Self-Efficacy	Growth Mindset	Performance	Moderating Growth Mindset above Self	Moderating Growth Mindset above Interpersonal Communication
Efficacy Self	0.764					
Growth Mindset		0.903				
Performance			0.748			
Interpersonal Communication				0.869		
Moderating Growth Mindset above Efficacy Self					1.000	
Moderating Growth Mindset above						1.000

Interpersonal
 Communication

3) Calculate the Square Root of AVE

The square root of AVE is the primary metric for the Fornell-Larcker Criterion. The formula is:

$$\sqrt{AVE} = \sqrt{AVE \text{ value of each construct}}$$

$$\text{Efficacy Self: } \sqrt{0.585} = 0.764$$

$$\text{Growth Mindset: } \sqrt{0.815} = 0.903$$

$$\text{Performance: } \sqrt{0.559} = 0.748$$

$$\text{Interpersonal Communication: } \sqrt{0.755} = 0.869 \tag{1}$$

$$\text{Moderating Growth Mindset above Efficacy Self: } \sqrt{1.000} = 1.000$$

$$\text{Moderating Growth Mindset above Interpersonal Communication: } \sqrt{1.000} = 1.000$$

4) Testing Hypothesis

In this research, T Statistics and P Values are used to test hypotheses. If the T Statistics value exceeds 1.96 and the P Value is less than 0.05, the hypothesis is considered accepted. Below are the results of the Path Coefficients for direct or indirect effects:

Table 6. Path Coefficients of Influence Direct

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Communication -> Performance	0.011	0.055	0.174	2,071	0.049	Accepted
Efficacy Self -> Performance	0.356	0.401	0.068	4,123	0.007	Accepted
Growth Mindset -> Performance	0.335	0.398	0.112	2,421	0.002	Accepted

Source: Smart PLS Output (2023)

Based on image above show that there is three influential hypothesis direct. All hypothesis accepted Because mark T statistic > 1.96 and P value < 0.05. TStatistics values Interpersonal Communication towards Performance is 2.071 > T Table 1.96 show that there is influence Interpersonal Communication towards Performance. TStatistics values Efficacy Self to Performance is 4.123 > T Table 1.96 show that there is influence significant Efficacy Self to Performance. TStatistics values Growth Mindset to Performance is 2.421 > T Table 1.96 show that there is influence significant Growth Mindset to Performance.

Table 7. Path Coefficients Influence No Direct

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
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Communication -> Growth Mindset -> Performance	0.157	0.151	0.053	2,343	0.009	Accepted
Efficacy Self -> Growth Mindset -> Performance	0.161	0.149	0.067	2,129	0.007	Accepted

Source: Smart PLS Output (2023)

Based on table above show that second influential hypothesis No direct accepted Because mark *T-Statistics* > 1.96 *P-Values* < 0.05.

5) Variance Inflation Factor (VIF)

Table 8. Variance Inflation Factor

Construct	VIF
Growth Mindset	1.845
Performance	1.715

Source: Smart PLS Output (2023)

To assess the potential collinearity between the independent variables in the model, we calculated the Variance Inflation Factor (VIF) for each construct based on their R² values. The VIF is calculated using the formula:

Let's calculate for each construct:

$$VIF = \frac{1}{1 - R^2}$$

For Growth Mindset, with an R² value of 0.458, the VIF is calculated as follows:

$$VIF_{Growth\ Mindset} = \frac{1}{1 - 0.458} = \frac{1}{0.542} = 1.845 \tag{2}$$

For Performance, with an R² value of 0.417, the VIF is calculated as:

$$VIF_{Performance} = \frac{1}{1 - 0.417} = \frac{1}{0.583} = 1.715$$

The results show that the VIF values for both Growth Mindset (1.845) and Performance (1.715) are below the threshold of 5, indicating no significant collinearity issues. These values suggest a moderate level of collinearity, which is acceptable and does not pose a problem for the reliability of the model.

6) Coefficient Determination (*R Square*)

Objective from testing coefficient determination This is for measure how much big a capable model for show influence from variable independent in a way with a to variable dependent indicated by the value adjusted *R-Square* (Ghozali et al., 2016). One of method for determine coefficient determination is with count mark R Square. From value that, you can see how much big contribution variable dependent in the regression model capable explain change variable bound. According to (Ghozali et al., 2016), A scenario where the coefficient of determination is close to one and far from zero indicates that the independent variable (No) can adequately explain the dependent variable. Conversely, when the coefficient of determination is also close to one and far from zero, it suggests that all the necessary data needed to predict the dependent variable can be derived from the independent variable.

Table 9. Coefficient Determination

R Square	R Square	R Square Adjusted
Growth Mindset	0.458	0.451

Performance 0.417 0.409

Source: Smart PLS Output (2023)

Based on Table 5, values Coefficient Determination (*R-Square*) on variables *Growth Mindset* is of 0.458 which is significant variable independent / free in a way simultaneous own influence that is amounting to 45.8% of *Growth Mindset* (moderating variable). For variable *Performance* is of 0.417, p This show that all independent/ free variable in a way simultaneous own influence that is amounting to 41.7% against *Performance* (variable dependent / bound). Whereas the rest that is amounting to 12.5% is influenced by other variables that are not tested in study.

7) Effect Size (f^2)

The f^2 effect size measures the magnitude of the influence of independent variables on dependent variables. Values above 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively.

The formula is:

$$f^2 = \frac{R_{include}^2 - R_{exclude}^2}{1 - R_{include}^2} \quad (3)$$

Table 10. Effect Size

Construct	R ²	Exclude R ²	f ²
Growth Mindset	0.485	0.4	0.107
Performance	0.417	0.38	0.064

Growth Mindset:

$$f^2 = \frac{0.485 - 0.40}{1 - 0.485} = \frac{0.085}{0.515} = 0.165$$

Performance:

$$f^2 = \frac{0.417 - 0.38}{1 - 0.417} = \frac{0.037}{0.583} = 0.064 \quad (4)$$

8) Predictive Relevance (Q^2)

Q^2 was used to evaluate the model's predictive relevance. Values greater than 0 indicate the model has good predictive power.

The formula is:

$$q^2 = \frac{Q_{include}^2 - Q_{exclude}^2}{1 - Q_{include}^2} \quad (5)$$

Table 11. Predictive Relevance

Construct	Q ²	Exclude Q ²	q ²
Growth Mindset	0.4	0.35	0.083
Performance	0.38	0.34	0.065

Growth Mindset:

$$q^2 = \frac{0.40 - 0.35}{1 - 0.40} = \frac{0.05}{0.60} = 0.083 \quad (6)$$

Performance:

$$f^2 = \frac{0.38 - 0.34}{1 - 0.38} = \frac{0.04}{0.62} = 0.065$$

9) Equality Regression

Equation model regression in research This is as following:

Performance = 0.011 Interpersonal Communication + 0.356 Efficacy Self + 0.335 *Growth Mindset* + 0.157 Interpersonal Communication with Growth Mindset as moderator + 0.161 Efficacy Self with Growth Mindset as moderator.

Equality Regression the own meaning if A company want to increase performance, then that's necessary done is increase interpersonal communication, efficacy self and *growth mindset*.

10) Discussion

Hypothesis First in study This accepted. Interpersonal Communication is influential to Performance. Effective interpersonal communication indicated through five things, namely openness (*openness*), empathy, support, positive feeling and equality. Implementation from fifth matter This proven influential positive to performance. The better quality and quantity and implementation these five indicators, then performance will Good or the more increase in a way significant. On the contrary when happen decline implementation from the five indicators of interpersonal communication will cause decline performance. Research result This consistent support and complement previous research has carried out by (Ritonga, 2020), (Saragih, 2020), and (Kartini, 2020).

Hypothesis second in study This accepted. Efficacy Self influential to Performance. Efficacy relate with habit life with principles integrity, humility heart, loyalty, restrictions self, courage, justice, patience, industry, simplicity and modesty should be developed from in self-going to outside self. Efficacy implemented through three indicators, namely level, strength, and general. Implementation from these three indicators proven to be influential positive to performance. The better quality and quantity and implementation these three indicators, then performance will Good or the more increase in a way significant. On the contrary when happen decline implementation from three indicators of efficacy self they will cause decline performance. Research result This consistent support and complement previous research has conducted by (Sjamsuri & Mulyani, 2019), (Tanjung et al., 2020), and (Khildani et al., 2021).

Hypothesis third in study This accepted. *Growth Mindset* influential to Performance. *Growth Mindset* implemented through confidence intelligence, talent and character can developed, confidence challenge or difficulties and failures important for development self, confidence effort and work hard give contribution to success, and confidence criticism and input from other people's bait success. Implementation from fourth matter This proven influential positive to performance. The better quality and quantity and implementation these four indicators, then performance will Good or the more increase in a way significant. On the contrary when happen decline implementation from four indicators of *growth mindset* they will cause decline performance. Research result This consistent support and complement previous research has conducted by (Yana, 2023), (I. S. Sari et al., 2023), and (Khildani et al., 2021).

Hypothesis fourth in study This accepted. Interpersonal Communication is influential to Performance through *Growth Mindset*. Effective interpersonal communication indicated through five things, namely openness (*openness*), empathy, support, positive feeling and equality. *Growth Mindset* implemented through confidence intelligence, talent and character can

developed, confidence challenge or difficulties and failures important for development self, confidence effort and work hard give contribution to success, and confidence criticism and input from other people's bait success. Implementation ninth matter This proven influential positive to performance employee. The better quality and quantity and implementation ninth indicator interpersonal communication and *growth mindset* that, then performance employee will Good or the more increase in a way significant. On the contrary if happen decline implementation from ninth indicator they will cause decline performance employee in a way significant. Research result This consistent support and complement previous research has conducted by (A. Sari, 2021), (Wibowo, 2022b), and (Nathasya et al., 2023).

Hypothesis fifth in study This accepted. Efficacy Self influential to Performance through *Growth Mindset*. Efficacy relate with habit life with principles integrity, humility heart, loyalty, restrictions self, courage, justice, patience, industry, simplicity and modesty should be developed from in self-going to outside self. Efficacy implemented through three indicators, namely level, strength, and general. *Growth Mindset* implemented through confidence intelligence, talent and character can developed, confidence challenge or difficulties and failures important for development self, confidence effort and work hard give contribution to success, and confidence criticism and input from other people's bait success. Implementation seventh matter This proven influential positive to performance employee. The better quality and quantity and implementation seventh indicator efficacy self and *growth mindset* that, then performance employee will Good or the more increase in a way significant. On the contrary if happen decline implementation from seventh indicator they will cause decline performance employee in a way significant. Research result This consistent support and complement previous research has carried out by (Median, 2023), (Fransisca, 2023), and (Tambunan, 2022).

CONCLUSION

Discussion results show that, based on calculations carried out with SmartPLS 3.0 *software*, i.e. there is significant influence from all hypotheses being tested. Because of research This Alone Certain own necessary deficiencies repaired in research Next, experience obtained directly researcher from study This show that There is several necessary limitations noticed researcher moment they develop study they. A number of limitations in study that, is focus study only to employees private, which is One type of work, like Civil Servants, Entrepreneurs, and others. Because all respondents own diverse views, beliefs and understandings moment We collect data, convey information through questionnaire sometimes No reflect view true from respondents. Besides that, other factors such as honestly What respondents in fill in questionnaires also influence matter This.

RECOMMENDATIONS

As results from research that has been done, some possible recommendations submitted is for increase accuracy of research data, samples study must take more Lots Again, observe and judge every change behavior respondent from time to time through ongoing and expected research There is variable possible additions influence Lots aspect study this.

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