

The Influence of Locus of Control and Self-Efficacy on the Performance of Civil Servants through Job Satisfaction in the Detachment Work Unit of the Navy Staff and Command School Detachment (DENMA SESKOAL)

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Abstract

This study aims to: 1) test and analyze the locus of control effect on job satisfaction of Civil Servants Denma Seskoal, 2) test and analyze the self-efficacy effect on job satisfaction of Civil Servants Denma Seskoal, 3) test and analyze the locus of control effect on Civil Servants Denma Seskoal, 4) test and analyze self-efficacy affect the performance of Civil Servants Denma Seskoal, 5) test and analyze job satisfaction affect the performance of Civil Servants Denma Seskoal, 6) test and analyze locus of control effect on performance through job satisfaction Civil Servants Denma Seskoal, 7) test and analyze self-efficacy effect on performance through job satisfaction Civil Servants Denma Seskoal.

The results of the study show that: 1) Locus of Control has a significant effect on the job satisfaction of Denma Seskoal Civil Servants. 2) Self-efficacy has a significant effect on the job satisfaction of Denma Seskoal Civil Servants. 3) Locus of Control has a significant effect on the performance of Denma Seskoal Civil Servants. 4) Self-efficacy has a significant effect on the performance of Denma Seskoal Civil Servants. 5) Job satisfaction has a significant effect on the performance of Denma Seskoal Civil Servants. 6) Testing the sixth hypothesis that Locus of Control has no significant effect on employee performance through job satisfaction of Civil Servants Denma Seskoal 7) Testing the seventh hypothesis that self-efficacy has no significant effect on employee performance through job satisfaction of Civil Servants Denma Seskoal. The variable of job satisfaction is not able to be an intermediary variable between the influence of Locus of Control and self-efficacy on the performance of Denma Seskoal Civil Servants.

Keywords: Locus of Control, Self Efficacy, Performance, Job Satisfaction

Introduction

The rapid development of Zamam causes changes in attitudes, behavior, thought patterns, and human perceptions of things or events that occur around them. This is one of the factors that has an impact on a person's job satisfaction. Job satisfaction reflects a person's feelings towards the work they do, both from a positive attitude towards work and everything that happens in the work environment. Each individual has a different level of satisfaction according to the values that apply to him. The more positive aspects of a job, the higher the level of job satisfaction.

The progress of a nation is greatly influenced by the role of public sector performance. It could even be said that it would be impossible for a country to exist without the public sector (government). Indonesia, which is a Pancasila country, has made the public sector the most important sector in the economic, social, and political system. If we talk about the public sector itself, this is closely related to government actors, namely government employees. Of course, this is also related to the quality of performance.

When Soldiers and Civil Servants do not feel satisfaction at work, it will have an impact on employee performance, causing productivity to be less than optimal. According to Luthan (2006), satisfaction influences performance more than performance influences satisfaction. It does not rule out the possibility of

an employee experiencing problems and difficulties in their duties, so in this research, the job satisfaction variable was chosen as an intermediary variable in achieving employee performance.

Performance is the main foundation for every organization because without performance an organization's goals will not be achieved properly. A soldier and civil servant who has good performance will be able to solve the problems and difficulties they face. Performance is a description of the level of achievement of activities in realizing the goals, vision, and mission of the organization. The performance of Soldiers and Civil Servants is a very important thing for both institutions and organizations to pay attention to.

Good performance of human resources can contribute to the progress of an organization. Performance is a real action produced by an individual in the form of achievements created from the results of their work in a particular position or position in an institution or organization where the individual works (Alazhar, 2013). Some factors can influence a person's performance, namely internal factors, external factors, the employee's internal environment, and the external environment.

Good performance criteria will require employees to behave following the organization's expectations, but on the other hand, the organization must pay attention to aspects that can make Soldiers and civil servants survive and feel comfortable in their working conditions and environment. An organization that realizes the importance of maintaining the performance of its employees will always pay attention to all factors related to increasing the morale of Soldiers and Civil Servants.

Based on the description above, the human resources in this research are Civil Servants consisting of TNI Soldiers and Civil Servants in the Naval Staff and Command School Headquarters Detachment Work Unit (Denma Seskoal). Seskoal is the highest general development education within the Indonesian Navy. And has the main task of deepening combat material and studying defense problems at sea at the Strategic and Operational level within the Indonesian Navy. In Seskoal, this is where Student Officers are trained to become strategic-level maritime national defense scholars.

Based on phenomena in the field, there are still soldiers and civil servants who are not confident in their work, so the results achieved do not meet expectations. There are still soldiers and civil servants who are not confident when carrying out their duties, resulting in many warnings from the leadership regarding the tasks they carry out.

The first factor that can influence performance in this research is the Locus of Control. Individuals have beliefs and perceptions of everything that can influence them. This belief is the locus of control. According to Rotter (1966) in Ayudiati (2010) locus of control is a "generalized belief that a person can or cannot his destiny" namely the belief that a person is able or unable to control his destiny.

Reiss and Mitra (1998) in Henis (2016) divided the locus of control into two individual categories, namely internal and external. Individuals with an internal locus of control have the perspective that all results obtained are good or bad because of factors within themselves such as ability, skill, and effort. Someone with an external locus of control has a perspective where all the results obtained, good or bad, are beyond their control, caused by external factors such as luck, chance, and destiny.

Locus of control is a person's personality trait in interpreting success and failure experienced as originating from internal factors or external factors. Locus of control is defined as a person's beliefs about testing and analyzing and where events are felt to be pleasant or unpleasant, becoming the basis for acting (Elena et al, 2015).

Locus of control is a person's perspective in responding to an event that comes in his life. According to Widyaningrat (2014), locus of control shows how much a person believes in the relationship between the actions they take and the results they receive. Locus of control is related to a person's work attitude and self-image.

Robbins and Judge (2008) divide the locus of control into two, namely: internal and external locus of control. Modise and Patient (2017) those who tend to have an external locus of control will feel that every event experienced in their life is outside their control, for example, due to chance, fate, or luck, and people with a dominant internal locus of control, they will feel they have a role or power in everything that happened in his life.

There is a case study conducted by Wahyuni (2016) which states that a higher internal locus of control can encourage increased employee performance. In addition, research by Widyaningrat dan Ajeng (2014) states that locus of control can affect employee performance. Failure in a job should be considered an

unstable thing, where we assume that the success achieved is the result of external factors, and when experiencing failure internal factors are said to be the cause (Yi Li et al, 2014)

Apart from locus of control, other factors can affect the performance of Soldiers and Civil Servants, namely self-efficacy. Self-efficacy is an aspect of knowledge about oneself referred to as self-knowledge which influences people's daily lives. Self-efficacy is the belief that every individual has in acting and making a decision to achieve his goals. Self-motivation that arises in a person is driven by a sense of belief in one's abilities rather than something objectively true (Medhayanti, 2015).

Engko (2008) argues that self-efficacy can affect the performance of an employee. Self-efficacy also has a significant effect on performance. Self-efficacy can affect individual perspectives in thinking, feeling, behaving, and motivating themselves (Handayani, 2008).

Rimper and Lotje (2014) state that there is an influence exerted by the Self-efficacy variable on performance. Personal perception like this plays a very important role in developing a person's intentions. High self-efficacy can provide the ability to survive the difficulties faced and be able to overcome problems or obstacles that interfere with achieving goals.

There is a research gap from Kaseger (2013) that the Self-efficacy variable does not have a positive and significant effect on performance. Locus of control is a personality trait that explains the perception from which individuals determine the causes of events in life (Malik et al, 2015).

An institution or organization always expects good performance from its employees. To achieve optimal performance, this can be achieved through self-efficacy. Self-efficacy is very necessary in developing employee performance, With self-efficacy in individuals it will generate confidence and ability in themselves to complete a job given by their superiors.

Several studies on self-efficacy on performance have been conducted by several researchers and have shown varying results. Previous research conducted by Purnomo and Lestari (2010) showed the results that self-efficacy has a significant positive influence on performance. The research conducted by Chasanah (2008) showed the results that there was a positive influence of self-efficacy on performance.

Based on observations in the field, there are still many employees who have low self-efficacy, such as in completing tasks given by their leaders. The tasks given cannot be completed within the specified time, they easily give up and complain and are easily attacked by stress. These conditions occur because many employees do not have good self-efficacy.

High self-efficacy will develop a strong personality in individuals, can reduce stress, and not be easily influenced by threatening situations. In contrast, individuals who have low self-efficacy tend not to want to try or cooperate in difficult situations and with a high level of complexity (Bandura, 1997).

Job satisfaction is the ultimate goal to be achieved for every organization. With a locus of control, the goals, vision, and mission of the organization will be created. Job satisfaction is an intrinsic factor for retaining good-quality individuals. Specific aspects related to job satisfaction are related to salary, promotion, working conditions, coworkers, supervision, and organizational practices (Sarita and Dian 2019).

Based on research conducted by Erdawati (2017) there is a positive influence on employee job satisfaction. With a locus of control, employee job satisfaction will increase. This proves that locus of control is a driving force for increasing employee job satisfaction in carrying out the tasks assigned by their organization. Locus of control that is carried out well will make employees enthusiastic about working without feeling pressured at work.

Self-efficacy is a person's belief regarding the opportunity to succeed in achieving a particular task. Self-efficacy is a characteristic inherent in an individual. According to Pajares (in Parmawati, 2016), self-efficacy influences individual choices and actions and greatly influences a person's emotional condition. A person's belief in self-efficacy is closely related to the work process by assessing how individuals should take certain actions to face obstacles. Parker & Kleemeir, (1951) stated that there is a positive relationship between job satisfaction and self-efficacy.

Job satisfaction is an important factor in every job. Job satisfaction is an affective or emotional side. As stated by Martoyo (2017). Job satisfaction is an employee's emotional state that occurs or does not occur at a meeting point between the value of remuneration for the employee's work and the organization and the level of value of remuneration that is desired by the employee concerned.

An employee's job satisfaction influences his performance, and his willingness to work is often influenced by his desire to change jobs (Setiawan, 2015). Employees with high job satisfaction will provide

high work results and contributions to the place where they work, and conversely, if the job satisfaction received is low then the contribution given is not optimal.

High job satisfaction is often desired by every organization because it can be linked to the positive results they expect. In Abraham Maslow's theory, the hierarchy of needs states that an employee's needs and satisfaction are identical to biological and psychological needs (Setiawan, 2015). But in fact, not all employees have high job satisfaction, so their performance decreases. An organization experiences many problems that arise from low job satisfaction, which hurts suboptimal performance and low work morale. Previous research conducted by Chasanah (2018) stated that the success of an organization is influenced by the performance of its employees. For organizational goals to be realized, the organization must be able to satisfy its employees because employee job satisfaction is a driver of employee work performance.

Job satisfaction is one of the important variables that contribute to the job itself. While job satisfaction is influenced by personal characteristic factors. Personal characteristics include self-efficacy and locus of control which are factors within the individual's self. Based on the explanation above, it can be seen that the problem of declining performance can be detrimental to employees and institutions or organizations. On the other hand, self-efficacy is one of the factors in determining employee attitudes when working to improve optimal work problem-solving.

Literature Review

Performance Theory

The term performance itself comes from the words Job Performance or Actual Performance (work performance or actual achievements achieved by someone). Mangkunegara (2015) explains that performance is the result of work in terms of quality and quantity achieved by someone in carrying out their duties according to the responsibilities given to them.

According to Wirawan (2016), performance is an abbreviation of work energy kinetics whose equivalent in English is performance. The term performance is often Indonesianized as performance. Performance is the output produced by the functions or indicators of a task or a profession within a certain time. Bernadin and Russell (2015) define performance as a record of success resulting from the functioning of a particular task or activity during a certain period.

According to Mangkunegara (2015), the factors that affect performance are formulated as follows:

<i>Human Performance</i>	= <i>Ability + Motivation</i>
<i>Motivation</i>	= <i>Attitude + Situation</i>
<i>Ability</i>	= <i>Knowledge + Skill</i>

Locus Of Control Theory

Locus of control (Jung, 2014) is a description of a person's beliefs regarding the sources determining their behavior. Locus of control is also defined as an event that a person experiences as a reward or reinforcement, which can be perceived differently and also cause different reactions in each individual (Rotter, 2016).

According to Rotter (2016), Locus of control is also defined as a measure of a person's general expectations regarding control over reinforcement. Locus of control is one of the factors that determines individual behavior and locus of control is defined as a description of a person's beliefs regarding the source of their behavior (Ghufron and Rini, 2018).

Factors that influence the locus of control are:

- Parent. An internal locus of control is supported by parents' attitudes that are consistent, and flexible and encourage children to be independent. Parents who are punitive, hostile, domineering, and rejecting their children will push them toward the external (Coop & White, 2014).
- Giving a response. Explains that giving the right response to a child's behavior will give rise to a learned motive called locus of control, apart from that warm and responsible parental behavior towards the child will help the child develop an internal locus of control (Monk, 2018).
- Environment. If an individual faces many obstacles in his environment and lacks opportunities, he will assume that all the results he has achieved come from something outside himself (Rooter, 2016).

Self Efficacy

Self-efficacy according to Bandura (1997), is a person's perception of his ability to achieve a certain goal. Furthermore, Bandura (1997) says that self-efficacy is an expectation-belief (hope) about how far a person can perform a behavior in a particular situation. Someone who has positive self-efficacy will be sure to be able to carry out the intended behavior. Self-efficacy will determine how a person shows certain behaviors, endurance in the face of adversity or failure, and how success or failure can affect our behavior in the future.

The self-efficacy component consists of efficacy expectations and outcome expectations. Efficacy expectations are a person's self-belief that he can successfully perform the behavior he wants to do. Meanwhile, outcome expectations determine how much someone tries and how long they will stick with this behavior (Bandura, 1997).

According to Bandura (1997), self-efficacy indicators consist of 4 things, namely:

- a. Goal orientation. Someone who has high self-efficacy will have positive behavior, have the desire to succeed, and be goal-oriented. Someone will set his personal goals based on the abilities he has. The higher the self-efficacy, the higher the goals to be achieved.
- b. Control control orientation. Individuals' position of control reflects the degree to which they believe their behavior influences what happens to them. Everything that happens to a person will be his responsibility.
- c. The number of efforts developed in the situation. A person's motivation can be seen from the belief they have in their ability to do something and their efforts in facing obstacles.
- d. Long a person will survive in the face of obstacles. Someone who has a strong belief in their ability to do something will continue to persevere in doing it until they achieve success. Strong persistence will usually produce the expected outcome.

Job Satisfaction

According to Robbins (2008), job satisfaction is a person's general attitude towards their work. Work requires interaction with co-workers, leaders, organizational regulations and policies, performance standards, working conditions, and so on. Individuals with a high level of job satisfaction show a positive attitude toward the job, whereas individuals who are dissatisfied with their work will show a negative attitude toward the job.

Research from Spector (2016) states that job satisfaction is related to how employees feel about their work and to various aspects of the job, so job satisfaction is closely related to the extent to which employees are satisfied or dissatisfied with their work. And can identify job satisfaction indicators from nine aspects, namely:

- a. Wages. This aspect measures employee satisfaction concerning the salary he receives and the salary increase, namely the amount of salary received by the level that is considered commensurate. Wages and salaries do influence job satisfaction.
- b. Promotion. This aspect measures the extent of employee job satisfaction with promotion policies and opportunities to get promotions. This promotion policy must be carried out fairly, namely every employee who does a good job has the same opportunity for promotion.
- c. Supervision. This aspect measures a person's job satisfaction with their superior.
- d. Additional Allowances. This aspect measures the extent to which individuals feel satisfied with the additional benefits they receive from the organization.
- e. Award. This aspect measures the extent to which individuals feel satisfied with the awards given based on work results.
- f. Work procedures and regulations. This aspect measures satisfaction concerning workplace procedures and regulations.
- g. Work colleague. This aspect measures job satisfaction related to relationships with co-workers.
- h. The Job Itself. Aspects that measure job satisfaction on matters related to the work itself, such as opportunities to be creative and variations of tasks, opportunities to be busy.
- i. Communication. This aspect measures satisfaction related to communication that takes place at work.

Research Methods

Time and Location of Research

The research location is a place or object to conduct research. The location for the research was the Detachment Headquarters of the Naval Staff and Command School (Denma Seskoal). The Naval Staff and Command School (Seskoal) is the highest general development education within the Indonesian Navy. And has the main task of deepening combat material and studying defense issues at the strategic and operational level of the sea within the Indonesian Navy. The research was conducted over a period of 3 months, from May 2020 to July 2020.

Research Design

This study is intended to test the hypothesis by using statistical calculations. This research is used to examine the influence of variables X1, and variable X2 on the variables Y and Z studied. By using descriptive and verification research methods, it can be seen that there is a significant relationship between the variables studied to produce conclusions that clarify the description of the object under study.

Population and Sample

Population is a generalized area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then draw conclusions (Sugiyono 2016). The population in this study were Soldiers and Civil Servants of Denma Seskoal.

Sampling in this study was carried out using the Random Sampling Sample method. Sample Random Sampling is sampling using a simple random technique (Umar, 2019), in which questionnaires are distributed to Soldiers and PNS Denma Seskoal. The total number of soldiers and civil servants is 220.

Based on the results of the Taro Yamane formula, a sample of 141.93 was obtained. So the number of samples in this study was as many as 142 samples.

Data Sources and Data Scale

The source of the data obtained in this study was in the form of a questionnaire which was filled in by Soldiers and civil servant Denma Seskoal as respondents in this study.

Explanations regarding instructions for filling out the questionnaire and questions in the questionnaire were made as simple and clear as possible to make it easier for respondents to fill in the answers. The instrument used to measure the variables of this study is a 5-point Likert scale.

Data Analysis Technique

The purpose of data analysis techniques is to interpret and then draw conclusions based on the data that has been collected. Researchers used SEM contained in the SmartPLS version 3 software in processing and analyzing data on the results of this study. Partial Least Square (PLS) is a fairly strong analytical method because it is not based on many assumptions. The data also does not have to have a multivariate normal distribution (indicators with categorical, ordinal, interval, and ratio scales can be used in the same model), and the sample does not have to be large (Ghozali, 2013).

Research Results And Discussion

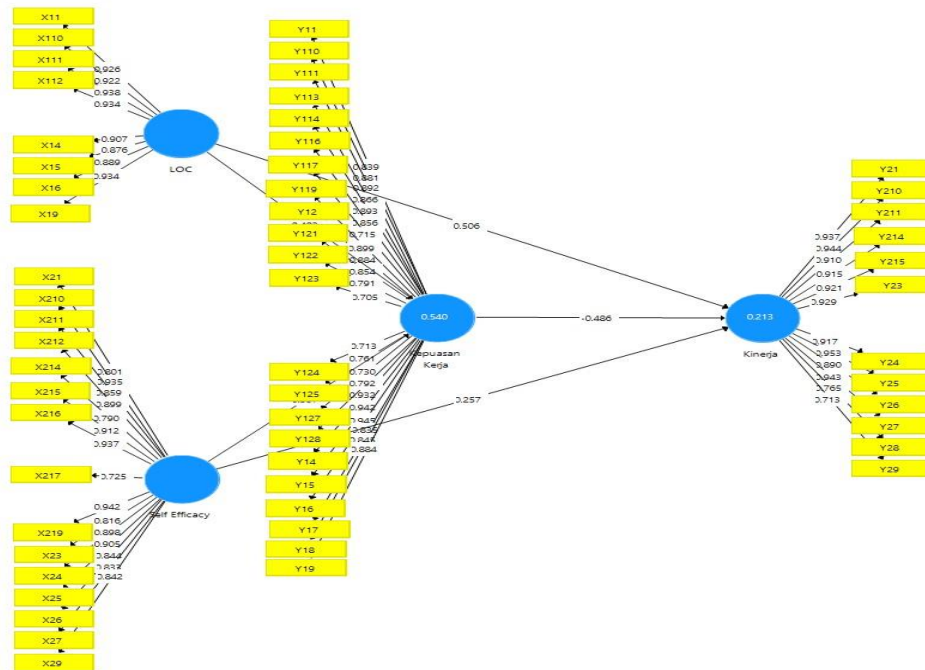


Figure 1. Loading Factor After Reduction
Source: Results of data processed by researchers, 2023

Based on the image above, the results of the loading factor which has been reduced to data show that all indicators have met the convergent validity requirements because the loading factor value has exceeded the threshold value (critical point) of 0.7 (meets valid criteria). In the Locus of Control variable (X1), there are 8 indicators (statement items) that are declared valid, in the Self Efficacy variable (X2) 15 indicators are declared valid, in the Job Satisfaction variable (Y1) there are 22 indicators declared valid, and in the Performance variable (Y) there are 12 indicators declared valid.

Table 2. Average Variance Extracted (AVE)

Variable	(AVE)	Cut-off	Information
Locus of Control (X1)	0.839	0.500	Valid
Self-Efficacy (X2)	0.748		Valid
Job Satisfaction (Y1)	0.709		Valid
Performance (Y)	0.806		Valid

Source: Results of data processed by researchers, 2023

Based on Table 2 above, it can be seen that all variables have an AVE value of > 0.5 , this indicates that all latent variables in the estimated model meet the convergent validity criteria (valid).

Discriminant Validity

Table 3. Cross-Loadings

Statement Items	Locus of Control	Self Efficacy	Job Satisfaction	Performance
X11	0.926	0.481	0.607	0.264
X110	0.922	0.484	0.610	0.312
X111	0.938	0.532	0.644	0.281
X112	0.934	0.427	0.639	0.233
X14	0.907	0.497	0.625	0.340
X15	0.876	0.491	0.600	0.308
X16	0.889	0.454	0.622	0.233

Statement Items	Locus of Control	Self Efficacy	Job Satisfaction	Performance
X19	0.934	0.450	0.553	0.334
X21	0.375	0.801	0.562	0.116
X210	0.453	0.935	0.564	0.192
X211	0.447	0.859	0.517	0.167
X212	0.488	0.899	0.554	0.213
X214	0.485	0.790	0.482	0.198
X215	0.473	0.912	0.502	0.243
X216	0.468	0.937	0.525	0.296
X217	0.320	0.725	0.419	0.183
X219	0.507	0.942	0.546	0.252
X23	0.407	0.816	0.540	0.064
X24	0.473	0.898	0.536	0.269
X25	0.471	0.905	0.577	0.217
X26	0.392	0.844	0.533	0.091
X27	0.481	0.833	0.510	0.156
X29	0.506	0.842	0.510	0.230
Y11	0.542	0.520	0.839	0.062
Y110	0.577	0.577	0.881	0.075
Y111	0.608	0.495	0.892	-0.035
Y113	0.548	0.555	0.866	0.048
Y114	0.591	0.525	0.893	-0.027
Y116	0.574	0.535	0.856	-0.086
Y117	0.543	0.522	0.715	0.006
Y119	0.611	0.536	0.899	0.034
Y12	0.558	0.579	0.884	0.089
Y121	0.554	0.534	0.854	0.016
Y122	0.497	0.435	0.791	0.041
Y123	0.390	0.335	0.705	-0.046
Y124	0.425	0.377	0.713	-0.046
Y125	0.506	0.418	0.761	-0.012
Y127	0.574	0.497	0.730	0.033
Y128	0.590	0.499	0.792	0.063
Y14	0.620	0.534	0.932	-0.058
Y15	0.620	0.546	0.942	-0.011
Y16	0.636	0.549	0.945	-0.052
Y17	0.628	0.544	0.835	-0.020
Y18	0.551	0.517	0.845	0.044
Y19	0.558	0.546	0.884	0.025
Y21	0.277	0.204	-0.002	0.937
Y210	0.214	0.194	-0.051	0.944
Y211	0.343	0.192	0.033	0.910
Y214	0.266	0.216	0.006	0.915
Y215	0.276	0.240	0.030	0.921
Y23	0.277	0.187	-0.016	0.929
Y24	0.223	0.172	-0.051	0.917
Y25	0.275	0.215	-0.013	0.953
Y26	0.372	0.228	0.093	0.890
Y27	0.335	0.208	0.031	0.943
Y28	0.308	0.227	0.061	0.765

Statement Items	Locus of Control	Self Efficacy	Job Satisfaction	Performance
Y29	0.190	0.125	-0.049	0.713

Source: Results of data processed by researchers, 2023

Based on Table 3 above, the cross-loadings value shows that there is good or valid discriminant validity because it has a cross-loadings value above 0.7, and has a correlation value of the indicator with its construct which is higher than the correlation value of the indicator with other constructs.

Table 4. Fornell-Lacker for Discriminant Validity

Variables	Job Satisfaction (Y1)	Performance (Y)	Locus of Control (X1)	Self-Efficacy (X2)
Job Satisfaction (Y1)	0.842			
Performance (Y)	0.009	0.898		
Locus of Control (X1)	0.669	0.315	0.916	
Self-Efficacy (X2)	0.609	0.225	0.522	0.865

Source: Results of data processed by researchers, 2023

Based on Table 4, it can be seen that all variables have a square root value of AVE, and the correlation value of a latent variable (construct) with other constructs shows a greater value, for example, the variable Locus of Control (X1) has a value of 0.916 greater than the correlation between Locus of Control (X1) and Self Efficacy (X2) is 0.522, and the same goes for several other variables. It can be concluded that the results of the discriminant validity examination using the Fornell-Lacker criteria have met the valid criteria. Therefore, it is possible to proceed to the inner model stage.

Reliability Test

Table 5. Composite Reliability dan Cronbach's Alpha

Variable	Cronbach's Alpha	Composite Reliability	Cut-off	Information
Locus of Control (X1)	0.972	0.977	0.700	Reliable
Self-Efficacy (X2)	0.975	0.978		Reliable
Job Satisfaction (Y1)	0.980	0.982		Reliable
Performance (Y)	0.977	0.980		Reliable

Source: Results of data processed by researchers, 2023

The results of construct reliability testing in this study, as presented in Table 5, show that the composite reliability and Cronbach's alpha values of all latent variables studied have values of more than 0.700. So that all manifest variables (indicators) in measuring latent variables in the estimated model are declared reliable. With these results, testing of the structural model (inner model) can be continued.

Structural Model Analysis (Inner Model)

Endogenous Construct Variance in R-Square Values

Table 6. Structural Model Evaluation

Variable	R Square	Category
Job Satisfaction (Y1)	0.540	Strong
Performance (Y)	0.213	Weak

Source: Results of data processed by researchers, 2023

The test results shown in Table 6, show that the first R2 value, namely Job Satisfaction (Y), is 0.540, between the values of 0.50-0.75 which is classified as strong. These results explain that 54.0% of Job Satisfaction (Y) is influenced by Locus of Control (X1) and Self Efficiency (X2) variables, while the remaining 46.0% is influenced by other factors not examined in this research. Meanwhile, for the second R2 value, namely Performance (Y) of 0.213 which is between the values of 0.00 -0.25 which is classified as weak, these results explain that 21.3% of Performance (Y) is influenced by the Locus of Control variable (X1), Self Efficiency (X2), and Job Satisfaction (Y), while the remaining 78.7% is influenced by other factors not examined in this research.

Path Coefficient

To find out the influence of a variable on other variables, the path coefficients test is used.

Table 7. Path Coefficients

Variable	Original Sample
Job Satisfaction -> Performance	0.486
LOC -> Job Satisfaction	0.483
LOC -> Performance	0.506
Self-Efficacy -> Job Satisfaction	0.357
Self-Efficacy -> Performance	0.257

Source: Results of data processed by researchers, 2023

Table 8. Hypothesis Test Results

Variable Path	Original Sample	T Statistics	P Values	Information
Direct Effects				
Locus of Control -> Job Satisfaction	0.483	5.104	0.000	Proven and accepted
Self-Efficacy -> Job Satisfaction	0.357	3.951	0.000	Proven and accepted
Locus of Control -> Performance	0.506	5.119	0.000	Proven and accepted
Self-Efficacy -> Performance	0.257	2.683	0.008	Proven and accepted
Job Satisfaction -> Performance	0.486	4.508	0.000	Proven and accepted
Indirect Effect				
Locus of Control -> Job Satisfaction -> Performance	0.235	3.082	0.002	Not proven
Self Efficacy -> Job Satisfaction -> Performance	0.173	3.096	0.002	Not proven
Total Effect				
Locus of Control -> Job Satisfaction -> Performance	0.235 + 0.506 = 0.741			
Self Efficacy -> Job Satisfaction -> Performance	0.173 + 0.257 = 0.430			

Source: Results of data processed by researchers, 2023

Research Discussion

The discussion is the most important part of the research. The liberation of research results presents research findings and their implications.

1. The Effect of Locus of Control on Job Satisfaction

The test results shown in Table 8, show a path coefficient value of 0.483. The t-statistics value of 5.104 is greater than the t-table value of 1.96, while the p-value of 0.000 is less than the significance level of 0.05. These results can be concluded that the hypothesis which states that there is a significant influence of Locus of Control on job satisfaction can be accepted, or in other words, there is a significant positive influence of Locus of Control on job satisfaction.

2. The Influence of Self-Efficacy on Job Satisfaction

The test results shown in Table 8, show a path coefficient value of 0.357. The t-statistics value of 3.951 is greater than the t-table value of 1.96, while the p-value of 0.000 is less than the significance level of 0.05. These results can conclude that the hypothesis states that there is a significant influence of self-efficacy on job satisfaction is acceptable, or in other words, there is a significant positive influence of self-efficacy on job satisfaction.

3. Influence of Locus of Control on Performance

The test results shown in Table 8, show a path coefficient value of 0.506, a t-statistics value of 5.119 is greater than the t-table value of 1.96, and a p-value of 0.000 is less than the significance level of 0.05. These results can conclude that the hypothesis states that there is a significant influence of Locus of Control on performance is acceptable, or in other words, there is a significant positive influence of Locus of Control on performance.

4. The Influence of Self-Efficacy on Performance

The test results shown in Table 8, show a path coefficient value of 0.257. The t-statistics value of 2.683 is greater than the t-table value of 1.96, while the p-values of 0.000 are less than the significance level of 0.05. These results can conclude that the hypothesis states that there is a significant influence of self-efficacy on performance is acceptable, or in other words, there is a significant positive influence of self-efficacy on performance.

5. The Effect of Job Satisfaction on Performance

The test results shown in Table 8, show a path coefficient value of 0.486. The t-statistics value of 4.508 is greater than the t-table value of 1.96, while the p-values of 0.000 are less than the significance level of 0.05. From these results, it can be concluded that the hypothesis which states that there is a significant influence of job satisfaction on performance is acceptable, or in other words, there is a significant positive influence of job satisfaction on performance.

6. The Influence of Locus of Control on Performance Through Job Satisfaction

The test results shown in Table 8, show that the direct influence value is greater than the indirect influence. From these results, it can be concluded that the hypothesis which states that there is a significant influence of locus of control on employee performance through job satisfaction cannot be accepted, or in other words that the variable of job satisfaction is not capable of being an intermediary variable between the influence of locus of control on employee performance.

7. The Influence of Self-Efficacy on Performance Through Job Satisfaction

The test results shown in Table 8, show that the direct influence value is greater than the indirect influence. From these results, it can be concluded that the hypothesis states that there is a significant influence of self-efficacy on employee performance through job satisfaction cannot be accepted, or in other words that the job satisfaction variable is not capable of being an intermediary variable between the influence of locus of control on employee performance.

Conclusions And Recommendations

Conclusion

Based on the results of the research, the conclusions of this study are as follows:

- a. Testing the first hypothesis proves that Locus of Control has a significant effect on job satisfaction for Civil Servant Denma Seskoal. The Locus of Control variable is considered capable of increasing the job satisfaction of Denma Seskoal Civil Servants.

- b. Testing the second hypothesis proves that self-efficacy has a significant effect on job satisfaction for Denma Seskoal Civil Servants. The self-efficacy variable is considered capable of increasing the job satisfaction of Denma Seskoal Civil Servants.
- c. Testing the third hypothesis proves that Locus of Control has a significant effect on the performance of Denma Seskoal Civil Servants. The Locus of Control variable is considered capable of improving the performance of Denma Seskoal Civil Servants.
- d. Testing the fourth hypothesis proves that self-efficacy has a significant effect on the performance of Denma Seskoal Civil Servants. The self-efficacy variable is considered capable of increasing the performance of Denma Seskoal Civil Servants.
- e. Testing the fifth hypothesis proves that job satisfaction has a significant effect on the performance of Denma Seskoal Civil Servants. The job satisfaction variable is considered capable of increasing the performance of Denma Seskoal Civil Servants.
- f. Testing the sixth hypothesis proves that Locus of Control has no significant effect on employee performance through job satisfaction, or in other words that the variable job satisfaction is not capable of being an intermediary variable between the influence of Locus of Control on the performance of Denma Seskoal Civil Servant employees.
- g. Testing the seventh hypothesis proves that Self Efficacy has no significant effect on employee performance through job satisfaction, or in other words that the variable job satisfaction is not capable of being an intermediary variable between the effect of Self Efficacy on the performance of Denma Seskoal Civil Servant employees.

Recommendations

Based on the conclusions of the research results, the suggestions given are as follows:

- a. After being tested using SEMPLs (Structural Equation Modeling) the research model developed in this study proved to strengthen theoretical concepts regarding Locus of Control which is a picture of a person's beliefs about the source of determining his behavior and Self Efficacy which is expectations-beliefs (hope) about how far a person capable of performing one behavior in a given situation. This concept can be used as a reference for other researchers. With the development of the results of this research, it is hoped that research on Locus of Control and Self Efficacy can be realized which is mutually sustainable and synergizes for the organization in supporting the improvement of the performance of Denma Seskoal Civil Servants so that each vision and mission of the organization is achieved.
- b. For further research, other variables besides Locus of Control and Self-efficacy can be developed as factors that can affect performance. This research is expected to be useful for the development of further knowledge in connection with the findings of research results, both in the form of further research, as well as for the development of knowledge. Knowledge development can be done by applying new methods in other studies to be added to this research.
- c. For Denma Seskoal Civil Servants should further improve their Locus of Control and Self Efficacy, so that these things can produce good performance both individually and in the organization

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