

## The Influence of Self Efficacy and Locus of Control on Employee Performance with OCB as an Intervening Variable (Case Study at The Jember District Transportation Service)

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### ABSTRACT

**Objective:** This research aims to determine the influence of self-efficacy and locus of control on employee performance with OCB as an intervening variable (case study at the Jember Regency Transportation Service). **Method:** This research uses the Explanatory Research type. The population in this study were all employees of the Jember Regency Transportation Service, totaling 202 employees. Researchers used a saturated sample method where all members of the population were sampled. The data analysis method used in this research is Structural Equation Modeling (SEM). **Results:** The research results show that the higher Self Efficacy will increase Performance, the higher Locus of Control will increase Performance, the higher Self Efficacy will increase OCB, the higher Locus of Control will increase OCB, and the higher OCB will increase Performance. **Novelty:** Self Efficacy has a positive and significant impact on structural employee performance through OCB. Locus of Control has a positive and significant impact on structural employee performance through Organizational Citizenship Behavior.

## INTRODUCTION

Organization, and are the organization's main expenditure in carrying out its activities. There are several basic components of an organization consisting of nature, capital, human resources, technology and expertise. However, the human resources element is the most important internal scope. There are two reasons for this. First, human resources influence the efficiency and effectiveness of organizations in designing, producing goods and services, monitoring quality, marketing products, allocating funds, and determining all organizational goals and strategies. Second, human resources are the organization's main expenditure in running a business [1].

Maximum employee performance is also supported by high employee self-efficacy. Self-efficacy is a person's belief regarding his or her chances of successfully achieving a particular task. Individuals who have high self-efficacy will achieve better performance. Good (past) achievements increase Self-efficacy expectations, while failure will reduce Self-efficacy. Achieving success will have different impacts on Self-efficacy, depending on the process of achieving it.

Locus of control is also thought to influence employee performance. Locus of control is the degree to which individuals believe that they are the determinants of their own destiny. Locus of control is important because a person's performance control can be measured from a person's ability to control the events that happen to him. A person who believes that they can control what happens to them is called an internal locus of

control. Meanwhile, someone who believes that what happens to them is controlled by external forces such as luck and opportunity is called an external locus of control [2].

Organizational Citizenship Behavior (OCB) is a form of individual contribution that exceeds role demands in the work environment. This OCB involves several behaviors including helping other people, volunteering for extra tasks, complying with workplace rules and procedures, so the company expects employees who have OCB character, because the role of OCB is very important and has a positive impact on the company. The OCB attitude of employees will help the company to achieve its goals, because employees will contribute to each other fully because of their love for the company so that employees will take full responsibility and become employees who have the behavior expected by the company.

The Jember Regency Transportation Service Performance Report was prepared based on the Regulation of the Minister for Administrative Reform and Bureaucratic Reform Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting, and Procedures for Reviewing Performance Reports. The 2023 Jember Regency Transportation Service Performance Report is a performance report on the performance targets stated in the 2021-2026 Jember Regency Transportation Service Strategic Plan Change Document (Renstra) and outlined in the 2023 Jember Regency Transportation Service Performance Agreement.

The inhibiting factors faced in the 2023 Goal include the technical qualifications or Self-Efficacy of human resources not being fully comparable to the number of personnel in each service unit at the Jember Regency Transportation Service, including the workload carried. Standard Operating Procedures (SOP) in each service unit/all service fields and are not truly understood by service implementers.

Based on the initial observations of Yoyok et al at the Jember Regency Transportation Service regarding self-efficacy, namely there are employees who have potential outside the office but still want to work in the office. Employees sometimes feel less confident when accepting new work. This has a negative impact on the mindset that employees have. Employees tend to be more comfortable with monotonous work phases so that their soft skills are limited. Employees' mastery of soft skills can be used as capital in taking on new, more challenging jobs.

## **RESEARCH METHOD**

The research design discusses a research plan, structure and strategy in terms of answering questions and containing relevant information in accordance with planned research needs. This research uses the Explanatory Research type, which is a type of research that aims to analyze the relationship or influence between variables through hypothesis testing. This research aims to analyze the influence of self-efficacy and locus of control on employee performance with OCB as an intervening variable (case study at the Jember Regency Transportation Service).

Population is a combination of elements in the form of events, things or people who have similar characteristics which is the center of attention of a researcher because it is

seen as a research universe [3]. The population in this study was all employees of the Jember Regency Transportation Service, totaling 202 employees

The sample is part of the population elements [4]. The determination of the sample size used by the author in this study was a saturated sample. The saturated sampling method is a technique for determining a sample where all members of the population are selected as a sample of 202 employees.

## RESULTS AND DISCUSSION

### Results

#### Test Outer Model

Outer model evaluation is also called model evaluation which is used to assess the validity and reliability of the model. The indicator criteria used are convergent validity, discriminant validity and root average variance extracted (AVE), while reliability is composite reliability.

#### Convergent Validity

The Convergent validity test is used to describe the correlation of constructs with their indicators. Individual indicators are considered reliable if they have a correlation above 0.70. The results of the Convergent validity test are presented in the model as seen in Table 1.

**Table 1.** The result of convergent validity.

Variable	Indicator	Outer Loading
Self-Efficacy ( $X_1$ )	X1.1	0,791
	X1.2	0,859
	X1.3	0,853
	X1.4	0,715
	X1.5	0,781
Locus of Control ( $X_2$ )	X2.1	0,927
	X2.2	0,754
	X2.3	0,701
	X2.4	0,711
	X2.5	0,852
OCB ( $Z$ )	Z.1	0,721
	Z.2	0,788
	Z.3	0,926
	Z.4	0,711
	Z.5	0,859
Performance ( $Y$ )	Y.1	0,942
	Y.2	0,825
	Y.3	0,708
	Y.4	0,957
	Y.5	0,704

Source: Processed primary data, 2025

Outer loading describes how much the dimensions and indicators are related to the variables. Based on Table 1, the outer loading value shows that all indicators have a value above 0.70, thus it can be concluded that all dimensions and indicators used in this research are declared valid.

### Discriminant Validity

Discriminant Validity of the reflective research indicator model, indicators are assessed based on the Fornell-Larcker criterion comparing the average variance extracted (AVE) root with the correlation between latent variables or constructs. Specifically, the root AVE of each construct should be higher than the correlation with other constructs.

**Table 2.** Results of the fornell-larcker criterion approach.

Variable	X1	X2	Y	Z
Self-Efficacy (X1)	0.829			
Locus of Control (X2)		0.817		
OCB (Z)			0.835	
Performance (Y)				0.847

Source: Processed primary data, 2025

Table 2 shows that in the Fornell-Larcker criterion approach the root of the AVE value is higher compared to other constructs. This can be stated that the discriminant validity data using the Fornell-Larcker criterion approach in this research is declared valid.

### Composite Reliability

Composite reliability is a reliability test on the outer model. The criteria used in this test are composite reliability and Cronbach's alpha value of the research variable indicators. A reliable variable is a variable that has a composite reliability value > 0.7 with a Cronbach's alpha value > 0.60. The composite reliability test results are presented in Table 3.

**Table 3.** The result of composite reliability.

Variable	Cronbach's Alpha	Composite Reliability	Information
Self-Efficacy (X1)	0.709	0.762	Reliabel
Locus of Control (X2)	0.787	0.752	Reliabel
OCB (Z)	0.778	0.735	Reliabel
Kinerja (Y)	0.780	0.733	Reliabel

Source: Processed primary data, 2025

Based on Table 3, it shows that the value of Cronbach's alpha and composite reliability for all constructs has a value of more than 0.7, thus in this research model each research construct has reliable criteria.

### Inner Model Test

The R-square value is used to find out how big (percent) the influence of the exogenous variable is on the endogenous variable, the range of R-square values is 0-1, if

the R-square value is close to zero, the weaker the influence of the exogenous variable is on the endogenous variable, conversely, if it is close to one then, the stronger the influence of exogenous variables on endogenous variables. The R-square value of the variable can be seen in Table 4.

**Table 4.** The result of r-square.

Variable	R Square
OCB (Z)	0.460
Performance (Y)	0.754

Source: Processed primary data, 2025

Table 4 shows that the R-square value for the Self Efficacy (X1) and Locus of Control (X2) variables is 0.460, which means that this research model is moderate or 46 percent of the OCB (Z) variable is influenced by Self-Efficacy (X1) and Locus of Control (X2) and the remaining 66 percent is influenced by constructs outside the model. The R-square value for the variables Self Efficacy (X1) and Locus of Control (X2) through OCB (Z) is 0.754, which means that this research model is moderate or 75.4 percent of the Performance variable (Y) is influenced by Self Efficacy (X1) and Locus of Control (X2) through OCB (Z) the remaining 24.6 percent is influenced by constructs outside the model

### Hypothesis Test Results (bootstrapping)

#### Direct Effect Test Results

Testing the direct influence hypothesis using Partial Least Square (PLS) will show five hypotheses. Hypothesis testing aims to find out how much influence the independent variable has on the dependent variable. Significance values can be obtained using bootstrapping techniques. The statistical test used to test the hypothesis is the t test on each path of influence between variables. The results of direct effect testing using bootstrapping from PLS analysis can be seen in Table 5.

**Table 5.** Direct effect test results (Path coefficients).

Variable	Original Sample (O)	P Values	Information
X1 -> Y	0.423	0.001	Significant
X1 -> Z	0.158	0.011	Significant
X2 -> Y	0.320	0.001	Significant
X2 -> Z	0.544	0.001	Significant
Z -> Y	0.225	0.001	Significant

Source: Processed primary data, 2025

Based on testing the direct influence from Table 5 above, it can be seen that the Path Coefficient value of Self Efficacy (X1) on Performance (Y) is  $\beta = 0.423$ , which is positive. The p-value is 0.001, this result is significant because the p-value is less than 0.05. So, based on the calculated values of path coefficients and p-values on the influence between

variables, Self Efficacy (X1) is proven to have an effect on Performance (Y). The path coefficient value of Self Efficacy (X1) on OCB (Z) is  $\beta = 0.158$ , which is positive. The p-value is 0.011, this result is significant because the p-value is less than 0.05. So, based on the calculated values of path coefficients and p-values on the influence between variables, Self Efficacy (X1) is proven to have an effect on OCB (Z). The path coefficient value of Locus of Control (X2) on Performance (Y) is  $\beta = 0.320$ , which is positive. The p-value is 0.001, this result is significant because the p-value is less than 0.05. So based on the calculated values of path coefficients and p-values on the influence between variables, Locus of Control (X2) is proven to have an effect on Performance (Y). The path coefficient value of Locus of Control (X2) on OCB (Z) is  $\beta = 0.544$ , which is positive. The p-value is 0.001, this result is significant because the p-value is less than 0.05. So based on the calculated values of path coefficients and p-values on the influence between variables, Locus of Control (X2) is proven to have an effect on OCB (Z).

#### **Indirect influence test results (examination of mediating variables)**

Apart from the direct influence, this research also examines the indirect influence of self-efficacy and locus of control on employee performance through OCB. The results of the indirect effect test are presented in Table 6.

**Table 6.** Indirect effect test results (Specific indirect effect).

<b>Variabel</b>	<b>Original Sample (O)</b>	<b>P Values</b>	<b>Information</b>
X1 -> Y -> Z	0.036	0.023	Significant
X2 -> Y -> Y	0.122	0.006	Significant

Source: Processed primary data, 2025

Based on Table 6, the results of the indirect influence between variables are as follows: Self Efficacy (X1) on Performance (Y) through OCB (Z) obtained a correlation value of 0.036 and a P-value of  $0.023 < 0.05$ , thus the indirect influence between Self Efficacy (X1) on Performance (Y) through OCB (Z) is declared significant. Locus of Control (X2) on Performance (Y) through OCB (Z) obtained a correlation value of 0.122 and P-value  $0.006 < 0.05$ , thus the indirect influence between Locus of Control (X2) on Performance (Y) through OCB (Z) is declared significant.

### **Discussion**

#### **The Influence of Self-Efficacy on Performance**

The results of path analysis in the t test on the first hypothesis (H1) show that Self Efficacy has an effect on performance by looking at the significance level, which is 0.001. The relationship shown by the regression coefficient is positive, meaning that the better Self Efficacy, the more performance will increase (H1 is accepted). Self-efficacy is an individual's belief in their abilities to carry out tasks or actions necessary to achieve goals. Someone with high self-efficacy believes they are able to do something to change events around them, while someone who has low self-efficacy considers themselves unable to

do everything around them. In difficult situations, people with low self-efficacy will easily give up while high self-efficacy will try harder to overcome existing challenges. The results of this research are in line with previous research conducted by research [5], [6], [7], [8], [9], [10], [11] states that Self-Efficacy has a significant influence on employee performance.

### **The Effect of Locus of Control on Performance**

The results of path analysis in the t test on the second hypothesis (H2) show that Locus of Control has an effect on performance by looking at the significance level, which is 0.001. The relationship shown by the regression coefficient is positive, meaning that the higher the Locus of Control, the more performance will increase (H2 is accepted). Locus of control is described as a dimension with two opposing sides. A dimension that reflects the extent to which people believe that what happens to them is within their control or beyond their control. Employees with a high level of internal control will show more initiative behavior in achieving goals, are more responsible in building an organizational learning culture, are more helpful to other employees in their work, are more disciplined and are more sensitive to information developing in the environment. The results of this research are in line with previous research conducted by [12], [13] which states that Locus of Control has a significant influence on Employee Performance.

### **The Influence of Self Efficacy on OCB**

The results of path analysis in the t test on the third hypothesis (H3) show that Self Efficacy has an effect on OCB by looking at the significance level, which is 0.011. The relationship shown by the regression coefficient is positive, meaning that the better Self Efficacy, the more OCB will increase (H3 is accepted). High self-efficacy will make employees more optimistic in completing the work assigned to them, but vice versa, if employees have low self-efficacy, the employee will feel less confident in completing their work. Self-efficacy can be said to be a personal factor that differentiates each individual, where changes in self-efficacy can cause changes in behavior, especially in completing tasks and goals. The results of this research are in line with previous research conducted by [13], [14], [15], [16], [17], [18] states that Self-efficacy has a significant influence on Organizational Citizenship Behavior (OCB).

### **The Influence of Locus of Control on OCB**

The results of path analysis in the t test on the fourth hypothesis (H4) show that Locus of Control has an effect on OCB by looking at the significance level, which is 0.001. The relationship shown by the regression coefficient is positive, meaning that the higher the Locus of Control, the more OCB will increase (H4 is accepted). Employees with a high internal locus of control will have a higher contextual performance rating than employees with a lower level of internal locus of control. Locus of control determines the extent to which they believe that their behavior influences what happens to them. Some people believe that they can control their own destiny and bear responsibility for what happens to them. They see control over their lives as coming from within themselves. The results of this research are in line with previous research conducted by [1], [3], [19], [20], [21]

states that organizational commitment has a significant influence on Organizational Citizenship Behavior (OCB).

### **The Effect of OCB on Performance**

The results of path analysis in the t test on the fifth hypothesis (H5) show that OCB has an effect on performance by looking at the significance level, which is 0.001. The relationship shown by the regression coefficient is positive, meaning that the better the OCB, the more performance will increase (H5 is accepted). This is due to the existence of OCB aspects related to the performance of Jember Regency Transportation Service employees. According to [22], OCB is a free individual behavior, not directly or explicitly recognized in the reward system and in promoting the effective functioning of the organization. OCB is employee behavior that exceeds the required role, which is not directly or explicitly recognized by the formal reward system. The results of this research are in line with previous research conducted by According to [23], [24], [25],[2] states that Organizational Citizenship Behavior (OCB) has a significant influence on employee performance.

### **The Influence of Self Efficacy on Performance through OCB**

The results of path analysis in the t test on the sixth hypothesis (H6) show that Self Efficacy influences Performance through OCB by looking at the significance level, which is 0.023. The relationship shown by the regression coefficient is positive, meaning that the higher Self Efficacy, the performance through OCB will increase (H6 is accepted). Self-Efficacy can influence employee performance, this can be seen from several previous studies which state that Self-Efficacy can influence an employee's performance. According to [5], [6], [9], [11] states that Self-Efficacy has a significant influence on employee performance.

### **The Influence of Locus of Control on Performance through OCB**

The results of path analysis in the t test on the seventh hypothesis (H7) show that Locus of Control influences performance through OCB by looking at the significance level, which is 0.006. The relationship shown by the regression coefficient is positive, meaning that as Locus of Control increases, performance through OCB will increase (H7 is accepted). Locus of Control can influence employee performance; this can be seen from several previous studies which state that Locus of Control can influence an employee's performance. According to [26], [1], [22], [27], [2] states that Locus of Control has a significant influence on employee performance.

## **CONCLUSION**

**Fundamental Finding :** The results of the path coefficient test on the influence of Self Efficacy on Performance show a significant positive influence. This proves that the higher Self Efficacy will increase Performance. The results of the path coefficient test on the influence of Locus of Control on Performance show a significant positive influence. This proves that the higher the Locus of Control, the higher the performance. The results of the path coefficient test on the influence of Self Efficacy on OCB show a significant positive influence. This proves that the higher Self Efficacy will increase OCB. The results

of the path coefficient test on the influence of Locus of Control on OCB show a significant positive influence. This proves that the higher the Locus of Control will increase OCB. The results of the path coefficient test on the influence of OCB on performance show a significant positive influence. This proves that the higher the OCB, the higher the performance. **Implication** : The test results show that Self Efficacy has a positive and significant effect on structural employee performance through OCB. The test results show that Locus of Control has a positive and significant effect on structural employee performance through Organizational Citizenship Behavior. **Limitation** : This study focuses solely on the influence of Self Efficacy and Locus of Control on Performance and OCB within a specific organizational context. The findings may not be generalizable to different industries, cultural settings, or job roles. Additionally, the study relies on path coefficient analysis, which, while effective, does not capture potential moderating variables or long-term effects. Future research should consider broader samples and additional influencing factors to provide a more comprehensive understanding of these relationships. **Future Research** : Future research could explore the role of external factors such as organizational culture, leadership style, and job satisfaction in moderating the relationship between Self Efficacy, Locus of Control, OCB, and Performance. Longitudinal studies would also be beneficial to assess how these relationships evolve over time. Moreover, incorporating qualitative approaches could provide deeper insights into employees' perceptions and experiences regarding Self Efficacy and Locus of Control in their professional growth.

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